LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD

2017-2020 LOCAL AREA PLAN:

BUSINESS ENGAGEMENT, PROGRAM ALIGNMENT & SKILLS BUILDING

CREATING PATHWAYS TO THE MIDDLE CLASS

LOS ANGELES COUNTY
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
LOCAL AREA PLAN FOR PROGRAM YEARS 2017-2020

Los Angeles County Workforce Development, Aging and Community Services (WDACS)
March 6, 2017

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A. COMPREHENSIVE STATEMENT OF VISION, GOALS & STRATEGY

i. Strategic Vision

In support of regional economic growth and economic self-sufficiency, the Los Angeles County Workforce Development Board's (WDB) Local Plan reflects a commitment to a vision that *every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has equitable access to upward mobility and prosperity.* This vision was crafted to support the California State Plan's vision *to ensure upward mobility for all Californians through the alignment of workforce development programs with those of WIOA education partners to develop demand-driven skills among job seekers that meet the needs of businesses.*

The Los Angeles County WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of the County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. WDACS is the fiscal and programmatic administrator of this system and is responsible for providing workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities, and in all of its 151 unincorporated areas. In total, through its many departments, the County administers approximately $650 million a year in economic and workforce development programs and initiatives. The roughly $35 million in WIOA funding the County receives each year is nested within this larger County workforce and economic development system. This positions WDACS to maximize WIOA funding by braiding and leveraging it, to the extent possible, with other non-WIOA workforce and economic development resources.

To begin achieving the vision of the Local Plan, WDACS entered into the Phase I MOU agreement with the County workforce development system's WIOA core program and other required partners to align resources and remain actively engaged in the planning and implementation of an innovative, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy. The vision, goals and strategies outlined in this Plan are strongly linked to analytical data reflecting the characteristics of the L.A. Basin's regional economy. This data resulted from WDACS, in partnership with L.A. City, contracting the Los Angeles County Economic Development Corporation (LAEDC) to conduct an analysis of our region. This analysis resulted in the Los Angeles: People, Industry & Jobs 2015-2020 report that outlined existing and emerging in-demand industry sectors and occupations in our region. It is this analysis on which our Local Plan is based.

The submission of this Plan for State approval does not signal the end of our WIOA planning process. The purpose of the Plan is to serve as a blueprint for the implementation of strategies to achieve the County's WIOA goals. The plan will be adjusted over the next two years as strategies are tested, successes are measured, lessons are learned, and consumer and stakeholder feedback is gained. As per State mandate, a revised Plan will be submitted for State review and approval after two years of Plan implementation.

ii. Goals

The County has established a set of goals for preparing an educated and skilled local workforce that were crafted to support the California State Plan's three policy objectives: (1) fostering demand-driven skills attainment; (2) enabling upward mobility; and (3) aligning, coordinating and integrating programs and services to economize limited resources. The goals also support the State Plan's overarching stretch goal to

produce, over the next ten years, one million middle-skill industry-recognized post-secondary credentials, certifications, professional licenses, and degrees with demonstrable labor market value, as well as to increase the number of Apprenticeship program enrollments. As indicated in the Regional Plan, the County will be working with the other six WDBs in our region to convene stakeholders to develop a plan to achieve the L.A. Basin region's share of the State's goal with regard to credential achievement.

GOALS

1. Focus on the Needs of Business: In alignment with Regional Plan Technical Goal 3[1] and Strategic Goal 8[2], actively engage industries that provide career pathways in in-demand priority sectors.
2. Spearhead System Alignment, Integration and Coordination: Lead efforts to align and integrate all WIOA partners within the AJCC system to allow for a robust menu of services for shared customers delivered in a true one-stop, franchise model.
3. Create Middle-Skill Credentials: Develop trainings in partnership with Carl D. Perkins Career Technical Education and Title II K-14, adult education and community college partners to teach skills that prepare individuals for middle income employment.
4. Expand Earn & Learn: Lead strategic partnerships with industry, education and the core WIOA partners to expand opportunities for individuals to earn wages while they learn on the job, thus enhancing their ability to secure unsubsidized jobs that pay competitive wages.
5. Strengthen Economic Development: Maximize WIOA's impact on economic development by galvanizing the County's economic and workforce development initiatives and strategies through its AJCC system.
6. Focus on WIOA Priority Populations**:** Increase the number of those in these populations who obtain marketable and industry-recognized skills and credentials to support their middle-income employment goals.
7. Increase Services to the Limited English Proficient: In alignment with Regional Plan Technical Goal 2[3], better align with WIOA Title II Adult Education and Literacy programs to serve the County's Limited English-Proficient community.
8. Create System Inclusivity & Accessibility: Expand access to WIOA programs and services for WIOA Priority,[4] WIOA Target[5] and County Target[6] populations.
9. Continuous System Improvement and High Performance Board Standard**:** Establish high performance standards that ensure premium workforce services to job seekers, workers and businesses that exceed required performance.

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[1] Regional Plan (RP) Technical Goal (TG)-3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs.

[2] RP TG-8: Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders.

[3] RP TG-2: Working with education partners, develop a plan of action for the system-wide delivery of basic skills and English language skills at levels reflecting need across the region.

[4] Priority Populations: Recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according to the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. Within the basic skills deficient category, particular priority is placed on individuals whose English language proficiency is limited. Veterans and Eligible Spouses also receive priority under all WIOA programs.

[5] WIOA Target Populations: The following groups of people, as defined in sec. 3(24) of WIOA: individuals with disabilities, including youth with disabilities; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers; individuals within 2 years of exhausting lifetime eligibility under the TANF program; single parents (including single pregnant women); and long-term unemployed individuals.

[6] County Target Populations: Those in WIOA priority populations, plus disconnected youth (inclusive of foster youth), ex-offenders, individuals with disabilities, those experiencing homelessness, and the LGBTQ community.

In addition to aligning with the State Plan, the County's Local Plan goals were developed to align with L.A. County Board of Supervisors' (BOS) Strategic Plan Goals, as well as with countywide initiatives that involve distinct workforce development components. The County is in the unique position to serve as a leader in braiding and leveraging the L.A. Basin region's WIOA resources with those of the County's other economic and workforce-development resources. The County's workforce development system will lead the following countywide initiatives:

- **Countywide Youth Employment Program** – A coordinated partnership of the region's seven WDBs to provide paid work experience, financial literacy, career exploration, life skills, and work ethics to over 10,000 youth annually. The program is funded by TANF and General County fund dollars, and serves as a gateway for WIOA services.
- **L.A. Compact** - A collaboration between BOS, the County and City WDBs, and other local partners to pursue three systemic goals: (1) all students graduate from high school; (2) all students have access to and are prepared for success in college; and (3) all students have access to pathways to sustainable jobs and careers.
- **My Brother's Keeper** - A countywide initiative to better engage, serve, and produce improved education, work and life outcomes for boys and young men of color in the County.
- **Performance Partnership Pilot Program (P3)** – Braids federal, State and local funding of multiple County and City departments, and the Los Angeles Unified School District, to streamline a coordinated service delivery to produce better education, work and life outcomes for the region's disconnected youth.
- **Homeless Initiative** - The most comprehensive effort taken by the County to-date to combat homelessness through 47 strategies aimed to attack the root causes of homelessness and lift thousands of families and individuals out of homelessness and into better lives.
- **Prop 47 Initiative** - Galvanizes multiple County departments, programs and services to assist those whose incarceration sentences were reduced with a host of coordinated re-entry supports needed to fully integrate these individuals back into society.
- **Local and Targeted Worker Hiring Initiative** - Uses County investment in public works, affordable housing projects and economic development projects on County property as a catalyst for local job creation, construction careers training, and revenue generation targeted to assist vulnerable workers who face barriers to employment.
- **Disability Hiring Initiative** - Utilizes best practices in recruitment and hiring of those with disabilities to increase the number of these individuals employed in the County's workforce.
- **Local Small Business Enterprise, Disabled Veteran Business Enterprise, and Social Enterprise Preference Program** - Works to strengthen the local economy by supporting new businesses, growth of existing small businesses, creation of new local and disadvantaged worker employment opportunities, and achievement of social and environmental goals through private partnerships.
- **Minimum Wage Initiative** - Incrementally raises the minimum wage to $15 an hour in unincorporated areas of the County over the next five years.
- **Non-Custodial Parent Program** - Aids unemployed non-custodial parents by connecting them to the AJCCs and other resources for job training, employment, peer counseling, parenting classes, and the reinstatement of their driver's license for work purposes.

The County's Local Plan goals were developed to ensure that it not only meets, but exceeds, its past performance which earned this WDB High Performing Board (HPB) certification in Program Year 2012-2013 for exceeding negotiated statutory indicators and performance measures. The L.A. County WDB was one of the 16 original WDBs in California to receive HPB certification, which remains in effect until 2019 when the next HPB certification occurs with the submission of the local boards' two-year WIOA Local Plan update. All WIOA Title I Adult, Dislocated Worker, Youth and Rapid Response program service providers in the County's

AJCC delivery system are required to meet applicable State negotiated local area performance goals and required State rapid response reporting goals. To ensure its system exceeds negotiated performance goals, the County will be requiring all of its AJCCs in its new WIOA system, which rolls out July 1, 2017, to be certified for meeting high quality standards based on Malcom Baldridge National Quality Award Criteria. Quality will be achieved through a mandatory Continuous Quality Improvement (CQI) process that will be outlined, supported, monitored and evaluated by the County. Part of CQI is the comprehensive *Customer Service and Quality Control Plan* (QCP Plan) that will be required of all AJCCs and Title I program service providers. Each QCP Plan will be required to include methods used to ensure that quality services are provided to fully meet the performance required by the County, State and Federal governments. To ensure adherence to the continuous quality of services, the County will conduct regular, intensive technical assistance (TA) for AJCC operators and Title I program service providers. To ensure performance expectations for serving those with barriers to employment are met, the County will be establishing specialized AJCCs and special initiatives tailored to the needs of these populations.

iii. Strategy for Core Programs Implementation

The County has developed twelve (12) strategies to work with its WIOA partners to align resources to achieve its vision that every business in the County have access to skilled workers and other resources needed to succeed, and that every resident have equitable access to upward mobility and prosperity. To support the alignment of resources, the County executed the WIOA Phase I MOU with 46 core and other required partners. The County is currently negotiating cost-sharing agreements and other requirements of the Phase II MOU which is on-track to be executed by September 1, 2017. The parties to the Phase I MOU are as follows:

- **WIOA Title I Adult, Dislocated Worker, Youth**: L.A. County Workforce Development, Aging and Community Services (WDACS)
- **WIOA Title II Adult Basic Education and Basic Skills** (25): Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Monterey Park Monterey Library; Los Angeles Unified School District; Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; William S. Hart Union High School District
- **WIOA Title III Wagner-Peyser:** State of California Employment Development Department (EDD)
- **WIOA Title IV Vocational Rehabilitation**: State of California Department of Rehabilitation (DOR)
- **Carl D. Perkins Career Technical Education** (6): Antelope Valley College; Citrus College; College of the Canyons; Mt. San Antonio College; Rio Hondo College; Santa Monica College
- **Title V Older Americans Act**: WDACS
- **Job Corps**: YWCA Greater L.A.
- **Native American Programs**: Southern California Indian Center, Inc.
- **Migrant Seasonal Farmworkers**: EDD
- **Veterans (JVSG):** EDD
- **Youth Build:** Youth Policy Institute
- **Trade Adjustment Assistance Act:** EDD
- **Community Services Block Grant:** L.A. County Department of Public Social Services (DPSS)
- **Housing & Urban Development:** L.A. County Community Development Commission
- **Unemployment Compensation (Insurance):** EDD
- **Second Chance:** L.A. County Probation Department
- **Temporary Assistance to Needy Families**: DPSS

The County's 12 Strategies to Implement and Align Resources of WIOA Partners:

1. Strategic Business Engagement: In alignment with Regional Plan Technical Goal 3[7], the WDB will lead the engagement of its WIOA and other partners in economic development efforts with major business and trade organizations to position workforce development as a key resource to attract and retain businesses and support their immediate and future talent and training needs. Targeted priority sectors include: *advanced manufacturing-including bioscience; construction; entertainment and infotech; health services; leisure and hospitality; and trade and logistics.*
2. System Alignment and Regional Coordination: In support of Regional Plan Strategic Goal 2[8], the WDB will ensure partners' responsiveness to regional economic trends and workforce demands by organizing its system according to 10 workforce service delivery areas with each AJCC being responsible for serving as the hub of its service delivery area and ensuring the alignment and coordination of the network of partners and services within their respective areas.
3. Career Pathways: In alignment with Regional Plan Technical Goals 3[9], 4[10], 6[11] and 7[12], the WDB will coordinate with business, industry, education, training and other partners to ensure that training credentials and education coursework are aligned with employer-validated competencies that result in career pathways within our defined priority sectors.
4. On the Job Training**:** The WDB will work closely with its WIOA and other partners to increase paid work experience opportunities--including apprenticeships, pre-apprenticeships, incumbent worker training, on-the-job training, transitional and subsidized employment, paid internships and project-based compensated learning--through engagement with business and unions.
5. Engagement in the County's Economic Development Efforts**:** The WDB will lead its partners' alignment with the BOS efforts and initiatives to positively impact the regional economy and strengthen the region's workforce system.
6. Specialized Centers and Programs for Priority Populations: The WDB will implement specialized job centers that will work closely with partners to provide tailored services to veterans and re-entry customers. AJCCs will deliver, in collaboration with partners, specialized programs and services for WIOA priority populations, and local targeted populations including participants with disabilities and limited English proficiency. AJCC staff will be trained in cultural competencies to ensure services provided respond to the unique characteristics and needs of each priority population.
7. Accessibility & Inclusivity: AJCCs will be strategically located in close proximity to or within partner feeder systems such as adult schools and community colleges with access to public transportation. Additional access will be provided through the County's library system and community centers. Every AJCC will ensure inclusiveness by providing technology to serve individuals with special needs, translation services, and facilities compliant with the Americans with Disabilities Act (ADA) requirements. Staff will be trained to be culturally competent and responsive to the circumstances and needs of populations with barriers to employment.
8. Consistent Branding as America's Job Center of California: The County's franchise model will ensure, among all partner programs, a consistent standard of quality, menu of services, customer flow and professional staffing through a single common brand: *America's Job Center of California (AJCC)*. In support

[7] RP TG-3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs

[8] RP Strategic Goal (SG)-2: Develop a regional framework for delivering demand-driven services to guide planning and program development across the network of system stakeholders.

[9] RP TG-3: IBID

[10] RP TG-4: Adopt a regional definition of "industry-valued" to support credential efforts.

[11] RP TG-6: Adopt a slate of agreed upon regional sector pathway programs and regularly update.

[12] RP-TG-7: Once determined, develop a list of industry-valued credentials in the region.

of Regional Plan Strategic Goal 7[13], WDACS will play a pivotal role in developing, testing and implementing a common countywide system that operates collectively and is responsive to the unique challenges and opportunities of every workforce service delivery area in the County.

9. Integrated Service Delivery (ISD): AJCCs will utilize the ISD model to align and maximize resources, avoid duplication, coordinate programs and integrate the services of all WIOA core and other required partners. AJCCs will serve as the central point of entry to all employment and training programs.
10. Multi-Generational Workforce Development Services: AJCCs will provide a continuum of multi-generational workforce development services to the student, worker or job seeker no matter where they are on their career path. This design is unique in that workforce programs for youth, young adults, adults, and older adults will be strategically offered in the same location under one roof.
11. Technology for Efficiencies: AJCCs will maximize all features of the CalJOBS system to manage customer flow, track customer service and outcomes, and facilitate shared case management among WIOA partners. Technology efficiencies will also be implemented to deliver services such as workshops and meetings remotely. In alignment with Regional Plan Strategic Goal 6[14], AJCCs will coordinate referrals through the regional network of partners utilizing an automated referral system.
12. Data & Performance Driven System: AJCCs will meet aggressive performance targets in close coordination with WIOA core and other required partners. In addition to the six (6) WIOA accountability measures, AJCC performance will include analysis of customer-centered strategies, business engagement, assessments of effectiveness and customer satisfaction, quality improvement, and staff capacity. To better determine the performance of TANF participants, WDACS and DPSS will engage in data sharing to conduct a countywide data matching of those co-enrolled in TANF and WIOA services.

B. ALIGNMENT TO STATE PLAN POLICY STRATEGIES

i. Description of Workforce Development System and its Programs

Given the size of our region, the County has adopted an economic development model for planning that is comprised of eight (8) *economic development planning areas* that encompass all of Los Angeles County. In order to effectively reach communities across our Local Workforce Development Area, these planning areas are further divided into ten (10) *workforce service delivery areas.* Each AJCC in the County's one-stop delivery system will be responsible for coordinating all partner programs and services within the AJCC's assigned workforce service delivery area. The system is built upon the delivery of a full complement of services to businesses, workers, and job seekers delivered through:

- 8 Comprehensive AJCCs fully integrated with EDD Wagner-Peyser partners, providing direct services to businesses and job seekers, and linkages to WIOA partner programs and services;
- 5 additional AJCCs, including a dedicated countywide Specialized Veterans AJCC, and a Specialized Jail-Based Job Center at L.A. County Sheriff's Pitchess Detention Center in Castaic to provide targeted workforce services to the re-entry population;
- 7 Affiliates; and
- A Centralized Business Services Coordination Team that leads the County's efforts to meet the needs of businesses and coordinate the work of business representatives at each AJCC.

To support the system's integrated service delivery model, AJCCs will house, to the extent possible, WIOA core and other required partner programs. These programs include WIOA Title I Adult, Dislocated Worker, Youth, Title III Wagner-Peyser, and Veterans employment programs, as well as WIOA Title II Adult Basic Education & Basic Skills programs, Vocational Rehabilitation, Older Americans Act, Carl D. Perkins Career Technical Education, Trade

[13] RP SG-7: Develop a framework for system messaging to strengthen the impact of messages to key customer groups.
[14] RP SG-6: Develop a communications platform for the region to promote the sharing of information throughout the workforce system.

Adjustment Assistance, Community Services Block Grant, HUD Employment and Training, State Unemployment Compensation, 2nd Chance Act, Social Security Act, TANF, Native American, Migrant Seasonal Farm Workers, Job Corps, YouthBuild and National Emergency Grants programs. As part of its Continuous Quality Improvement plan, the County will provide continuous professional development and capacity building through the delivery of quarterly trainings to cohorts of workforce development, core program and other required program staff in each of the ten workforce service delivery areas.

The programs in the County's workforce development system are inclusive of those of the core and other required partners who are signatories to our Phase I MOU as outlined in Section Aiii, on page 4. The programs directly operated by the County, by way of its contracted AJCC operators, are as follows:

- **WIOA Title I Adult and Dislocated Worker Program** - Services to assist individuals 18 years or older in achieving self-sufficiency by providing a menu of WIOA services. Individuals are provided access to Basic and Individualized Career Services, Training and Follow-Up services through our AJCC system and its partners.
- **Youth@Work Program** - The WIOA Title I Youth program is offered as part of a three-tiered program structured to offer youth and young adults, ages 17-24, a continuum of services to support their Career Path development, no matter in which Level of Service they are: Level 1/Work-Based Learning; Level II/Academic and Career Development; or Level III/Advanced Career Services. Services are rendered in a progressive, simultaneous, or combined manner as needed and appropriate. Participants engage in a Level of Service based on their age, eligibility, and needs. Youth ages 14-16 will be introduced to career exploration in Level I services only. One hundred percent of WIOA Youth program funds are designated to exclusively serve out-of-school youth ages 17-24. The WIOA in-school-youth program will be leveraged with non-WIOA funds, including General County and TANF funds.
- **WIOA Title I Rapid Response Program** - Provides services that directly assist employers and workers affected by anticipated or scheduled mass layoffs, business closures, and natural or other disasters to mitigate the impact of these occurrences on the local economy.
- **Older Americans Act Title V Senior Community Services Employment Program** (SCSEP) - A job creation program for low-income individuals aged 55 years and older who have poor employment prospects. Provides hands-on job training through part-time, subsidized work at community service agencies and assistance with transitioning to unsubsidized employment.
- **Specialized Jail-Based Job Center** - A specialized program providing trauma-informed and gender-responsive re-entry employment services to inmates, including Second Chance Act recipients, both before their release and post-release, when they are navigated to an AJCC for continued job preparation and career development services.
- **Veterans AJCC** - A specialized, dedicated job center that develops, leads and supports employment and training initiatives for veterans and their eligible spouses countywide, within LA County's workforce service delivery areas. Operating out of Bob Hope Patriotic Hall beginning July 1, 2017, the Veterans AJCC will work with, collaborate and support the County's workforce system with regards to County veteran employment services and strategies. The Veterans AJCC also provides access to additional supportive and wrap-around services uniquely tailored to meet the needs of veterans and eligible spouses which include, but are not limited to, housing, child support, expungement assistance, and mental health services.

ii. Service Alignment with State Policy Strategies

The County will lead the alignment of services of WIOA core and other required partners to ensure the implementation of the State Plan's seven policy strategies through our local workforce service delivery system. Our Local Plan goals align with the State's policy strategies and objectives as follows:

Local Plan System Strategies	State Plan Policy Strategies	State Plan Policy Objectives
1. Strategic Business Engagement	• Sector Strategies • Career Pathways • Organizing Regionally • Integrating Services & Braiding Resources	1. Fostering "demand-driven skills attainment" 2. Enabling upward mobility for all Californians 3. Aligning, coordinating, and integrating programs and services
2. System Alignment and Regional Coordination	• Sector Strategies • Career Pathways • Organizing Regionally • Building Cross System Data Capacity • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
3. Career Pathways	• Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
4. On the Job Training	• Sector Strategies • Career Pathways • Earn & Learn • Supportive Services • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
5. Engagement in County Economic Development Efforts	• Sector Strategies • Career Pathways • Organizing Regionally • Building Cross System Data Capacity • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
6. Specialized Centers and Programs for Priority Populations	• Career Pathways • Organizing Regionally • Supportive Services • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
7. Accessibility & Inclusivity	• Career Pathways • Organizing Regionally • Earn & Learn • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
8. Consistent Branding as America's Job Center of California	• Sector Strategies • Career Pathways • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Aligning, coordinating, and integrating programs and services
9. Integrated Service Delivery (ISD)	• Sector Strategies • Career Pathways • Organizing Regionally • Building Cross System Data Capacity • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
10. Multi-Generational Workforce Development Services:	• Career Pathways • Earn & Learn • Supportive Services • Integrating Services & Braiding Resources	• Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
11. Technology for Efficiencies:	• Career Pathways • Organizing Regionally • Building Cross System Data Capacity • Integrating Services & Braiding Resources	• Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
12. Data & Performance Driven System	• Sector Strategies • Career Pathways • Organizing Regionally • Building Cross System Data Capacity • Integrating Services & Braiding Resources	• Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services

The programs of our core and other required partners will be the basis of service delivery at all the AJCCs throughout our delivery system. To assure alignment of the services offered through these programs, the WDB will work closely with the partners to support the State Plan's policy strategies as follows:

(1) Sector Strategies: The County's workforce investments are strategically focused in areas where economic returns are likely to be highest: on education and training that prepares job seekers with skills needed by businesses in our six identified priority sectors. These sectors were chosen based on indicators that they would generate an increase of jobs that offer livable wages. The L.A. County and City WDBs contracted with the LAEDC to analyze the economy of our region. This analysis resulted in the *Los Angeles: People, Industry & Jobs 2015-2020* report which outlined existing and emerging in-demand industry sectors and occupations in our region based on: (1) industry growth rate; (2) potential job creation; and (3) prevailing wages. It also identified the knowledge and skills needed to meet the needs of employers in these sectors and occupations. Based on this analysis, the County chose its priority sectors. After these sectors were chosen, the County enlisted Sector Intermediaries to conduct a deeper analysis of each sector to inform strategies and training investments that would best prepare workers with skills employers need. Resultant *Sector Intermediary Reports* will outline existing career pathway programs in each sector, existing training and education programs that meet sector needs, and skills gaps in each sector.

Los Angeles County's PRIORITY GROWTH SECTORS
• **Construction Industries** • **Advanced Manufacturing** (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices, bioscience.) • **Trade & Logistics** • **Entertainment & Infotech** • **Health Services** • **Leisure & Hospitality**

The data produced by these reports will be used to develop business services strategies to align the workforce and education programs of the AJCCs and their WIOA partners in each of the County's eight economic development planning areas. In alignment with Regional Plan Technical Goal 3[15] regarding engagement of industry leaders, the County will use these strategies to coordinate the development of industry and sector partnerships in each economic planning area, including the creation of industry cluster councils which will both inform, and be informed by, business engagement strategies outlined in the Regional Plan. These partnerships will bring multiple employers within a sector together with representatives of labor, education and workforce professionals to examine the interrelated workforce needs of the entire industry. The aim of the partnerships will be to address industry's particular skills shortages, to determine the credentials the industry values, and to align the monetary and institutional resources of industry, labor, workforce, and education within each workforce service delivery area. To support the work of the industry cluster councils, the WDB has committed to establishing four (4) committees led by the WDB to engage in deeper discussion on how to effectively coordinate local area workforce development activities with the regional sector and career pathway strategies.

(2) Career Pathways: In support of Regional Plan Strategic Goal 3[16], the County will work closely with the six other WDBs to develop a framework for determining the scalability and replication potential of career pathway models developed at the local and/or stakeholder level, as well as a protocol for bringing such models to scale as regional sector pathway programs. One such model the County will work with the other WDBs to bring to scale regionally is its *Longitudinal Career Path Model.* This model brings WIOA core education and training partners together with business and industry to create career pathways within the priority sectors. It is characterized by a high degree of program alignment and service coordination among the WIOA core and other partner programs, particularly Title II Adult Basic Education and Basic Skills programs, and Carl D. Perkins

[15] RP TG-3: IBID

[16] RP SG-3: Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs.

CTE programs. The model identifies sequential career development opportunities within a sector that can be accessed at different points based on progressive levels of skill attainment on the part of the worker or job-seeker. A business's current or future needs are analyzed to identify a packaged set of skills needed by the business to be competitive in the industry. The County's education and training partners within the appropriate workforce service delivery area are engaged so that stackable credentials formulate a comprehensive training that meets the business's immediate needs, but also include foundational competencies that allow for upskilling talent in alignment with the businesses future needs. The model utilizes the US DOL CareerOneStop's "Generic Building Blocks for Competency" framework (http://www.careeronestop.org/CompetencyModel/) to aid the development of a participant's competencies to achieve progressive levels of career development within a sector.

(3) Earn & Learn: Earn & Learn, or what the County refers to as "Work-Based Learning" (WBL), is a key strategy used to aid participants into the workforce and onto career paths. Program participants develop an Individual Employment Plan (IEP) or an Individual Service Strategy (ISS) in collaboration with AJCC career development specialists. These plans involve a client-centered approach for balancing the facilitation of skills attainment with opportunities for compensated work experience. This allows participants to "earn" an income while they "learn" to do a job. The County will utilize its strategic partnerships to bring businesses together with Carl D. Perkins CTE and Adult Basic Education and Basic Skills program partners in order to create system-wide opportunities. These opportunities are provided to participants through apprenticeships, pre-apprenticeships, incumbent worker training, on-the-job training, transitional and subsidized employment, paid internships and externships, and project-based compensated learning. "Earn and learn" opportunities are an important strategy for success, particularly for those with barriers to employment who cannot afford to attend an education or training program full time. For example, through a State Workforce Accelerator grant, the County has developed a Transitional Employment Initiative that provides young adults transitioning from Probation camps with an immediate paying job on a work crew while he or she also receives re-entry supportive services, case management and classroom learning aimed at preparing the young person for unsubsidized employment requiring a higher level of skill.

(4) Organizing Regionally: The County will work in collaboration with the six other WDBs in the region to implement the strategies for organizing regionally outlined in the Regional Plan. These include strategies to: conduct outreach to priority sectors, engage sector leaders on skill requirements and credentialing, craft messaging to target populations, respond to events of worker dislocation, develop processes for vetting training providers, and remove barriers for at-risk populations. Just as the County will be partner to initiatives led by the other WDBs to organize regionally, it will likewise lead the engagement of the six (6) other WDBs in several countywide workforce development initiatives requiring regional coordination. The County will continue, for instance, to lead the region-wide youth employment program—*Los Angeles County Youth Jobs* program-- that provides 10,000 youth annually with exposure to the world of work combined with financial literacy and personal enrichment training. It will also lead the engagement of all the WDBs in the County's *Local Target Hire* initiative that provides employment opportunities to those from high risk populations by requiring businesses that receive County contracts to hire those from these populations. The County will also continue to lead the *AFAB Antelope Valley Northrop Partnership,* a regional sector strategy outlined in the Regional Plan that provides customized manufacturing training, as well as continue developing such partnership programs in other in-demand industry sectors. Additionally, the County will lead the *Metro Workforce Initiative Now* (WIN-LA), also outlined in the Regional Plan, which aims to create career pathways in construction, professional services, transit operations and maintenance through a partnership with Metro. The County will work closely with the other WDBs to scale these sector strategies regionally. It will also serve as partner in regional sector strategies led by other WDBs, such as the *Care Coordination Career Pathway* funded by the State SlingShot initiative. These sector initiatives are examples of ways in which the seven WDBs in our region plan to organize, on a regional level, economic development, industry, workforce development, and education partners in order to better align resources, coordinate programs, and leverage one another's expertise in order to serve the needs of our shared labor markets.

(5) Integrating & Braiding Resources: To support the integration and braiding of resources, the County workforce development system's ISD model will provide an optimal framework for achieving program alignment and assuring access to the broad array of services provided by the system's WIOA core and other required partners' programs. These programs include, but are not limited to, the WIOA Title I Adult, Dislocated Worker and Youth, Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, Adult Education Block Grant (AEBG), and Vocational Rehabilitation programs. AJCCs will serve as a single point of access to education and training offered by all WIOA partner programs. Within each AJCC, there will be a common flow of customer services jointly provided by the integrated staff of County-contracted AJCC Operators and WIOA Title I program providers, EDD's Wagner-Peyser program, and of other core and required partner programs. The ISD model will support the development of value-added partnerships in each workforce service area such that partners leverage one another's expertise by transacting on the basis of specialization and by providing services consistent with each programs' core competencies. Partners hold the same shared goal of fostering skills development and facilitating attainment of industry-recognized credentials and degrees. Efficiencies achieved through an integrated system will translate into an increase in the number of businesses and jobseekers served, as well as an increase in job placements in businesses within high-demand industries. The ISD integration framework also assists the leveraging of resources and programs of other County departments, such as public assistance programs administered by DPSS, and Probation programs. The leveraging of dollars from these other County departments and programs will allow for a more enhanced and robust menu of services for shared customers, and the likelihood of better outcomes for participants.

(6) Building Cross-System Data Capacity: Evidence-based, data-driven decision-making is one of the County's strategies to effect its Local Plan vision and goals. As outlined in the Regional Plan, the County will work with the other WDBs to engage the LAEDC to conduct on-going research and application of diagnostic data to steer our collective workforce development systems' investments and help ensure that our programs align with labor market trends and needs. The County will continue, in this way, to analyze and apply diagnostic data pertaining to growth, skills needs and income potential of the region's industries, sectors and occupations. The County has also prioritized the use of technology as a critical tool for facilitating all aspects of data sharing and information exchange with both the other WDBs as well as our core and other required WIOA partners, including the sharing of regional labor market information (LMI), economic intelligence, client tracking, common case management, reporting, and data collection. Data is shared with partners through CalJOBS, the State's labor exchange system. WDACS also has a direct agreement with DPSS to receive data from its program participants to determine how many are co-enrolled into WIOA throughout the region. Partners who are signatories to the Phase I MOU have agreed to the following data sharing commitments:

- Compliance with applicable provisions of WIOA, Welfare & Institutions Code, California Education Code, Rehabilitation Act and any other appropriate requirements
- Commitment to sharing information on shared customers and shared services to the extent allowable under relevant governing legislation and confidentiality requirements
- Maintenance of records of AJCC customers or partners (e.g., applications, eligibility & referral records, and individual records related to services, in the strictest confidence and solely for purposes directly related to provision of services)
- Development of technological enhancements that allow appropriate interface of common information needs
- Commitment to the provision of system security as agreed upon by all partners

In addition, the County is investing in an additional economic data management system that will allow access to more precise snaps shots of industry-related needs and trends in each workforce service delivery area. It also has begun to work more closely with the community college system to use regional economic data to identify trainings that prepare participants for high growth occupations. The County has begun mapping the resources

offered by our system's WIOA core and other required program partners, including the Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, and AEBG programs offered by K-14, adult school and community college partners in each of our ten workforce service delivery areas. The County has also begun to align these offerings so as to begin identifying career pathways within each priority sector.

(7) Supportive Services: As many of the participants served by the County's workforce development system face barriers to employment that undermine their ability to complete a training or educational program, the coordinated provision of supportive services to WIOA participants is of maximum importance. One of the purposes of collaborating and braiding resources with our partners is to ensure that participants are fully supported with a broad array of ancillary services to help them complete employment activities, training or education programs, and successfully enter and remain in the labor market. The supportive services provided to participants through WIOA core and other required partner programs include, but are not limited to: subsidized childcare and dependent care, transportation assistance, referral to substance abuse treatment, linkages to community services, assistance with housing, assistance with educational testing, legal aid services, referrals to health care, assistance with work attire and work-related tools, assistance with books and other educational supplies for students, training-related payments and fees coverage, accommodations to individuals with disabilities including the use of assistive technology, and other needs-related payments that are necessary to enable an individual to participate in career and training services.

Supportive services are awarded to individuals in financial need based on an individual needs assessment, participation in approved program activities, and the availability of funds. The Youth program also provides for appropriate incentives as part of supportive services to motivate youth to complete program goals. The system will ensure that supportive services are provided to enhance an individual's ability to participate in workforce programs, or to enhance probability of job placement and security. In providing supportive services, the system will maximize available partner program services while avoiding duplication. The County's WIOA Title I program providers are required to set aside a minimum of 10% of their annual budget to address the Supportive Service needs of participants. At the same time, they are also mandated to identify and leverage the resources and supports of WIOA partner programs before WIOA supportive service dollars are used. For instance, with regard to participants who are co-enrolled in both a WIOA Title I and/or Title II program and the CalWORKs' "Greater Avenues for Independence" (GAIN) program, participants are to utilize the transportation, childcare, clothing and other supports provided by GAIN first. WIOA career development specialists coordinate with GAIN staff to ensure their supportive services are aligned, complimentary to one another, and serve the IEP or ISS of each participant. As indicated in the Regional Plan Technical Goal 11, the County will be working with the other WDBs to examine opportunities for regional coordination of support services and develop an action plan as needed.

C. SERVICES AND SERVICE DELIVERY STRATEGIES

i. Expanding Access to Services

The County will work with its partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly for individuals with barriers to employment as defined in WIOA Section 24 (A)-(M).[17] The County's ISD model provides a framework meant to expand access to training,

[17] The term "individual with a barrier to employment," as defined in sec. 3(24) of WIOA, encompasses the following groups of people: individuals with disabilities, including youth with disabilities; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of

education, and career development for participants of any of our core and other required partner programs. AJCCs will house, to the extent possible, the WIOA core and other required partner programs so that multiple programs may be accessed in one location. AJCCs will serve as a single access point to education, training, career, and supportive services offered by all WIOA partner programs through cross-referrals, co-location, or other integration methodologies. Partner programs will be coordinated and aligned to allow for more seamless delivery and take into account the uniqueness of the workforce region.

AJCCs will be strategically located in close proximity to, or within, feeder education and training systems such as adult schools and community colleges. One of our AJCCs will be located on the campus of Hacienda La Puente Adult School, a WIOA Title II Adult Basic Education and Basic Skills program partner. This partnership will allow participants who are looking to start a career, or upskill from a current position, to more easily access stackable, short-term, industry-recognized credentials that focus on middle skill jobs. AJCCs will also be strategically located near public transportation. Additional access to WIOA programs will be made available through the County library system and community centers.

To expand access to those with disabilities (uniquely abled), every AJCC will operate in full compliance with federal and State guidelines and requirements for serving people with disabilities. AJCCs will provide training that equips staff with tools to better serve uniquely abled customers through trainings on ADA customer service, assistive technology, and WIOA non-discrimination law and regulations. They will also ensure access to American Standard Sign Language translators. Every AJCC will also utilize technology that accommodates the needs of uniquely abled individuals. Many AJCCs currently have a representative from the Department of Rehabilitation (DOR) on-site, as a WIOA core program partner, to further assist with proper referrals for services and programming. All Comprehensive AJCCs will have DOR on-site by the end of 2017.

To expand access to those from other target populations, such as from the re-entry, homeless, former and current foster youth, and limited-English proficient populations, AJCC staff will be trained in cultural competency, trauma-informed service delivery and gender responsiveness. Additionally, the County will be implementing specialized job centers to serve the unique needs of Veterans and those reentering from incarceration. To further enhance services to these specialized populations, the County has partnered with community-based organizations that major in services to these priority populations such as the Volunteers of America, which provide services to Veterans, the Center for Employment Opportunities, which provides transitional employment to those reentering the community from incarceration, and the Alliance for Children's Rights, that provides advocacy and other services for foster and aged-out youth. To expand access for disconnected youth, the County has dedicated 100% of its WIOA Youth funding to serve out-of-school youth. Additionally, WIOA Youth services have been integrated with WIOA Adult services to better facilitate the access of youth ages 18 -24 to a continuum of services and support from both the Adult and Youth programs.

In addition to expanding access to the programs and services offered through the AJCCs, the County will be implementing a number of Special Initiatives specifically designed to engage best practices, proven innovations, and tested models to better reach, engage, and achieve positive employment outcomes for those in these hard-to-serve target populations. These initiatives include, but are not limited to, the following:

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literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at sec. 167(i) of WIOA 37 and Training and Employment. Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the TANF program; single parents (including single pregnant women); and long-term unemployed individuals.

INVEST Program: In partnership with the National Institute of Corrections (NICs), the County has launched this program that incorporates interagency coordination, streamlined service delivery and the expansion of Second Chance/Re-entry employment and training opportunities to collectively reduce recidivism and reliance on safety-net programs. A collaboration between WDACS, Probation, Sheriff, EDD Wagner-Peysner, and community-based organizations, the program co-locates Probation officers at County AJCCs where they work in a multidisciplinary approach with AJCC career development specialists to use evidence based strategies for rehabilitation and job attainment. The program includes education and skills development, employment retention strategies, system navigation, and intervention with the ultimate goal of creating new opportunities and solutions to aid this population in being employable and financially stable.

L.A. County Prop 47 Initiative: The County established this task force to formulate a countywide plan for establishing public-private partnerships to provide Prop 47 eligible individuals with employment opportunities and wraparound services. Eligible individuals are those whose sentences were reduced as a result of this State act. There are roughly 500,000 individuals in the County who may qualify for relief under Prop. 47.

Jail Based Job Centers: Through a collaboration of many of its departments, the County is establishing its first Jail-Based Job Center at Pitchess Detention Center to provide a bridge for individuals released from the jail to the WIOA programs offered at the AJCCs. Similar plans are underway to establish a similar job center at the County's women's jail.

Reentry for Youth Offenders: The County received a State Workforce Accelerator Fund grant to partner with the Center for Employment Opportunities, a social enterprise agency, to implement a pilot program to place 50 Probation youth in transitional jobs in work crews at County Parks to gain work experience while they receive job training and career development at a County AJCC.

Second Chance Business Champions: The County is implementing a multi-layered business services strategy that includes dedicated staff focused on maintaining, growing and fostering current and new business relationships with Second Chance/Re-entry-friendly employers and industries that may hire from this talent pool. In addition, it is building a coalition to promote opportunities through business-to-business engagement and ongoing strategies to create sustainable career pathways for our re-entry population.

Fair Chance Employment Opportunities: Multiple County departments are collaborating with the City of Los Angeles, community based organizations (CBOs) and private partners to develop comprehensive Second Chance/Re-entry Workforce Development strategies and initiatives that expand capacity and expertise to better meet the needs of re-entry population. These strategies incorporate sustainable interagency coordination, streamlined service delivery, and the expansion of Second Chance employment and training opportunities in an effort to collectively reduce recidivism and reliance on entitlement and safety-net programs.

Social Enterprise Businesses: Social Enterprises typically provide bridge employment and stabilizing services, such as housing and mental health services, to under-served populations such as re-entry and homeless. This County initiative leverages the expertise of Social Enterprises in this way, with the resources of our AJCCs to support the career development of the reentry, homeless and other high risk populations to help them towards middle-skilled, higher-wage jobs and self-sufficiency.

Local/Target Worker Hire Program: The County recently adopted Local/Target Worker Hire policies that leverage County investments to maximize employment opportunities for hard-to-serve populations. AJCCs will play a key role in the administration of these policies by providing a pipeline of talent that meets the set local and target worker criteria.

Homeless Training Academy: This partnership between the County, L.A. City and the East San Gabriel Valley Regional Occupational Center establishes an academy that provides 30-hour training to low-income and formerly homeless individuals to prepare them for entry-level jobs as outreach workers and peer counselors at local homeless and social services agencies.

TANF/General Relief/WIOA Co-location Model: The County has established and is overseeing a demonstration co-location model at its East L.A. AJCC which aims to maximize workforce services for CalWORKs (TANF) and General Relief participants by braiding program resources and providing wrap-around employment services.

Performance Partnership Pilot Program (P3): This initiative braids federal, state and local funding of multiple L.A. County and L.A. City departments to streamline a coordinated service delivery to produce better education, work and life outcomes for the region's disconnected youth.

STEAM (Science, Technology, Engineering, Arts, and Mathematics) through the Creative Arts: An initiative that engages youth in learning concepts needed to succeed in sectors that rely heavily on STEM competencies.

ii. Career Pathways & Co-enrollment in Core Programs

In addition to working with the other 6 WDBs to develop protocols to guide practitioners in helping workers progress upward along their chosen career path as outlined in the Regional Plan, the County will facilitate the development of career pathways through its *Longitudinal Career Path Model.* This model brings education and training partners together with business and industry to create career pathways within the County's priority sectors. This career path development effort is characterized by a high degree of program alignment and service coordination among business partners and the County's core program partners, including for the co-enrollment of participants in core programs when warranted. The County identifies sequential opportunities within a sector that can be accessed at different points based on progressive levels of skill attainment on the part of the job-seeker or worker. Business partners are engaged based on each business's current or future talent needs. The appropriate AJCC identifies clients that might meet these skill needs, or provides training to prepare for the anticipated need. The AJCC forms a partnership with the appropriate education partner to identify or develop trainings that meet the business' talent needs. AJCC participants are then co-enrolled in WIOA Title I ADW and Youth, Title II Adult Basic Education and Basic Skills, and Carl D. Perkins CTE partner programs, as appropriate to receive the specified training.

Co-enrollment of WIOA participants in education partner programs will also occur through the Cohort Training Model. In this model, the County contracts with specific community colleges, adult schools or other entities offering Title II, Carl D. Perkins CTE or AEBG programs, and then links the contracted education partner with the business in need of talent. The education partner then identifies or develops a training, with business input, that meets the business's needs. The AJCCs form cohorts of participants whose IEP/ISS would be advanced by the Cohort Training being offered. The AJCC prepares the participants for the trainings by addressing basic skills, transportation, childcare, and other needs.

As outlined in the Regional Plan, the County is at the forefront of working with the other WDBs to establish a construction pipeline career pathway for the L.A. Basin region. L.A. Metro (Metro) Transportation recently launched its WIN initiative to address imminent attrition due to upcoming retirements and future staffing needs with an infusion of $860 million over the next several years to fund multiple transportation projects in L.A. City. The County is actively mobilizing training partners and AJCCs to align existing and future efforts to meet Metro's needs. Through partnership with the YouthBuild Construction Industry Advisory Council, made up of 10 local YouthBuild partners, the County will lead a coordinated effort to co-enroll current YouthBuild participants into WIOA Title I Youth and/or Adult programs to establish entry onto the Construction pipeline. Once enrolled, AJCCs will incorporate the YouthBuild career plan in order to support wrap around services for youth to achieve: a secondary credential, an MC3 credential (post-secondary), other post-secondary training offerings, and contextualized paid and unpaid work experience. The ultimate goal of the initiative is to connect these youths with permanent employment through Metro or its contractors. Another career pathway

program the County will be implementing is a collaboration with the Los Angeles County Arts Commission. This program will introduce youth to the creative arts economy through STEAM work-based-learning opportunities in the Entertainment sector.

iii. Improving Access to Industry-Recognized Post-Secondary Credentials

The County will engage in both regional and local strategies to improve access for students, job seekers and workers to industry-recognized post-secondary credentials. To aid the development of these strategies, the County hosted one of four stakeholder forums conducted in our region on the topic of industry recognized credentials as part of the regional and local planning processes. This forum explored credentials that currently exist, and industry engagement to determine their value. Our forum explored the process used to ensure industry value for courses being developed, and for courses already on the shelf. It also explored what processes exist for industry to review content so that it can determine the value of a credential. The Regional Plan outlines a more detailed summary of the discussion and outcomes of the forums conducted in our region on the topic of Industry Valued Credentials[18]. The Regional Plan also outlines how the County and the six (6) other WDBs in our region will form a workgroup that will address the region's strategy for producing its share of the State target of a million industry-recognized credentials over the next ten years. The Regional Plan also outlines how the seven (7) WDBs will work together to convene industry steering committees for each of the region's six target sectors to discuss work-related credentials. The committees will include a diverse cross section of businesses and will complete a number of tasks outlined in the Regional Plan that will result in the publishing, by the seven WDBs, of a regional protocol for determining industry valued and recognized credentials. The industry steering committees will develop and implement a structured process for convening system stakeholders in discussions around goals for credentials, the development of a process to track their attainment, and key content issues for regional sector pathway programs.

In addition to its participation in regional level strategies, the County will engage in a number of strategies at the local level to improve participant access to activities that lead to a recognized post-secondary credential. First, it will increase co-enrollment of WIOA Title I program participants into basic skills, cohort, customized, on-the-job, and other trainings by partnering with WIOA Title II, Carl D. Perkins CTE or AEBG program K-14, adult school or community college partners. The County will engage with businesses to identify their skill needs, as well as with WIOA education partners to identify current trainings that meet these needs. To aid the process of matching skill need with training offerings, the County will align the Taxonomy of Programs codes (TOP), which Community College and Adult Education Partners use to categorize their class offerings, with Standard Occupation Codes (SOC) and NAICs codes, that the workforce development system uses to define career pathways within sectors. This alignment of respective codes used by workforce and education will help the County match businesses talent needs with education training offerings to aid co-enrollment of WIOA Title I program participants into trainings offered by WIOA Title II and Carl D. Perkins CTE partners to help participants achieve credentials valued by business and industry.

The County will also co-enroll WIOA Title I program participants in WIOA Title II Adult Basic Education and Basic Skills programs to better prepare participants for trainings that produce certificates that can be stacked and ported. Many participants are low income and need to work while receiving training. They may only be able to engage in trainings incrementally. Access to portable and stackable credentials is crucial for helping such participants achieve credentials over time as they balance career advancement with the immediate demands of life and family. A Title I program participant's ISS or IEP will consist of a strategy that combines education, training and work experience, as needed, to ensure participants steadily advance over time along their career path. Many of our adult school partners offer basic skill and remedial education programs in

[18] Page 20, Section D/Industry Valued Credentials

collaboration with local community colleges such that the certificate a participant receives from their basic skill program leads directly to a degree or credential program at the community college. Also, the County will be implementing a strategy proven as particularly effective for those with barriers to learning and employment; that is, incorporating basic skills remediation into the vocational training so that the basic skills being learned are immediately applicable and contextualized to the vocational learning.

Access to activities leading to an industry valued credential will be further facilitated through the County's *Cohort Training Model.* By way of this model, the County will contract with specific K-14, community college and adult education partners providing Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, and AEBG programs, and then link the contracted education partner with the business in need of candidates with particular skills. The education partner then identifies or develops, with business input, a training that teaches the WIOA participant those skills. The Cohort Model also aids the County in providing the colleges with the required number of students they need to form a new credited class that will produce skills needed by our business partners. One such Cohort Training already underway is the *AltaMed Medical Assistant (MA) Career Pipeline* program. This is a partnership between AltaMed, the East San Gabriel Valley Regional Occupational Center (ESVROP), and the County's West Covina AJCC. AltaMed is a Federally Qualified Health Center with more than 40 clinical sites and over 2,300 employees. The model was launched in 2013 to address the growing demand within AltaMed to fill vacant MA positions at AltaMed clinics. Upon completion of training and certification, students are eligible for employment within AltaMed's clinics, or within the network of community-based health clinics in the County. The certified, accredited nine-month MA training was developed by ESVROP in collaboration with AltaMed. The County funds the training and the AJCC conducts outreach, enrollment and job coaching services until students secure job placement. Providing access to this type of training activity will prepare the participant for the next level of credential attainment needed for the participant to advance their career. The County is developing similar Cohort Trainings to meet business and industry needs, including: a Hospitality Training partnership between Santa Monica City College and the West L.A. AJCC; an Advanced Manufacturing Training partnership between the South L.A. AJCC and Valley College; another Advanced Manufacturing Training (CNC) partnership between Glendale College and the Northeast San Gabriel Valley AJCC; and a Pharmacy Technician Training collaboration between the South L.A. AJCC and Richard N. Slawson Occupational Center. It is the County's plan to continue growing its Cohort Training model to expand to more industries, employers, geographical areas.

iv. Engaging Employers in Workforce Development Programs

Effective employer engagement is a primary goal of the County's workforce development system. Employer engagement is paramount in determining the needs of business and industry, and in establishing regional and local strategies that provide them the tools and talent they need to succeed. On a regional level, as outlined in the Regional Plan[19], the County will work with the six (6) other WDBs to engage industry leaders in each priority sector to develop the process for determining which credentials are valued by each industry sector. As also outlined in the Regional Plan[20], the County and the other WDBs will work with LAEDC to examine ways in which the workforce system may leverage the organization's resources to convene and engage with business around its needs for skilled workers. It will also work with the other WDBs and EDD to examine the potential benefits of sharing intelligence on business and industry collected by the regional workforce system in order to promote analysis of the priority sectors.

In addition to this regional-level engagement of employers, the County will embark on a number of local strategies to engage employers in workforce development programs. Given the diverse economic and

[19] Regional Plan page 20, Section D/Industry Valued Credentials.

[20] Regional Plan page 30, Section H/Adherence to Federal Requirements for Regional Planning.

geographical characteristics of our local area, and the unique opportunities and challenges within each workforce development service delivery area, L.A. County will employ a diverse range of methods to garner business intelligence. These include the use of industry, sector and small business intermediaries, partnerships with industry associations, and gathering of input from local and regional employers on the workforce development system, programs and services.

Sector and Business Intermediaries: The County will procure Industry Sector Intermediaries to help expand engagement and coordination of services with employers. The County's intermediaries will be experts in their industries and will help facilitate the gathering of industry intelligence and identify industry specific needs. These efforts will inform operational decisions, build system capacity, and help identify regional and local collaborative opportunities. Small businesses play a big role in driving the regional economy and represent a large percentage of the businesses that use the County's workforce services. In order to better engage and connect with small businesses, WDACS will use the County's Department of Consumer and Business Affairs, which houses the County of Los Angeles Small Business Commission and the County's Small Business Concierge, as the Small Business Intermediary. This will ensure that workforce development services and small business programs will be integrated to maximize service and effectively respond to their needs.

Industry and Economic Development Associations: The County will leverage partnerships with both local and regional industry and business associations as a platform to engage businesses at scale. The WDB has approved memberships in several associations. This provides opportunities to actively participate and engage with member businesses, to better understand their needs, and ultimately to connect them to available services. Currently, the County is an active member of Los Angeles County Business Federation (BizFed), San Gabriel Valley Economic Partnership, Greater Antelope Valley Economic Alliance, and Santa Clarita Valley Economic Development Corporation, LAEDC, and works closely with the L.A. Area Chamber of Commerce in a variety of projects including regional re-entry efforts and strategies around Healthcare Industry needs.

Los Angeles SlingShot Coalition: The Slingshot initiative provided an invaluable opportunity to develop regionally coordinated business engagement strategies around a common targeted industry. This led to the establishment of the Los Angeles County Regional SlingShot Coalition which is comprised of all 7 local WDBs, and works to accelerate income mobility and regional prosperity through the coordination of the development of career pathways to meet the growing demand of regional employers for care coordination/managed care in the healthcare industry. The County will continue to not only support and participate in this effort, but will also map the current healthcare education and workforce ecosystem to help the region better understand existing resources, and better align regional resources to collectively address the industry's needs.

Industry Cluster Councils and Industry Advisories: Industry cluster councils and advisory bodies provide an additional source of business intelligence, understanding of industry trends, and effective platform for garnering stakeholder input. As outlined in the Regional Plan, and in support of Regional Plan Strategic Goal 8[21], the County will partner with the City of Los Angeles to engage the LAEDC to establish LAEDC-led Industry Cluster Councils that will create a systematic employer and industry "feedback loop" for the region, as well as for the LAEDC's *Institute for Applied Economics* to further supplement its annual *Industry and Market Intelligence Reports* with on-the ground demand-driven industry intelligence. In support of this strategy, the County will establish the L.A. County *Healthcare Employers Taskforce* which will be comprised of healthcare industry executives, industry associations, chambers of commerce, and economic development professionals. The purpose of this task force will be to solicit the advice of healthcare industry employers and experts in identifying opportunities to align local and regional workforce systems to better meet business demand, local hiring initiatives, and County economic development priorities. The vision of the Taskforce is *to build a patient-*

[21] RP SG-8: Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders

centered healthcare workforce with the talent that meets the evolving needs of all residents across L.A. County by the end of the decade.

Employer and Industry Input: The County's Business Services Unit will engage and consult with regional and local businesses and industry leaders on a daily basis. These relationships will be built through the provision of customized talent and workforce planning services providing direct access to on-the-ground real time business intelligence with local employers. At the regional level, the County will establish, foster and develop relationships with large employers and industry associations in in-demand industries to gather feedback and help establish strategies that meet their workforce needs. This will facilitate the development of regional and local partnerships within priority sectors that ensure County AJCCs meet the needs of businesses in a manner that aligns with countywide regional workforce and economic development priorities outlined in the Regional Plan.

Business Engagement Committee: The County's WDB represents a diverse range of businesses throughout the County and is an invaluable resource for business engagement. The WDB's Business Engagement Committee will bring together industry and business executives to help refine and develop ongoing business engagement strategies in an effort to ensure the County's workforce system meets the employment needs of local and regional business and supports economic development efforts. This will include the use of Labor Market Information and business intelligence to develop regional strategies to engage industry and businesses as outlined in the Regional Plan. In addition, the Committee will serve to create systematic linkages to industries and employers and promote the use of the County and other WDB workforce development systems.

v. Meeting the Needs of Businesses

The County's Business Services Unit (BSU) was established to effectively meet the needs of the County's business community, and to identify strategies to align and mobilize the County's workforce and economic development resources. The County will employ a host of career services specifically developed to meet the needs of business and that can be customized to meet the individual organizational needs of each business. BSU staff have been trained on the multiplicity of business and economic development resources available to businesses throughout the County, on facilitating access to these services through referrals, on convening the appropriate partners to address their immediate and future needs, and on identifying early warning signs of distress, opportunities for growth, and retention of talent and resources. The goal of the BSU is to create a sustainable pipeline of talent that meets employer needs upon hire and who have foundational skill sets that can be built upon to meet the business' future needs. This will be accomplished through a number of comprehensive business and talent solutions:

Business Services		
Human Resources Consultation Services Development of Job Descriptions and Employee Handbooks Analyzing Employee Turnover Assistance Developing Reasonable Accommodations Workforce Planning Succession Planning Customized Training	Industry Sector Strategies Labor Market Information Access to Government Workforce and Economic Development resources Customized Recruitment and Placement Services Hiring Events Regional and Scaled Recruitment Services Identifying, Developing & Supporting Career Pathways	Business Needs Assessments Layoff Aversion Outplacement Services Access to Tax Incentives Employer and Business Workshops Business Retention Services Internship Services Rapid Response Services

The County's AJCCs will serve as hubs for local business engagement and as catalysts for coordinated business services networks. Each AJCC will have dedicated Business Services staff who will engage businesses in their workforce service area and mobilize the wide range of County resources available to businesses. The Business Services Unit will guide AJCC business services staff in implementing regional business engagement strategies outlined in the Regional Plan. To support this coordinated engagement and responsiveness to businesses, the county has established a centralized business services inquiry email – bservices@css.lacounty.gov- and will establish a centralized Business Services Hotline.

In coordination with and support of the Regional Plan's strategies to engage business and industry, the County will establish sector partnerships in each of its workforce service delivery areas. These partnerships will bring multiple employers within a sector together with representatives of labor, education and workforce professionals to examine the interrelated workforce needs of the entire industry. The aim of the partnerships are to address the industry's particular skills shortages and align the monetary and institutional resources of industry, labor, workforce, and education within each workforce service delivery area. This work includes convening of stakeholders on an on-going basis to develop a general understanding of the challenges the sector faces, and to engage in shared problem-solving.

The County uses several tools and strategies to ensure it understands and meets business's needs, including:

- On-going data analysis of the regional economy to identify growing and in-demand industry sectors, as well as sectors and businesses that are struggling;
- Use of research, data and sector intermediaries to identify skill gaps within prioritized sectors and identify tailored trainings that meet those gaps;
- Application of the Longitudinal Career Pathway Model to engage businesses within the sector to identify and meet individual employers' immediate training needs, while also taking into consideration and developing plans to meet their future needs;
- Co-enrollment of WIOA Title I program's participants into WIOA Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, and AEBG partner programs to produce the skills and credentials necessary to meet business's current and future skills needs;
- Development and coordination of industry and sector partnerships in each of the County's 10 workforce service delivery areas to align resources of industry, labor, workforce, and education within each area.

vi. Coordination of Workforce Development Programs with Economic Development

Given the size of Los Angeles County, and in an effort to align our workforce development system with regional economic development, the County has divided the L.A. Basin Regional Planning Unit into eight (8) economic development planning areas that align with the economic development areas previously determined by the LAEDC. These eight planning areas are: Antelope Valley, Santa Clarita, San Fernando Valley, Westside Cities, South Bay, Gateway Cities, Central Los Angeles, and San Gabriel Valley. Within these economic development planning areas are multiple business associations and economic development entities that offer opportunities to partner, coordinate and align efforts in support of local and regional economic development. Service delivery and coordination will be aligned within each planning area in a manner that supports both the unique needs of each area, as well as countywide workforce and economic development strategies and initiatives. In an effort to better understand the needs of and serve the industry within each planning area, WDACS is an active member of various economic development associations as describe in section *C.iv*.

In further effort to address regional economic and workforce needs, the County has established the Los Angeles Economic Development Policy Committee (LAEDPC) which implements forward-thinking programs that promote income growth and economic opportunity for residents of the County. The LAEDPC steers the

County's economic and workforce development investments, resources and programs into initiatives that support the region's high-growth industry sectors as well as help create opportunities for disadvantaged, priority populations to thrive as business owners and employees in those sectors. As part of the LAEDPC, WDACS will play a key role in the development of county strategies to deliver measurable gains in job creation and skill development among our priority and target populations who experience barriers to employment, and in ensuring these strategies are aligned with the industry engagement strategies outlined in the Regional Plan.

The vast and diverse economic landscape of Los Angeles may prove challenging and some businesses may find themselves in unstable or stagnant situations. The integration of the County's economic development resources with Business Services that assist with the retention and aversion of layoffs is an important countywide strategy that aims to support distressed businesses. The County's Layoff Aversion provides "at risk" businesses customized and confidential plans that are crafted to help that business find alternatives to layoffs and stay afloat should it need to downsize. The plans leverage County resources to provide viable wrap-around services to accomplish this.

The County's Rapid Response (RR) program provides services to both employers and employees transitioning through downsizing or plant closures. RR is a pro-active and business-focused program designed to respond to layoffs and plant closures in an effort to mitigate the adverse effects on the local economy. RR teams will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize disruption associated with job loss. RR can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transition associated with job loss. Our Rapid Response efforts are explained in more detail in section E iii.

vii. Strengthening Linkage with Unemployment Insurance Programs

The County's workforce development system will work in conjunction with EDD to ensure that AJCCs' existing links to Unemployment Insurance (UI) programs are maintained and reinforced. EDD UI staff will be co-located, to the extent possible, at County AJCCs. To strengthen its coordination with the UI program, the County has mandated that its AJCC staff be trained to use EDD's UI online system to aid AJCC staff in assisting UI customers in managing their UI claims. Further, service engagement strategies will be employed to increase the number of UI claimants who use the labor exchange, career development, training and supportive services available to them through WIOA partner programs offered through the AJCCs.

D. AMERICA'S JOB CENTERS OF CALIFORNIA℠ (AJCC)

i. Ensuring Continuous Improvement of Services

The County will implement a number of strategies to ensure the continuous improvement of services offered by its AJCC WIOA program providers. Beginning July 1, 2017, it will require that all AJCCs, in order to receive continued WIOA and other workforce system funding, be certified for meeting a set of quality standards based on Malcom Baldridge National Quality Award Criteria. Certification will be achieved by engaging in a required Continuous Quality Improvement (CQI) process outlined, supported, monitored and evaluated by the County. To further ensure that a high level of service is provided consistently throughout the system, all County AJCC Operators and WIOA Title I program providers will be contractually required to develop a *Customer Service and Quality Control Plan* (QCP Plan). Each AJCC's QCP Plan will include method the AJCC will use to ensure that the quality of services provided fully meets the County's performance requirements of AJCC operators

and program providers. This includes methods for identifying and preventing deficiencies in the quality of service performed before the level of performance becomes unacceptable.

The QCP also requires that regular Customer Satisfaction Surveys be administered to evaluate the quality of services provided by the AJCCs and their WIOA partner programs. Surveys will be administered to job-seekers, program participants, WIOA partner programs, and business and industry partners. These surveys will be made available to participants, program partners, and employers at least once a quarter each fiscal year. The results of the surveys will be used by the County to ensure continuous quality improvements in AJCC WIOA services. Each AJCC will establish a process for addressing identified concerns and measuring outcomes of recommendations implemented as a result of the surveys. Additionallly, all the WIOA core and other required partners who are signatories of the WIOA Phase I MOU have agreed to jointly develop, implement, and regularly evaluate QCP Plans to ensure that a high level of service is provided by all WIOA core and other required programs.

To further ensure the continuous improvement of services, the County will conduct continuous capacity building through training and professional development. It will also conduct technical assistance (TA) for the WIOA Title I programs. TAs will involve an extensive review of the AJCC operator and WIOA program providers' administrative and programmatic process including, but not limited to, the establishment of program eligibility, priority of service, right to work determination, selective service registration, training services, supportive services, co-enrollment, IEPs, OJTs, and overall review of WIOA applications and enrollments. Consistent review of CalJOBS will be conducted to ensure eligibility criteria are captured correctly. This will be complemeted with a physical file review. In addition, the County will prepare and share with providers weekly error reports that agencies utilize to correct identified errors. After a TA is conducted, the County will determine if the provider requires further technical assistance, or whether a WIOA training is warranted.

ii. Access to AJCC Delivery System Services

The County has developed strategies to place it at the forefront of facilitating access to services provided through its AJCC one-stop delivery system. For example, the County will use innovative technology to facilitate access, such as with a new *CalJOBS VOSGreeter* and *Document Imaging* pilots. The purpose of the CalJOBS VOSGreeter pilot will be to improve and expand constituent access to the system and the timely delivery of customer services by streamlining "front-desk" processes of connecting clients with staff. It is a technical "check-in" system with which individuals interact when they walk into the AJCC. A kiosk with the Virtual VOSGreeter module will be placed at the main AJCC entrance to capture the client's needs as they walk in. It will also notify staff when clients have arrived for scheduled appointments, and track wait times before clients are assisted. This new greeter system will expedite lobby management by eliminating the need for paper sign-in sheets and automating the queue process. It will also reduce client wait times and enhance the electronic tracking and reporting of services.

The Document Imaging pilot will also serve to improve and expand constituent access and the timely delivery of customer services. The Document Management module of the pilot will allow staff to scan documents and store them within the CalJOBS system. It will also allow staff to upload documents from a computer file and store them within the virtual database. This new system of collecting and storing supporting documents will be used for various verification purposes within the CalJOBS system. It will eliminate participants' need to provide documents multiple times when co-enrolling, via CalJOBS, in WIOA partner programs, or co-enrolling in services provided at different AJCCs. The County will conduct a second phase of this pilot in which signature pads will be installed alongside the scanners to facilitate electronic signatures of clients and staff on all required documents. This will eliminate the need to print out, sign and scan documents back into CalJOBS. The use of the electronic signature pads will create efficiencies such as a reduction in reliance on hard copy

files and in client wait times. In addition, to streamline and revolutionize the WIOA enrollment and eligibility intake process across, the County is exploring the possibility of expanding document imaging as part of the CalJOBS registration process by allowing individuals to upload eligibility determination documentation from any remote location. AJCC staff would then need to verify the original documents thus saving time and resources. An additional technology the County will develop to improve access to services is a *Workforce Program Referral System*. This system is a web-based system for referrals through which on-site and off-site referrals may be tracked to and from any of the County's WIOA partner programs. The use of this system is meant to ensure that customer co-enrollment between partner programs happens quickly and efficiently so that customers are enrolled in or served by the referred program right away and that they do not "fall through the cracks."

Access to AJCC system and its services will also be facilitated by stationing system access points in or near customer feeder systems, such as community colleges, libraries and adult schools. AJCCs or their Affiliate sites will be located either close to or inside these feeder systems. In addition, the County's network of Community Service Centers will act as service hubs for the AJCC workforce delivery system. System access will also be facilitated through the County's specialized Veterans and jail-based job centers. Finally, the County will encourage its AJCC Operators and partner programs to use technologies such as "Facetime" or "Skype" to provide services such as workshops in order to enable access opportunities to a wider range of customers, especially those in remote areas or with disabilities.

iii. Accessibility for Individuals with Disabilities

The County will require its AJCC operators and program providers to ensure the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities**.** All of the County AJCC sites are required to meet strict contractual stipulations regarding accessibility of facilities and services to remain in compliance with ADA and WIOA Section 188. They are also required to ensure that work-based learning sites are ADA compliant and meet the accessibility needs of those with disabilities. Many AJCCs currently have a representative from the Department of Rehabilitation (DOR) on-site as a WIOA program partner, and all Comprehensive AJCCs will have DOR on-site by the end of 2017. The County will work closely with DOR to develop and conduct basic training for all AJCC staff on strategies and accommodations in serving persons with disabilities. This training will be conducted in person with follow up instruction on-line. The training will be required as part of the County's Continuous Quality Improvement process in place to achieve and maintain standards of excellence throughout our system.

The training being developed by DOR will augment training already in place at the County AJCCs that equips staff with tools to better serve those with disabilities, including ADA Customer Service, Use of Assistive Technology, use of TTY telephone, and Compliance with WIOA Title I Non-Discrimination Laws and Regulations. These trainings will include experiential learning with exercises that help staff understand the challenges customers with disabilities encounter. Sign Language interpreters will be engaged when needed. Every AJCC will utilize technology that accommodates the needs of individuals with disabilities including: *Zoom Text Extra 7.0* software that magnifies text up to 16 times the normal size; *Jaws for Windows* software that allows individuals with low vision or who are blind to navigate Windows and the Internet; *Magic Cursor 2000* software which performs all the functions of a mouse; hands-free manipulation equipment; and TTY telephone. All special equipment will be readily available and set-up to be self-directed.

To increase the number of individuals with disabilities who are served and placed in employment by our system, the County will identify and implement best practices and proven strategies for disability recruitment and hiring. Strategies will include posting job announcements on accessible web-based "job boards" that specialize in identifying qualified individuals with disabilities, in disability-related publications, and with

specific disability organizations. Another strategy that will be employed is the provision of job application documents, training materials and tests in alternative formats such as in large font or Braille. Other strategies will include: centralizing all resources for people with disabilities in one location; promoting the availability of reasonable accommodations; publicizing the County's commitment to hiring those with disabilities; and creating an ad campaign featuring employed persons with disabilities.

iv. Roles & Resource Contributions of AJCC Partners

The roles and responsibilities of the AJCC partners who are signatories to the Phase I MOU (page 6) are outlined in the MOU (Attachment IV). Also outlined in the MOU are the resource contribution that each partner is making available to participants through the AJCC delivery system (Matrix of Partner Resources, pages 6-7, Phase I MOU.) The County is currently negotiating a cost sharing formula and cost sharing agreements with the partners to comply with the State's deadline for MOU Phase II completion by September 2017.

The Phase I MOU went into effect with County BOS approval in June of 2016. It establishes a cooperative working relationship among the 46 core and other required partners for the provision of shared services to employers, incumbent workers, job seekers and others needing workforce development services. In formulating the MOU, the County met with the partners individually and collectively to seek input and agreement on how AJCC services will be delivered through the AJCC delivery system. In order to serve shared customers and deliver shared services as appropriate, the Phase I MOU partners agreed to participate in joint planning, coordination and evaluation of AJCC activities. They also committed to collaborating to provide physical and electronic access to shared customers, as well as to participate in training and cross-training designed to increase awareness and understanding of individuals with barriers to employment. The Phase I MOU shared customers include:

- Adult job seekers in search of pre-employment services, training for in-demand occupations, or those seeking a new career;
- Dislocated workers who need support and services to re-connect to employment or who need additional training and services for employment in new or emerging industry sectors, or a new career;
- Youth & young adults age 14-24, especially disconnected youth who did not complete high school, who are not currently enrolled in school, or who are not working including foster, probation or low-income youth;
- Businesses and employers that are seeking assistance in finding prepared and qualified candidates for current or future employment, or seeking to upskill existing employees (incumbent workers) for new positions to meet new job requirements, to meet new industry standards, and/or to prevent or reduce layoffs or termination.

v. MOUs and Cooperative Agreements

Local Board MOUs are included as Attachment IV to this Local Plan. These include the Phase I MOU with 46 core and other required partners. It also includes agreements with other WDBs and County departments that define how the County's workforce delivery system providers will integrate and provide access to WIOA core and other required partner program services available through our AJCC delivery system. The Phase II MOU is currently being negotiated and on track for completion by September 2017.

vi. Indian and Native American Equal Access to AJCC Services

The County will work closely with WIOA Section 166 grantees to ensure that Indian and Native Americans in its service areas are provided equal access to AJCC programs and services. The County's Native American Commission is housed within WDACS, which also administers the County WIOA workforce development system. Through this connection, the County will be able to conduct outreach to the region's Native American community, and regular dialogue with this community on ways the County AJCC system may best meet the workforce needs of this community.

vii. Migrant Worker Equal Access to AJCC Services

WIOA Section 167 Migrant Seasonal Farmworker services are not provided in the L.A. Basin region.

viii. AJCCs as On-Ramps to Regional Sector Pathways

Where the seven WDBs in the L.A. Basin region will work together on a regional level to develop sector pathways in the six priority sectors, the AJCCs will serve as on-ramps to those pathways. The County has made a tactical decision to earmark the majority its AJCC WIOA Adult, Dislocated Worker and Youth training dollars to fund training explicitly related to the needs of businesses in the region's priority sectors (listed in B.i. "Sector Strategies"). Dedicating funds in this manner will help the County AJCCs provide job seekers a gateway to skills and credentials that can move them into high-paying jobs, or entry level jobs that provide a foothold onto an articulated career pathway.

Another way in which County AJCCs will serve as on-ramps for regional sector pathways will be by directly partnering with K-14 schools, community colleges and adult schools through the County's Cohort Training initiative. The County's agreements with education partners in the Cohort Training initiative will stipulate that these schools work directly with selected County AJCCs to enroll Title I program participants into their Cohort Trainings. The agreements also stipulate that these trainings must fall within at least one of the County's priority sectors, and have an employer from one of these sectors committed to hiring participants who successfully complete the training.

Finally, the County will utilize the AJCCs as on-ramps to regional sector pathways by creating task forces in each of the County's priority sectors. These Sector Task Forces will identify the specific needs of employers in each sector, in each of the County's workforce service delivery areas. For example, the County has established a Healthcare Sector Taskforce devoted to addressing skill gaps at healthcare facilities in one particular workforce service delivery area. The task forces will work with the AJCC, employers within the sector, and the WIOA education partners in each service delivery area to identify the career pathways in the sector, the trainings that prepare job-seekers for the jobs along that pathway, and the AJCC Title I participants to co-enroll into the identified trainings that produce the skills and credentials needed for those identified jobs.

E. PROGRAMS, POPULATIONS, AND PARTNERS

i. Regional Economic Development Coordination

The County will develop a number of policies to maximize the breadth of its resources to positively impact economic development in our region. At the direction of the County Board of Supervisors, the County's workforce development system administrator, WDACS, will be partnering with the newly established Los Angeles Economic Development Policy Committee (LAEDPC) to develop countywide workforce and economic development initiatives and policies that include the Countywide Business Registry Initiative and local hire initiatives. WDACS will also help to lead the coordination of all County entities that provide services to

business, such as the Department of Business and Consumer Affairs, Health Services, Regional Planning, Community Development Commission, Fire, Office of the Assessor, and the Treasure and Tax Collector. These efforts will include cross training and resource and information sharing to better assist businesses and to expand business engagement. Economic development efforts will be organized around several priorities including the stimulation of job growth in industries that are most competitive and that will generate high-paying jobs to propel economic growth and wealth creation for all residents. The County's workforce development priorities will be developed in alignment with its long term economic development goal of supplying a workforce prepared for the jobs of the future, as well as with immediate goals of matching job seekers most in need with viable employment opportunities.

The County will also be undertaking a number of efforts to promote entrepreneurship and to support micro-enterprises. Complementing the support that the Department of Consumer and Business Affairs' (DCBA) *Small Business Division* already provides, the County Office of Economic Development will be launching a *Local and Small Business Enterprise Preference Program* to provide added incentives to micro-enterprises. Additionally, the County Board of Supervisors just approved the launch of the *East L.A. Entrepreneurial Center*, a "one-stop" for entrepreneurs spearheaded by the County's First Supervisorial District Office. A collaboration between WDACS, the DCBA, and the Community Development Commission, the Center will offer entrepreneurial training provided by local community colleges, business development services, credit repair, micro-enterprise loans through the local credit unions, and assistance in navigating the layered process of securing business licenses. Further, entrepreneurial skills training will be embedded in the County's sector-based trainings and special initiatives for target populations. Entrepreneurial training will be provided as a means of packaging and promoting one's skills, whether that be to sell one's services to a client or customer as a small business, or to sell one's skills and services to an employee.

ii. Adult & Dislocated Worker Employment and Training Activities

The County's WIOA AJCC service delivery system is comprised of eight Comprehensive AJCCs, three standard AJCCs, and one Countywide Veterans AJCC. All of these AJCCs will provide the WIOA Title I Adult and Dislocated Worker (ADW) programs and the full breadth of required Basic and Individualized Career services, Follow-Up services, and Training services as set forth under WIOA law and regulations. Comprehensive AJCCs will provide, additionally, complementary Wagner-Peyser program employment services by way of co-located EDD staff. Qualifying dislocated workers will receive training services through the Trade Adjustment Assistance (TAA) program administered by co-located EDD staff. AJCCs will also provide direct connection to employment and training services available through the TANF (CalWORKs)-funded GAIN and GROW programs operated by DPSS by way of partnership and AJCC co-location. Department of Vocational Rehabilitation programs will be available to ADW program participants through co-located DOR staff. Specialized services will also available to Veterans through a specialized Veterans Center, and to the re-entry population, through the County's Specialized Jail-Based Job Center.

All AJCCs will from close partnerships with the K-14 schools, adult schools and community colleges that provide WIOA Title II, Carl D. Perkins CTE, and AEBG programs in the workforce development service delivery areas to which they are assigned. AJCC Title I program participants will be co-enrolled in WIOA partner programs as needed per the participant's Individual Service Strategy (ISS) or Individual Employment Plan (IEP). Individuals who are basic skills deficient, including those who are limited English proficient, will be co-enrolled Title II Adult Basic Education and Basic Skills partner programs. One County AJCC will be located on the campus of its adult school partner, Hacienda La Puente, in order to enhance connection between the WIOA Title I, Title II, Carl D. Perkins CTE, and AEBG programs. The County will negotiate additional co-location strategies

with its community college and adult school partners, as well as technology, cross-training and other mechanisms to enhance training activities for ADW program participants.

iii. Rapid Response Activities

L.A. County's Rapid Response activities are coordinated and administered by WDACS and delivered through three (3) Comprehensive AJCCs. Rapid Response protocols have been established through a standard of operations agreement led by EDD and in partnership with most WDBs across Southern California. The WDBs participate in Rapid Response Regional Roundtables on the third Thursday of every month where best practices are shared and protocols are updated, if needed. The monthly meetings provide a forum for on-going input and feedback to ensure continuous improvement of all Rapid Response (RR) programs in the region. The County's Rapid Response providers also attend monthly meetings to effect strengthened partnership, coordination and continuous improvement of the County's program. These meetings address best practices, impending layoffs, and specialty grants, resources available to strengthen Rapid Response activities, capacity building, and information sharing regarding regional Rapid Response activity in multi-jurisdictions.

L.A. County's RR program provides services to both employers and employees affected by a business's downsizing or plant closure. It is a pro-active, flexible, business-focused program designed to quickly respond to layoffs and closures by coordinating services and providing immediate aid to companies and their affected workers. Three Comprehensive AJCCs, located in the Antelope Valley, Gateway Cities, and San Gabriel Valley regions respectively, will provide services to all affected businesses in the County's workforce service delivery areas on a 24 hour-per-day, 7 days-a-week basis. The County will assign Worker Adjustment and Retraining Notification (WARN) notices to each of the three regional AJCC Rapid Response providers on a rotational basis. After receiving the notice, the provider must connect with employer within 24 hours. In addition, the AJCC Rapid Response teams are charged with identifying "Non-WARN" lay-offs: lay-offs not covered by the WARN Act in which the business accepts Rapid Response services to assist employees being laid-off. The teams will provide customized services on-site at an affected company, accommodating any schedule, and assisting both companies and workers through the challenges associated with lay-offs and job loss.

The AJCC Rapid Response teams are tasked with establishing partners to quickly maximize public and private resources in order to minimize disruption associated with job loss. The teams will coordinate partners to provide the following services: assessment and implementation of layoff aversion strategies; on-site orientations to impacted employees; provision of information about unemployment benefits, Trade Adjustment Assistance Act benefits, COBRA benefits, AJCC re-employment services, coordination with Labor-Management/Workforce Transition Committees. They will also coordinate among the partners the following Lay-Off Aversion activities: assisting businesses with devising and overseeing strategies to prevent plant closures; providing referrals within the community to government services; providing linkages to economic development activities at the federal, State and local levels; and providing linkages to Federal Department of Commerce programs. The Lay-Off Aversion activities that the AJCC provides directly are: on-site access to CalJOBS; on-site registration with the AJCC; access to job fair and job posting information; training orientations on industry specific opportunities; resources for food, shelter, clothing and other emergency assistance; business services workshops; and training to upgrade skills for reemployment. In addition, the Rapid Response teams will work with Rapid Response liaisons stationed at each County AJCC site to ensure RR services are coordinated and provided throughout the County's service delivery areas. The County provides on-going

technical assistance to and regular review of RR providers to ensure services are being delivered in a consistent and comprehensive manner across the service area.

iv. Youth Workforce Development Activities

The WIOA Title I Youth program is braided with County-funded youth services and offered collectively as the "Youth@Work" program. Youth@Work offers youth ages 14-24 three Levels of Services, depending on the age and career development needs of each youth. Level I is *Work-Based Learning and Career Exploration*, Level II is *Career Development*, and Level III is *Comprehensive Career Planning & Training*. The Youth@Work program prepares youth to enter career pathways in the priority sectors by exposing them to Earn & Learn opportunities as early 14 years old. Youth progress along their career path by matriculation through the levels of service. This career development approach supports youth in making informed career decisions over time based on LMI, real-life work experiences, and advanced education and/or training moving them deeper each year into the skilled labor force. Priority is placed on reengaging disconnected, out-of-school youth in employment and/or education that leads to viable career paths. Level I services are paired with paid Personal Enrichment Training (PET) modules that include: financial literacy, life skills, work ethics, career exploration, and goal setting based on Stephen Covey's 7 Habits of Successful Teens. Level I Work-Based Learning & Career Exploration services are offered region-wide with the County providing funding to the 6 other WDBs to carry out uniform, work-based learning to approximately 10,000 youth each year. Level II Career Development services combine education, training and work experience. AJCCs provide access to all of the 14 WIOA Youth program elements through the Level II Career Development services. Level III Comprehensive Career Planning & Training bring young adults closer to their career goals through co-enrollment in the WIOA Adult program and the provision of training that prepares them for employment in a sector pathway program. The Youth@Work program and its services will be offered at all AJCCs, and will be expanded as to other access points including but not limited to: County libraries, Parks & Recreation centers, Community Service Centers, and Teen Clubs.

In addition to the Youth@Work program and its offerings, WDACS conducted a countywide asset mapping of the types of programs, services, and resources available for youth participants, particularly for foster, Probation, CalWORKs youth and those with special needs. Our workforce system serves a significant number of youth with learning disabilities, many of whom are foster youth. To strategically and systemically serve this priority population, a coordinated effort was established through the Opportunity Youth Collaborative (OYC) comprised of the County WDB, the City of Los Angeles WDB, the Alliance for Children's Rights, the Los Angeles Chamber, the Aspen Institute, the Los Angeles Unified School District (LAUSD), the Department of Children and Family Services, and other stakeholders. The goal of the collaborative is to facilitate re-engagement of these youth in education programs to complete their education with appropriate assistance. Youth participate in trauma-informed work readiness training, engage in work-based learning, and transition to permanent employment. The County will partner with the Children's Law Center to identify and refer foster youth who are within 18-24 months of losing their AB12 status into County AJCC services. It will also implement Performance Partnership Pilot best practices, including the co-location of LAUSD Pupil Services Attendance Counselors (PSAs) at select AJCCs as a reengagement strategy for out-of-school youth.

The County is also actively pursuing the adoption of the term "uniquely abled" to support the goal of the Uniquely Abled Project whose aim is to influence a paradigm shift in viewing individuals with special needs as "uniquely abled" as opposed to "disabled." This model also prepares high functioning individuals with autism

for high skilled jobs in manufacturing through innovative training. Youth also receive paid internships leveraged through WIOA and non-WIOA programs as appropriate. Partners include the Department of Rehabilitation, Glendale Community College, the Verdugo Jobs Center, Goodwill Industries of Southern California and other stakeholders.

The County will continue to dedicate funding to provide *Youth@Work* Level I Work-Based Learning and Career Exploration services to Probation youth while they are at camp. Youth earn the privilege of participation in the program through their good behavior. The County will work with Probation to develop and implement a strategy to identify appropriate Level I participants for enrollment into Level II Career Development services prior to their release from camp as part of their camp-to-community transition plan. Youth on public assistance are also a top priority for the County. The majority of Youth@Work non-WIOA funds will continue to be dedicated to CalWORKs (TANF) youth. Special attention will be placed on outreaching to these youths to provide them with opportunities to avoid future reliance on public assistance. Each week data on CALWORKs youth is shared with the region's 7 WDBs to aid their enrollment into Level I Work-Based Learning services. The County will establish a uniform strategy to develop stronger linkages for this population to WIOA services. Since 2013, over 25,000 CalWORKs youth been provided work experience.

v. Coordination with Secondary & Post-Secondary Education Programs and Activities

The County will align WIOA Title II Adult Education and Literacy, Carl D. Perkins CTE, and AEBG programs and activities with WIOA Title I and other AJCC workforce development programs and activities in each of its 10 workforce service delivery areas as a means of aiding participant attainment of a secondary school diploma, post-secondary education and/or training aligned with career plans. In addition to identifying the trainings offered by education partners that align with career pathways in the priority sectors, the County is developing a one-stop online center that will include secondary and post-secondary education program resources per workforce service delivery area. This one-stop online center will assist participants in developing their literacy and obtaining the knowledge and skills necessary for employment and economic self-sufficiency. The County will provide public access to a website that will allow local job seekers and workers to access the education and career preparation course offerings of all Title II providers. The County will also conduct regional forums in which access to Title II program, resources and services will be provided to those seeking to enter the workforce.

The County will collaborate with the local Adult Education Block Grant (AEBG) Regional Consortia providers who have already done the work to align Title II Adult Education and Literacy, Cart D. Perkins CTE, and AEBG programs and services, based on a regional needs assessment they conducted in order to avoid unnecessary duplication of their programs and services. Through this collaboration, a master program of services and programs will be made available through the workforce development website and its AJCCs. A link to the County's workforce development website will be accessible from the local Title II, Carl D. Perkins CTE, and AEBG program provider websites. Access to register for WIOA workforce services will be available at all Title II, Carl D. Perkins CTE and AEBG program sites. Training and assistance on WIOA workforce development services available at the AJCCs will be offered to Title II, Carl D. Perkins CTE and AEBG program staff on a quarterly basis in order to ensure information and access to potential workforce registrants is made accessible through all education partner program sites. A regional training for AJCC operators, Title I program providers, and Title II, Carl D. Perkins CTE, and AEBG program partner staff will be held quarterly to ensure that all participating programs and AJCCs are made aware of services provided throughout the region in coordination and alignment with educational and vocational training programs.

vi. Coordination of Supportive Services

Given that many of the County's WIOA participants experience multiple barriers to successful program participation and sustained employment, the coordinated provision of supportive services and needs-related payments, including transportation, is of maximum importance in ensuring these participants' success. One of the purposes of collaborating and braiding resources with WIOA core and other required partners is to ensure that shared customers receive wrap-around services, including supportive services, in a manner that coordinates and leverages partner dollars as opposed to duplicating efforts. The County's AJCC program providers are instructed to inform participants about the wide range of supportive services available to them through WIOA partner agencies, as well as to provide the appropriate referrals to the programs that offer these services. AJCC staff are required to identify and use supportive services resources offered through those partner programs before they utilize WIOA supportive service dollars. An example of AJCCs utilizing and leveraging partner resources to enhance supportive services provision is seen in the County's WIOA/TANF co-location pilot in which DPSS GAIN and GROW staff are co-located at the AJCC. AJCC WIOA Title I program career development specialists coordinate with GAIN case managers to ensure each program's supportive services are aligned, complimentary to one another, and serve the Individual Employment Plan of each participant. The same arrangement and mandate exists with regard to TAA clients, and clients of any of our other WIOA partner programs.

vii. Coordination with Wagner-Peyser

The County's WIOA AJCC one-stop delivery system is based on the ISD model as this model provides an optimum framework by which the alignment of programs and services of all WIOA core and other required partners may be effected. At the center of this model is the on-site co-location of EDD Wagner-Peyser at all of the County's Comprehensive AJCCs. Our ISD model is intended to reduce duplication and administrative burdens between the County's WIOA Title I programs and the Wagner-Peyser program in order to provide a better match between participants and employers through more coordinated screening, assessment, skill development, and skill certification opportunities related to the need of employers. The ISD Model includes three core principles: (1) Common Customer Pool; (2) Common Customer Flow; and (3) Common Staffing. Through the implementation of these three core principles, the County's integrated service delivery system reduces the duplication of services with Wagner-Peyser and better ensures that it responds to industry demand, aligns services and trainings to these demands, and provides job seekers with skills that lead to self-sufficiency.

viii. Coordination with Adult Education & Literacy

The County's WIOA Phase I MOU (Attachment IV) demonstrates its coordination with several providers of Adult Education & Literacy Skills under WIOA Title II including the following institutions: Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Monterey Park Monterey Library; Los Angeles Unified School District, Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; and William S. Hart Union High School District.

The County will work closely with the AEBG Regional Consortia related to the County's workforce service delivery areas to ensure expanded access to adult education and literacy for its WIOA Title I program participants. The County will collaborate with the Consortia to align program services among Title I workforce service providers and adult education providers based on a regional needs assessment in order to avoid unnecessary duplication of services. Through this collaboration, a master program of services and programs will be made available through the County's workforce development website, as well as through its AJCCs. A link to the County's workforce development website will be accessible from the local Title II, Carl D. Perkins CTE and AEBG programs providers' websites. Access to register for WIOA AJCC workforce services will be available at all Title II AEBG and Carl D. Perkins CTE program sites. Training and assistance on AJCC WIOA workforce development services will be offered to Title II, Carl D. Perkins CTE and AEBG staff on a quarterly basis in order to ensure information and access to potential workforce registrants is made accessible through all education program partner sites. A regional training for the staff AJCC operators, Title I program providers, and education partner programs will be held quarterly to ensure that all participating programs and AJCCs are made aware of services provided throughout the region in coordination and alignment with educational and vocational training programs.

The County will follow EDD Workforce Services Information Notice WSIN16-26 to review each eligible provider's Title II Adult Education and Family Literacy Act (AEFLA) application. The County will complete and submit recommendations for promoting alignment with the local plan through the online system as identified in the Information Notice, beginning on May 17, 2017, and ending on May 31, 2017, unless otherwise stipulated or directed.

ix. Services for English Language Learners

The County has prioritized WIOA programs and services for Limited English Proficiency (LEP) individuals. Los Angeles County is home to just over 3.5 million immigrants from around the world. It hosts the largest communities of expatriates of several nations. More than half of the foreign-born population originates from Latin America and South America, approximately one third from eastern and southeastern Asia, and the remaining 10%, from the rest of the world. Language ability is an important aspect of employment and economic participation. Over half of the population in the County (57%) speaks a language other than English at home, with Spanish being the most common. Just 43% of residents speak only English at home. Of the 5.3 million residents that speak languages other than English at home, approximately 27% speak English less than well.

Before WIOA, workforce systems statewide served only a small percentage of this significant sub-group of Californians. The State Unified Plan challenges regions and local areas statewide to do a better job of engaging LEPs in the WIOA system to better support these residents in achieving middle income employment. Key to the County's efforts to engage and serve LEPs is its partnership with Title II Adult Education and Literacy program partners who provide English as a Second Language (ESL) programs, and other programs that address this population's basic skills deficiencies. All the County AJCCs enjoy well established partnerships with local Title II providers. The County will be building on these partnerships to provide Vocational English as A Second Language (VESL) programs throughout its workforce development system to provide LEPs with language learning that is contextualized to the vocation each is pursuing. VESL courses are developed through collaboration between adult school and business partners so that curriculum in infused with the terminology

English Learners	Population	Percentage
Speaks English Less Than "Very	2,407,270	
Speaks English "Very Well"	2,890,179	
Speaks Only English	4,032,116	
Total	9,329,565	

and language proficiency needed for particular job functions. VESL courses also serve as a bridge for participants into credit-earning courses. The County has developed and will be implementing a policy requiring a VESL component as part of any work-based learning or training activity in which an LEP participant is engaged.

F. GRANTS AND GRANT ADMINISTRATION

The BOS has designated WDACS as the administrator of the federal WIOA funding it receives each year. On behalf of the County, WDACS conducts the procurement of the WIOA AJCC system through a Request for Proposals (RFP) competitive bid process to award sub-grant contracts to AJCC One Stop Operators (OSOs) and WIOA Title I program service providers. WDACS issued its RFP to procure AJCC OSOs and WIOA program providers on September 30, 2016. The RFP and addenda are available at http://wdacs.lacounty.gov/business-opportunities-with-cssdoing-business-with-css/. A Proposer's Conference was held on October 19, 2016. Proposals were due to the County December 19, 2016. Proposals were reviewed by a panel in January 2017. Winning proposers will be notified in March 2017, contracts signed by May 30, 2017, and the County's new AJCC system rolled out by July 1, 2017.

The RFP solicited proposers from for profit and non-profit organizations, public agencies, social enterprise agencies, and public and private institutions of higher education. Proposals were solicited for: OSOs for the eight (8) Comprehensive AJCCs and their associated Affiliate AJCCs; three (3) additional AJCCs with sites in South Los Angeles, the Westside and Santa Clarita; and for the countywide Veterans AJCC. The Specialized Jail-Based Job Center will be a joint effort between WDACS, Sheriff, and other County departments to establish a jail-based job center inside Pitchess Detention Center (PDC)-South Facility. All AJCCs will provide WIOA Title I ADW and Youth programs. Some Comprehensive AJCCs will also be awarded the WIOA Rapid Response (RR) and Older Americans Act (OAA) Senior Community Service Employment Program (SCSEP) contracts. SCSEP services, with the recent reauthorization of the OAA, are aligned with those of WIOA and will be operated out of the San Gabriel Valley, Antelope Valley, and Gateway Cities AJCCs in conjunction with the WIOA programs. In order to apply for the RR program and/or the SCSEP, proposers must have also applied to serve as OSO for a Comprehensive AJCC. Agencies awarded Comprehensive AJCC contracts will implement the ISD model ensuring coordination with the other WIOA core and other required partner programs. They will also be responsible for implementing the workforce development aspects of County Special Initiatives, such as the Proposition 47, Community Recidivism Reduction Grant, My Brother's Keeper, and Homeless initiatives.

It is the intent of the County to ensure, at a later date, that Comprehensive AJCCs and AJCCs provide a gender-responsive, trauma-informed jail-based program, dependent on the availability of funding, which shall include: jail in-reach employment readiness services for those currently incarcerated; system navigation into community-based Comprehensive AJCC or AJCC services once inmate is released; and re-entry-specific employment services at the Comprehensive AJCC or AJCC to include wrap-around services, through partnership with other County departments and agencies, including but not limited to: housing, substance abuse, mentorship, and family reunification services leveraged with WIOA partner programs.

G. PERFORMANCE GOALS

The County has established two sets of goals to measure the performance of our system: WIOA Accountability Measures and targets negotiated with the State, and measures beyond the Accountability Measures that assess workforce program performance as well as community impact. The first set of goals are the six (6) Accountability Measures based on performance indicators set by the Department of Labor[22]. These goals (see charts below) measure Unsubsidized Employment Rate (2ndquarter after exit), Unsubsidized Employment Rate (4th quarter after exit), Median Earnings (2nd quarter after exit), Credential Attainment (during program participation or within 1 year after exit), Measureable Skills Gains (during program participation), and Indicators of Effectiveness in Serving Employers. The second set of goals are not mandated, but assist the County in tracking performance with regard to engagement of priority populations, training-related employment placements, and locally-defined business services performance indicators. Also, in order to ensure that we produce 31,200 middle-skill industry valued credentials between 2017 and 2020 as our Local Area's contribution to the State's stretch goal of producing 1 million such credentials[23] between 2017 and 2027, we have included in the second set of goals measurement of the achievement of credentials from trainings that prepare for employment in one of the County priority sectors.

L.A. COUNTY STATE NEGOTIATED PERFORMANCE GOALS PY 2016-17*

ADULT			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
65.0%	62.5%	$4,657	52.9%
DISLOCATED WORKER			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
68.0%	66.5%	$7,308	60.0%
YOUTH			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
62.4%	64.2%	Baseline	54.7%

L.A. COUNTY STATE NEGOTIATED PERFORMANCE GOALS PY 2017-18*

ADULT			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
68.0%	65.5%	$5,157	55.9%
DISLOCATED WORKER			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
71.0%	69.5%	$7,523	63.0%
YOUTH			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
65.4%	67.2%	Baseline	57.7%

*Measureable Skills Gains and Indicators of Effectiveness in Serving Employers are not negotiated and will be baseline measures per EDD Directive WSDD-149

[22] Based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1).)

[23] Defined as sub-baccalaureate credentials with demonstrable labor market value, including industry-recognized certificates, or certifications, or certificates of completion of apprenticeship, or professional licenses, recognized by California or the federal government, as well as industry-valued associate degrees that facilitate movement into either the labor market or longer term educational programs aligned with the state's workforce needs.

H. HIGH PERFORMANCE BOARD (HPB) EFFORTS

The County's WDB was one of the original 16 local boards to receive High Performing Board (HPB) certification in 2012. In order to ensure its WDB continues to meet and surpass HPB standards, the County will ensure that its system remains fully compliant with state-issued AJCC policies in the WIOA Adult Program Priority of Service (WSD15-14), Memorandums of Understanding Phase I (WSD15-12), and Phase II Memorandums of Understanding (WSD16-09) directives.

With regards to Priority of Service, all County-contracted AJCC providers have been directed, per L.A. County WIOA *B15-03: WIOA Operating Guidance*, to provide priority of service to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. In addition, WIOA partner signatories to the Phase I MOU have agreed to prioritize coordinated services and support to participants in the priority of service categories.

With regard to compliance with the State directives on the Phase I and Phase II MOUs, the County's Phase I MOU has been signed and executed by all mandated partners and is included in this plan (Attachment IV). The Phase II MOU is due June 30, 2017. Meetings with partners began in October of 2016 and have included negotiations for cost sharing agreements. The County is on target to meet the deadline as required.

With regard to planning with HPB-required entities as outlined in the State Workforce Services Directive (WSD16-07), in the six stakeholder forums the County hosted of the 19 regional and local planning stakeholder forums conducted throughout the region in conjunction with the 6 other WDBs, the County actively engaged stakeholders including, but not limited to: key stakeholders, major employers and industry groups from the relevant regional economy and organized labor; partners in K–12 education, career technical education, the community college system, other post-secondary institutions, and partners with DOL programs, including Youth Build and Job Corps programs.

I. RELEVANT INFORMATION ON TRAINING ACTIVITIES

All of the County's WIOA eligible training programs are pre-screened and ETPL-approved before WIOA participants may be considered eligible for participation in the program. The County holds a contract with South Bay WDB to maintain the region's I-Train system of ETPL-approved training institutions. The South Bay WDB reviews the L.A. County workforce development system's training institutions for ETPL eligibility, uploads the training institutions onto ETPL, processes renewals, and monitors all training provider performance. The County also requires that the training institution provide the training in accordance with the approved curriculum as specified in the school catalog and consistent with what is being offered the general public. Participants' trainings are documented in CalJOBS using training activity codes. AJCC WIOA providers are contractually obligated to ensure Customer Choice in training options. Participants are given access to I-Train to compare training institutions and their programs in order to select their preferred program, and demonstrate that the training chosen was by customer choice by signing off on an *Informed Customer Choice Form*. Participants in the WIOA Youth program who are over the age of 17 have access to ITAs as well.

J. PUBLIC TRANSPARENCY, ACCESSIBILITY AND INCLUSIVITY

To ensure accessibility and inclusivity in its Local Plan planning efforts, the County hosted six of the 19 stakeholder regional and local planning forums conducted throughout the County from November through December 2016 (https://drive.google.com/file/d/0B799Ja12yhYmV3dXTHZPRVJrTEU/view?usp=sharing). It worked closely with each of its AJCCs to ensure effective outreach was conducted to stakeholders and CBOs representing individuals from target populations reflective of the demography of each of the County's workforce service areas. The County placed particular emphasis on outreach to current and prospective partners with experience serving high-need and historically disadvantaged communities such as ex-offenders and out of school and/or disconnected and foster youth. Another prioritized group targeted in outreach efforts were current and future partners who serve LEPs. Included in the Regional Plan is a detailed description of how and which groups were contacted and invited to participate in regional planning efforts. The Local Plan was issued for a 30-day public comment period from February 3 through March 3, 2017. Outreach to gain public comment on the plan was conducted to a wide-ranging and diverse array of stakeholders, including the 300 stakeholders who attended Local Planning forums (https://drive.google.com/file/d/0B799Ja12yhYmLUh4NXBGTTBvcDg/view?usp=sharing). The Plan was posted and comments invited through WDACS website, Facebook page and Twitter account. In addition, the County held four Public Comment Forums during February 2017 to present the local and regional plans and invite comments.

K. COMMON INTAKE AND CASE MANAGEMENT EFFORTS

Intake and case management are conducted by AJCC Career Development Specialists and managed through the CalJOBS labor exchange and case management system. The County WIOA core program partners will be provided access to case notes and other pertinent information on shared customers through CalJOBS, as available. This approach will allow the County to track co-enrolled individuals across WIOA core programs. Partners will meet to coordinate the co-enrollments to ensure that services are not duplicated and resources are leveraged. Partners will work closely together to share information and participant progress and to ensure needs and barriers that may emerge are addressed.

L. OTHER MISCELLANEOUS INFORMATION REQUIREMENTS

i. Title II Access to the Local Plan

Title II partners will be notified of the posting of the Local Plan on the WDACS website. Announcements of the plan's availability will be made in all AJCC and WDB meetings. Copies will be available at the AJCC sites. Executive Summaries of the plan will be made available in Spanish and in any other languages upon request.

ii. Priority of Service Requirements

The County meets priority of service requirements as outlined in Section H. All contracted AJCC providers have been contractually mandated to ensure that 51% of people served by the WIOA Adult program come from at least one priority of service category. Within the basic skills deficient category, particular priority is placed on LEPs to meet the County's goal of increasing the number of LEPs served by its system. All AJCC provder staff have been trained on priority of service requirements and strategies. The County has also instituted policy establishing additional priority groups to include target populations that are the focus of Los Angeles countywide initiatives, including: foster youth, ex-offenders, individuals with disabilities, and those experiencing homelessness.

iii. Portion of Local Plan Addressed in Regional Plan

A summary of economic analysis of our region and details on Regional Industry Sector Strategies are outlined in the Regional Plan. Listing of Stakeholder Forum participants and a summary of stakeholder input on Local and Regional Plan development are also available in the Regional Plan. All elements, as required, are addressed in the Local Plan.

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Attachment II – Local Board Assurances

Attachment III – AJCC Locations and AJCC Partners

- AJCC locations
  - *Current Locations* – SEE: List of Current AJCCs
  - *New locations* – in place July 1, 2017. The system is currently in procurement
    - SEE: Map of Regions in Future System
- AJCC Partners – as of MOU Phase I are listed below (NOTE: Partner list will change as the MOU Phase II resource sharing agreement negotiations begin and our new system has been procured):

Attachment IV – AJCC Memoranda of Understanding

- LA County WDB Phase I MOU with required partners
- Intermediary Agreements between the RPU's seven WDBs to implement the L.A. County Youth Jobs (LACYJ) countywide youth work experience program:
  - Foothill
  - L.A. City
  - Pacific Gateway
  - South Bay
  - SELACO
  - Verdugo
- Agreement between WDACS and DPSS that provides CalWORKs funding for LACYJ
- MOU between WDACS and Probation that provides Juvenile Justice Crime Prevention Act funding to WDACS to provide WIOA AJCC services to Probation youth
- MOU between WDACS and Child Support Services assists non-custodial parents addressing the child support fine barrier to employment via AJCCs
- L.A. County Board of Supervisors Motion outlining commitments between WDACS and other County departments to provide AJCC and other services to Prop 47 beneficiaries
- MOU between WDACS and DPSS for Data Sharing
- Data Sharing Agreement between WDACS and L.A. City

Attachment V – Local Area Grant Recipient Listing

Attachment VI – Local Board Bylaws

LA County WDB's Bylaws can be found here:

- L.A. County Workforce Development Board Bylaws

Attachment VII – Program Administration Designee and Plan Signatures

Attachment VIII – Public Comments Summary Disagreeing with Local Plan

ATTACHMENT I

LOCAL PLAN - EXECUTIVE SUMMARY

The Los Angeles County Workforce Development Board (WDB) is one of seven Local Boards that comprise the Los Angeles Basin Regional Planning Unit (RPU). The WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of the County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. It administers approximately $35 million annually in WIOA funding to provide workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities and all of its 151 unincorporated areas.

The County's WDB worked closely with the six other WDBs in the RPU to develop the Regional Workforce Development Plan. The County's Local Plan is aligned with the Regional Plan as well as with California's Unified Strategic Workforce Development Plan. While the Regional Plan outlines regional sector strategies and career pathways, the Local Plan describes how the County's workforce development system will utilize partnerships between business, workforce development, education and other key partners to achieve its **vision** that "***every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has equitable access to upward mobility and prosperity."*** The Local Plan was developed with input from over 500 partners and key stakeholders representing education, labor, economic development, and community based organizations as well as customers including job seekers, youth, and businesses. The County conducted six stakeholder forums throughout its service delivery areas attracting overwhelming participation and invaluable input that informed the development of both the Regional and Local Plans.

The County has established the following **goals** for implementing an innovative, customer-centered, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy:

1. **Focus on the Needs of Business**
2. **Spearhead System Alignment and Coordination**
3. **Create Middle Skill Credentials**
4. **Expand Earn & Learn**
5. **Strengthen Economic Development**
6. **Focus on WIOA Priority Populations**
7. **Increase Service to English Language Learners**
8. **Create System Inclusivity & Accessibility**
9. **Continually Improve the System & Surpass High Performance Board Standards**

In order to meet the State Unified Plan goal to increase the attainment of middle skill, industry recognized credentials, the County has developed twelve key **strategies:**

1. **Strategic Business Engagement**
2. **System Alignment, Integration and Regional Coordination**
3. **Career Pathways**
4. **On the Job Training**
5. **Engagement in County's Economic Development Efforts**
6. **Specialized Centers and Programs for Priority Population**

7. **Accessibility & Inclusivity**
8. **Consistent Branding as America's Job Center of California**
9. **Integrated Service Delivery (ISD)**
10. **Multi-Generational Workforce Development Services**
11. **Technology for Efficiencies**
12. **Performance Driven System**

The Local Plan outlines how the County's workforce development system will serve as the vehicle through which its goals will be achieved and its strategies effected. The system is a franchise model of America's Job Centers of California (AJCCs) that offers consistent quality and uniformity of service throughout the system. AJCCs serve as hubs for local business engagement, catalysts for coordinated business services networks, central points of entry to employment and job training programs, and on-ramps to the regional sector pathways outlined in the Regional Plan. The system consists of:

- 8 Comprehensive AJCCs that fully integrate with EDD Workforce Services Partners, providing direct services to job seekers and businesses, as well as linkages to WIOA Partner and additional Partner programs and services;
- 5 additional AJCCs, including a specialized AJCC fully dedicated to serving Veterans countywide, and a Specialized Jail-Based Job Center at L.A. County Sheriff's Pitchess Detention Center in Castaic to provide targeted workforce services to the re-entry population;
- 7 Affiliates; and
- A Centralized Business Services Team to lead and coordinate the County's efforts to meet the needs of business community, and to identify strategies that align and mobilize the County's workforce and economic development resources to ensure their success.

The system is built upon an Integrated Service Delivery (ISD) model which provides the optimal framework for coordination, alignment and leveraging of resources, services and programs of the County's WIOA Core and other required program partners. Forty-six of these partners are signatories to the County WIOA Phase I Memorandum of Understanding (MOU) demonstrating their commitment to a common vision, values and goals for providing comprehensive, coordinated, customer-centered services to Businesses and Job Seekers.

Impacting the growth of the regional economy by serving the talent needs of business and industry is one of the primary goals of the Plan. The County has made a number of investments in economic development and in assisting residents--particularly those with barriers to employment-- in achieving self-sufficiency and livable wages. The Plan outlines how the County workforce system will play a central role in maximizing these investments by leveraging them with the breadth of partnerships and services sustained through its network of AJCCs. The Plan describes the role of the newly established Business Services Unit (BSU) within WDACS whose exclusive focus is on meeting the needs of the County's business community, and implementing strategies to align County workforce and economic development resources to ensure businesses' success. It describes plans for coordinated sector partnerships in each of the County's 10 workforce service delivery areas which will bring multiple employers within a sector together with education and workforce professionals to examine skills shortages. It describes strategies for serving residents most in need with innovative approaches to career pathway development leading to livable wages. In short, the Plan serves as the blueprint that will guide the system and its WIOA partners in impacting the growth of the regional economy by building a well-trained workforce attractive and responsive to businesses within the County's most growing and in-demand industries.

ATTACHMENT II

M. Local Board Assurances

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

a. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
b. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
c. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
d. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
e. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
f. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
g. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])
h. The Local Board certifies that its America's Job Center of California^{SM} (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).
i. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
j. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
k. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

SIGNATURE PAGE

Instructions:

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

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

Local Workforce Development Board Chair	**Local Chief Elected Official**
Signature	Signature
Erick Verduzco-Vega	Mark Ridley-Thomas
Name	Name
Chair – L.A. County WDB	Chair – L.A. County Board of Supervisors
Title	Title
Date	Date

ATTACHMENT III

N. AJCC Locations and AJCC Partners

- AJCC locations
  - *Current Locations* – SEE: List of Current AJCCs
  - *New locations* – in place July 1, 2017. The system is currently in procurement
    - SEE: Map of Regions in Future System
- AJCC Partners – as of MOU Phase I are listed below (NOTE: Partner list will change as the MOU Phase II resource sharing agreement negotiations begin and our new system has been procured):

Partner Type	Organization
WIOA Title I Adult, Dislocated Worker, and Youth **Title V Older Americans Act**	L.A. County Workforce Development, Aging and Community Services
WIOA Title II Adult Basic Education and Basic Skills (25)	Antelope Valley Union High School District Azusa City Library Azusa Unified School District Baldwin Park Unified School District Bassett Unified School District Claremont Unified School District City of Covina Public Library Culver City Unified School District El Monte Union High School District El Rancho Unified School District Glendora Unified School District Hacienda La Puente Unified School District Los Angeles Unified School District Lynwood Unified School District Monrovia Unified School District Montebello Unified School District Monterey Park Monterey Library Mt. San Antonio Community College Paramount Unified School District Pomona Unified School District Rowland Unified School District Santa Monica Community College Santa Monica-Malibu Unified School District Whittier Union High School District William S. Hart Union High School District
WIOA Title III Wagner-Peyser Migrant Seasonal Farmworkers	Employment Development Department

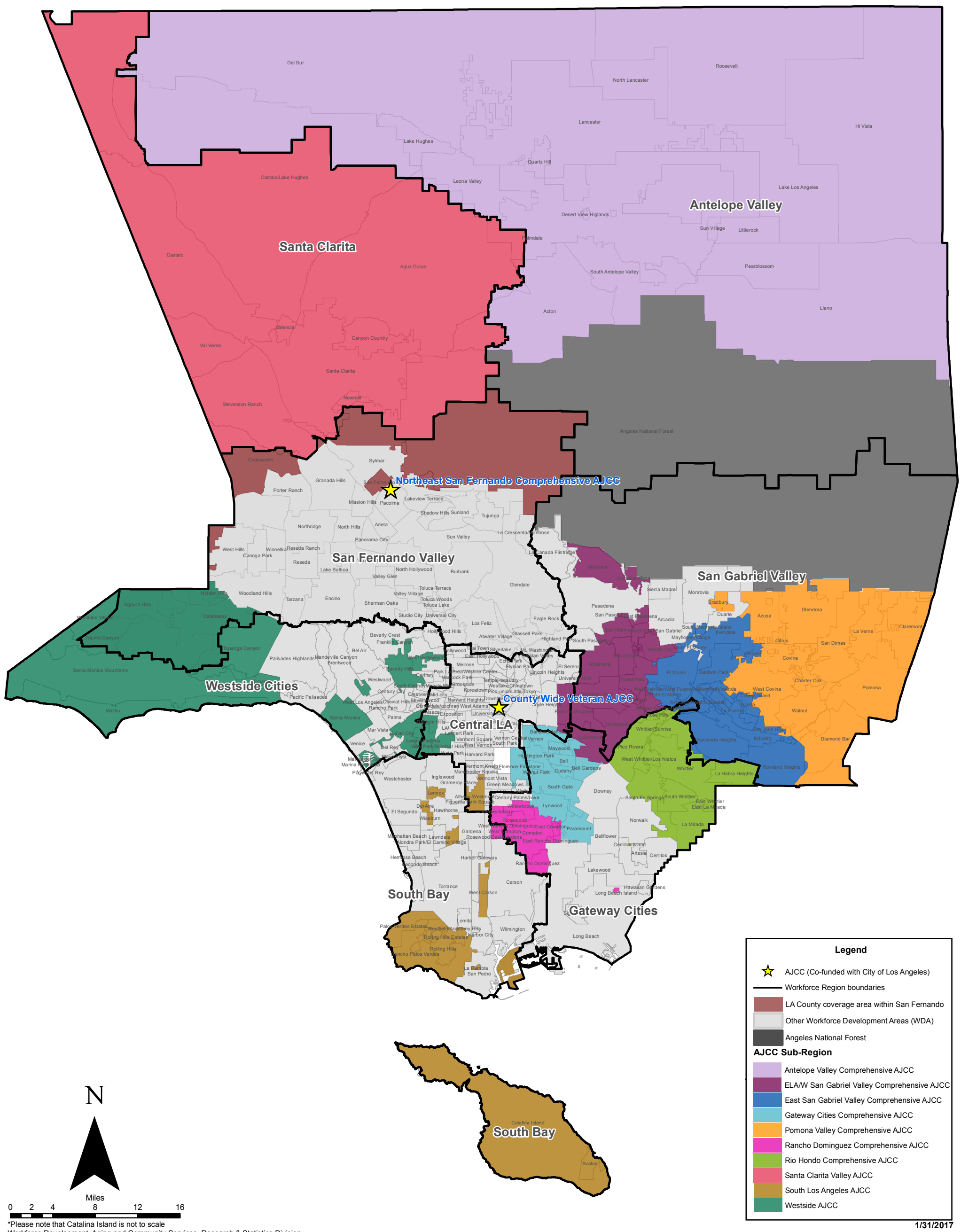
Veterans **Trade Adjustment Assistance Act** **Unemployment Compensation (Insurance)**	
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation
Carl D. Perkins Career Technical Education (6)	Antelope Valley College Citrus College College of the Canyons Mt. San Antonio College Rio Hondo College Santa Monica College
Job Corps	Los Angeles Job Corps
Native American Programs	Southern California Indian Center
Youth Build	Youth Policy Institute
Community Services Block Grant **Temporary Assistance to Needy Families (TANF)**	L.A. County Department of Public Social Services
Housing and Urban Development	L.A. County Community Development Commission
Second Chance	L.A. County Probation Department

LOS ANGELES COUNTY
AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC)
PROGRAM YEAR 2016-17

Antelope Valley AJCC 1420 West Avenue I, Lancaster, CA 93534 Phone: (661) 726-4128 TTY: (661) 951-1695 FAX: (661) 945-5767 Website: www.jvsla.org	**West Hollywood AJCC** 625 North San Vicente Blvd, 1st floor, West Hollywood, CA 90069 Phone: (310) 652-6378 TTY: (310) 652-6816 Fax: (310) 652-6816 Website: www.jvsla.org
Santa Clarita AJCC A (Affiliate to Antelope Valley AJCC) 26455 Rockwell Canyon Road #250, Santa Clarita, CA 91355 Phone: (661) 799-9675 TTY: (800) 815-9387 FAX: (661) 288-4449 Website: www.lancasterajcc.org	**West Los Angeles AJCC** ★ 13160 Mindanao Way, Suite 240, Marina del Rey, CA 90292 Phone: (310) 309-6000 TTY: (310) 309-6018 FAX: (310) 309-6032 Website: www.jvsla.org
Northeast San Fernando Valley AJCC ★ 11623 Glenoaks Boulevard, Pacoima, CA 91331 Phone: (818) 492-4065 TTY: (818) 897-9791 FAX: (818) 897-9793 Website: www.ypiusa.org	**Northeast San Gabriel Valley AJCC** 2550 W. Main Street suite 101, Alhambra, CA 91801 Phone: (626) 284-9715 TTY: (323) 261-1366 FAX: (626) 284-9951 Website: www.mcscareergroup.com
South Valley AJCC 38510 Sierra Hwy, Palmdale, CA 93550 Phone: (661) 265-7421 TTY: (661) 265-9649 FAX (661) 265-9322 Website: www.cityofpalmdale.org/SVWC	**West Covina AJCC** 933 South Glendora Avenue, West Covina, CA 91790 Phone: (626) 814-8234 TTY: (626)814-8234 Fax: (626) 962-6826 Website: www.mcscareergroup.com
South Los Angeles/Compton AJCC 2909 East Pacific Commerce Dr., Compton, CA 90221 Phone: (310) 762-1101 TTY: (310) 762-1283 FAX: (310) 762-1129 Website: www.communitycareer.org	**East Los Angeles AJCC** 5301 Whittier Blvd. 2nd Floor, Los Angeles, CA 90022 Phone: (323) 887-7122 TTY: (323) 832-1278 FAX: (323) 887-8236 Website: www.rescare.com
Central San Gabriel Valley AJCC 11635 Valley Blvd. Unit G, El Monte, CA 91732 Phone: (626) 258-0365 TTY: (626) 258-0429 FAX: (626) 258-0428 Website: www.goodwillsocal.org	**Florence Firestone AJCC** A (Affiliate to East LA AJCC) 2166 East Florence Avenue, Walnut Park, CA 90255 Phone: (323) 583-9655 TTY: (323) 923-4822 FAX: (323) 583-8969 Website: www.rescare.com
Pomona AJCC 264 East Monterey Avenue, Pomona, CA 91767 Phone: (909) 242-7999 TTY: (909) 865-2835 FAX: (909) 242-7998 Website: www.goodwillsocal.org	**Santa Fe Springs AJCC** 10400 Pioneer Blvd., Suite 9, Santa Fe Springs, CA 90670 Phone: (562) 946-2237 TTY: (562) 236- 2899 FAX: (562) 946-5818 Website: www.sassfa.org
Huntington Park AJCC 2677 Zoe Avenue, 2nd Floor, Huntington Park, CA 90255 Phone: (323) 586-4700 TTY: (323)586-4707 FAX: (323) 586-4701 Website: www.hubcities.org	**Paramount AJCC** A (Affiliate to Santa Fe Springs AJCC) 15538 Colorado Avenue, Paramount, CA 90723 Phone: (562) 633-9511 TTY: (562) 633 -1716 Fax: (562) 633-9514 Website: www.sassfa.org

★ **Funded in conjunction with City of L.A.** A **Affiliate AJCC**

Los Angeles County
AJCC Locations and Sub-Regions



*Please note that Catalina Island is not to scale

Workforce Development, Aging and Community Services, Research & Statistics Division

1/31/2017

ATTACHMENT IV

O. AJCC MEMORANDA OF UNDERSTANDING

LA County's Memoranda of Understanding (MOUs) can be found here:

- LA County WDB Phase I MOU with required partners
- Intermediary Agreements between the RPU's seven WDBs to implement the L.A. County Youth Jobs (LACYJ) countywide youth work experience program:
    - Foothill
    - L.A. City
    - Pacific Gateway
    - South Bay
    - SELACO
    - Verdugo
- Agreement between WDACS and DPSS that provides CalWORKs funding for LACYJ
- MOU between WDACS and Probation that provides Juvenile Justice Crime Prevention Act funding to WDACS to provide WIOA AJCC services to Probation youth
- MOU between WDACS and Child Support Services assists non-custodial parents addressing the child support fine barrier to employment via AJCCs
- L.A. County Board of Supervisors Motion outlining commitments between WDACS and other County departments to provide AJCC and other services to Prop 47 beneficiaries
- MOU between WDACS and DPSS for Data Sharing
- Data Sharing Agreement between WDACS and L.A. City

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD
AND
MANDATED PARTNERS OF LOS ANGELES COUNTY'S
AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) SYSTEM

Purpose

The Workforce Innovation and Opportunity Act (WIOA) requires that a Memorandum of Understanding (MOU) is developed and executed between the Local Board and the partners of the America's Job Center of California (AJCC) to establish an agreement concerning the operations of the AJCC delivery system. Pursuant to California Employment Development Department (EDD) Directive WSD15-12, WIOA Memorandums of Understanding, the purpose of this MOU is to establish a cooperative working relationship among the Parties identified herein, and to define their respective roles and responsibilities related to shared customers and shared services. This MOU also serves to establish the framework for providing shared services to employers, incumbent workers, job seekers and others needing workforce development services.

AJCC's are the cornerstone of California's workforce development system. The AJCC system partners are jointly responsible for workforce and economic development, educational, and other human service programs. Therefore, the AJCC system is tasked with developing partnerships and providing programs and services to achieve three main goals established by the *California Workforce Development Strategic Plan*:

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

These goals will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Looking for a job
- Building basic educational or occupational skills
- Earning a post-secondary certificate or degree
- Obtaining guidance on making career choices
- Seeking to identify and hire skilled workers

The past performance and successes of the Los Angeles County Workforce Investment Board and its partners under the Workforce Investment Act is due to high quality comprehensive services offered through the collaborative efforts of local and regional partnerships. Looking forward, central coordination of business services will increase strategic alignment and investment of training resources and sector priorities with AJCC system partners, and strengthen coordination of efforts to more effectively meet the employment and training needs of employers. Businesses and employers will have access to a larger and more competitive pool of job seekers. Sharing regional labor market information and using common economic intelligence data to inform decisions and priorities will enhance coordination and collaboration between and among all AJCC system partners.

The Los Angeles County Workforce Development Board (WDB) and AJCC system partners are committed to advancing the achievement of the local *Los Angeles County Regional Strategic Workforce Plan* under WIOA for the benefit of businesses, employers and jobseekers of Los Angeles County.

Vision

To enable the upward mobility and prosperity of Los Angeles County residents, particularly those with barriers to employment, by increasing access to quality workforce development, training and educational opportunities in the region.

Mission

To create an innovative, well-coordinated, integrated, and data-driven workforce development system that is aligned with economic development to meet the needs of employers and prepare youth and adults with the knowledge and skills needed for the jobs of tomorrow.

Goals

The following are goals shared by the Parties to this MOU:

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

Values

The following are values shared by the Parties to this MOU:

Accountability

We accept individual responsibility for the quality of service provided to customers and the overall success of the system. We strive to make our practices transparent and to make our reports accessible to foster a system of shared accountability.

Collaboration

We work constructively together to better align, integrate, and coordinate the delivery of services. We recognize the importance of meaningful cooperation and compromise in ensuring the vitality and success of the system as a whole.

Excellence

We are committed to excellence and continuous improvement in all aspects of our individual and collective work. We are dedicated to providing all customers with an exemplary level of service that meet their diverse and unique needs.

Innovation

We strive to develop and adopt new strategies and methods to add value for our customers and our communities. We incorporate new tools and technologies into our work to facilitate communication, data sharing, and to streamline the delivery of services.

Partnership

We acknowledge the synergy produced from working together as true partners to operate the Los Angeles County AJCC system. We foster shared leadership and strive to build consensus to structure and oversee a system that reflects our shared goals.

Responsiveness

We aspire to operate a system that constantly seeks feedback from customers and stakeholders to stay ahead of economic and workforce development trends to deliver valuable and cutting-edge services.

Respect

We recognize and appreciate the diversity of our customers and their unique needs, particularly for individuals who face barriers to employment. We are committed to treating all individuals with the courtesy, dignity, and respect.

The Parties

- WIOA Title I Adult, Dislocated Worker, Youth: L.A. County Community & Senior Services

- WIOA Title II Adult Education and Literacy (25): Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Literacy for all of Monterey Park (LAMP) Literacy Program; Los Angeles Unified School District, Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; William S. Hart Union High School District

- WIOA Title III Wagner-Peyser: Employment Development Department (EDD)

- WIOA Title IV Vocational Rehabilitation: California Department of Rehabilitation (DOR)

- Carl Perkins Career Technical Education (6): Antelope Valley College; Citrus College; College of the Canyons; Mt. San Antonio College; Rio Hondo College; Santa Monica College

- Title V Older Americans Act: Community & Senior Services, Area Agency on Aging

- Los Angeles Job Corps: Department of Labor operated in Los Angeles County by YWCA Greater Los Angeles

- Native American Programs: Department of Labor operated in Los Angeles County by Southern California Indian Center, Inc.

- Migrant Seasonal Farmworkers: Employment Development Department (EDD)

- Veterans (JVSG): Employment Development Department (EDD)

- Youth Build: Department of Labor operated in Los Angeles County by Youth Policy Institute

- Trade Adjustment Assistance Act: Employment Development Department (EDD)

- Community Services Block Grant: L.A. County Department of Public Social Services

- Housing & Urban Development: L.A. County Community Development Commission

- Unemployment Compensation (Insurance): Employment Development Department (EDD)

- Second Chance: Los Angeles County Probation Department

- Temporary Assistance to Needy Families: L.A. County Department of Public Social Services

Responsibility of the AJCC System Partners

The Parties to this MOU agree to participate in joint planning, coordination and evaluation of AJCC activities to serve shared customers and deliver shared services, as appropriate, in order to:

- Identify opportunities to participate in and enhance the operation of the AJCC system
- Ensure accessibility of services
- Coordinate outreach, assistance and referrals for shared customers
- Identify and coordinate applicable service(s) available to shared customers through the one-stop delivery system
- Identify and coordinate allowable collection, reporting and sharing of performance data
- Share, review, and interpret common labor market information, economic intelligence, and occupational data
- Identify, lead and support capacity building training and professional development activities to increase awareness of the unique requirements and needs of shared customers and priority populations.
- Ensure compliance with state and federal requirements

AJCC System Design

The Los Angeles County local workforce development system is comprised of 8 Comprehensive AJCCs, which provide access to mandated partner services, including full co-location of our State partners, EDD, and 4 additional AJCCs, one of which is a dedicated countywide veterans AJCC. We also operate 8 Affiliates to the Comprehensive AJCCs and AJCCs, including one jail-based AJCC at the Pitchess Detention Center in Castaic.

The Los Angeles County AJCC system is an Integrated Service Delivery (ISD) system with EDD. All of the AJCCs in our system provide a single access point to education and training programs for both adults and youth. The youth workforce development program, Youth@Work, is inclusive of the Workforce Innovation and Opportunity Act (WIOA) Title I Youth Program and the County's Subsidized Youth Work Experience Program, referred to as Work Based Learning (WBL), and Youth/Young Adult Workforce Development special initiatives.

The Youth@Work program is designed to deliver work-based learning, academic and career development and advanced career services to Youth with direct access to the Adult program when and if needed. 100% of WIOA Youth funding under the Youth@Work program is designated for older, disconnected out-of-school youth, ages 17-24. Non-WIOA funding under the Youth@Work program supports subsidized work-based learning for youth ages 14-24 and also academic and career development for in-school youth, ages 16-21.

Comprehensive AJCCs and AJCCs deliver high quality integrated workforce services and implement sub-regional strategies, in coordination with mandated partners and other key stakeholders, within one of 8 designated economic development regions of Los Angeles County. The 8 workforce regions are *Antelope Valley, Santa Clarita Valley, San Gabriel Valley, South Bay, Gateway Cities, Westside, Central, and San Fernando Valley*. The County has further carved out 10 sub-regions to maximize service delivery, in all areas that are under the purview of the Los Angeles County Workforce Development Area. The 10 sub-regions are Antelope Valley, East San Gabriel Valley, East Los Angeles/West San Gabriel Valley, Gateway Cities, Pomona Valley, Rancho Dominguez, Rio Hondo, South Los Angeles, Westside and Santa Clarita Valley. Each sub-region has a Comprehensive AJCC and an Affiliate, or an AJCC that are located at, or in close proximity to, community colleges and adult schools.

Shared Services

The Parties to this MOU will collaborate to provide physical and/or electronic access to shared customers and, for enrolled services, to Adults and Dislocated Workers and Youth, either by referral from a partner agency or on their own initiative.

AJCCs are a central point of entry to employment and training programs for any individual, without regard to eligibility; for information on job vacancies, career options, financial aid, employment trends, and labor market information; as well as workforce development services and programs provided by mandated partners.

Los Angeles County's ISD design allows for the Parties to this MOU to deliver shared and complementary services in collaboration with a diverse scope of regional partners (see chart below) and service delivery providers designed to reach more job seekers. Sector-focused strategies will increase access to career technical education and career pathway programs to better prepare jobseekers for in-high demand occupations in high growth industries.

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

	Migrant Seasonal Farmworkers	Veterans (JVSG)	Youth Build	Trade Adjustment Assistance Act	Community Services Block Grant	Housing and Urban Development	Unemployment Compensation	Second Chance	TANF
Assess Skills and Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X		X	X
Assist with Tuition/Fees			X		X	X			
Develop Curriculum/Programs			X		X	X		X	X
Deliver Training			X		X			X	X
Engage Employers	X	X	X	X	X		X	X	X
Identify Industry-Recognized Credentials			X		X				
Provide Counseling (Academic/Personal/ Career)	X	X	X	X	X	X		X	X
Provide Case Management		X	X	X	X			X	X
Provide Informational Services	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X			X	
Provide Job Search Assistance	X	X		X	X	X		X	X
Provide Labor Market Information	X	X	X	X	X	X		X	X
Provide Support Services				X	X	X		X	X
Provide Work-Based Learning Opportunities			X		X			X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X
Housing									

Shared Business Services

In providing services to the entire Los Angeles County region, the Parties to this MOU agree to collaborate to identify strategies and opportunities for regional and coordinated business engagement efforts that respond to industry and labor market needs.

Shared Customers

Shared customers include businesses and employers seeking assistance to find prepared and qualified candidates for current or future employment; business and employers seeking to upskill existing employees (incumbent workers) for new positions, for new equipment, new job requirements, new industry standards, and to prevent or reduce layoffs or termination.

Adult job seekers in search of pre-employment services, training for in-demand occupations, or those seeking a new career, including low-income; individuals on public assistance; limited English speaking; basic skills deficient; unemployment insurance claimants, veterans and their eligible spouses; homeless; persons with disabilities; and formerly incarcerated individuals.

Dislocated Workers who need support and services to re-connect to employment or who need additional training and services for employment in new or emerging industry sectors, or a new career.

Youth, age 14-24, especially disconnected youth who did not complete high school, not currently enrolled in school, or not working, including foster youth and probation youth.

Customer Service and Quality Control

The Parties to this MOU agree to jointly develop, implement, and regularly evaluate a Customer Service and Quality Control Plan (Plan) for AJCCs by December 2016 to ensure that a high level of service is provided throughout the term of the MOU. This Plan will include a system for on-going and periodic review to ensure quality customer service, quality programs and services, and quality training. Planned and unscheduled visits to AJCCs will be conducted by the Parties to this MOU and records of such visits and inspections will be shared and discussed with AJCC Operators, and written reports provided to all Partners. Reports will be maintained, including the timeliness and status of follow-up or corrective action, if any.

AJCCs will provide surveys for customers and employers to complete online and at all AJCCs to evaluate the quality of services. Quarterly reports on customer satisfaction survey results will be provided to all Los Angeles County AJCC system partners.

Shared Costs

The Parties to this MOU agree to explore a fair and equitable cost sharing formula by March 1, 2017 to comply with the December 31, 2017 deadline for approval of an updated MOU. Cost Sharing Agreements for Los Angeles County administered services will be negotiated through Community and Senior Services as the designated intermediary. The Parties will ensure that the shared costs, not excluding in-kind contributions, are supported by accurate data in accordance with local district and governing board policies.

Referral of Shared Customers

The Parties to this MOU may manage referrals through, but not limited to, the following methods:

- Training of designated staff
- Use of the state's CalJobs^{SM} system
- A portal listing the respective programs and contacts for each AJCC system partner

Los Angeles County Community and Senior Services, with input from the Parties to this MOU , will develop a web-based system for referrals through which on-site and off-site referrals can be tracked to and from any of the Los Angeles County AJCC system partners. The Parties to this MOU will have access to cross-training for staff to use of the state-mandated CalJOBS^{SM} system. Los Angeles County will provide all of the Parties to this MOU with access to CalJOBS^{SM} and work with EDD to develop a system for referrals.

AJCCs will provide access to County AJCC system partner's programs through cross-referrals; co-location, or other integration as appropriate, of MOU party staff at AJCCs; post and disseminate printed information and materials on partner services and programs and locations; provide information sessions to shared customers at Los Angeles County AJCC system partner sites.

Access for Individuals with Barriers to Employment

Los Angeles County's AJCC system is an access point to workforce development, education and training programs for individuals with barriers to employment. Accordingly, the Parties to this MOU agree to ensure that all sites where workforce development services are delivered are accessible by transportation. Individuals with barriers to employment include: low-income, individuals on public assistance, limited English speaking; basic skills deficient, unemployment insurance claimants, Veterans and their eligible spouses, homeless, foster youth; probation youth, persons with disabilities, re-entry and Prop 47 beneficiaries with reclassified sentences.

Los Angeles County's workforce development system includes a dedicated Veteran's AJCC to ensure tailored and culturally sensitive strategies are developed and implemented; and a Jail based AJCC to provide pre-release employment and training services and referrals for this high priority populations with significant barriers to employment.

100% of WIOA Youth funding is dedicated to older, disconnected out-or-school youth. WIOA Youth services are integrated with WIOA adult services. This allows youth age 18 -24 to have access to a continuum of services and support from both the adult and youth programs, as appropriate and allowable.

A specialized job center for Veterans, and one that provides pre-release employment services to Incarcerated Individuals, leverage WIOA and non-WIOA resources to increase access to tailored services to these high priority individuals with barriers to employment.

The Parties to this MOU agree to identify new and innovative access points to increase access for individuals with barriers to employment such as, but not limited to, libraries, community colleges, adult schools, literacy programs, parks and community centers.

The Parties also agree to identify, lead, and participate in training and cross-training designed to increase awareness and understanding of individuals with barriers to employment

Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, the Parties to this MOU agree to the following:

- Compliance with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act and any other appropriate requirements
- Commitment to sharing information on shared customers and shared services to the extent allowable under relevant governing legislation and confidentiality requirements
- Maintenance of records of AJCC customers or partners (*e.g.*, applications, eligibility and referral records, individual records related to services provided under this MOU in the strictest confidence and use of them solely for purposes directly related to such services)
- Development of technological enhancements that allow the appropriate interface of common information needs
- Commitment to the provision of system security as agreed upon by all partners

Los Angeles County will maximize appropriate features of the State's CalJOBS system to implement data and demand driven initiatives to improve employment outcomes for high-growth industries and priority populations. CalJOBS is a State system and access will be increased from community centers, and libraries to allow participants to gain access to information about the local labor market, in-demand occupations and employment opportunity. LA County Community and Senior Services will allow the use of CalJOBS as the singular system for the data collection and the reporting of WIOA participant performance.

The Parties to this MOU agree to adhere to Department of Labor requirements in the handling and protection of all protected Personally Identifiable Information (PII). Protected PII is information that if disclosed could result in harm to the individual whose name or identity is linked to that information. Examples of protected PII include, but are not limited to, social security numbers, credit card numbers, bank account numbers, home telephone numbers, age, birthdate, marital status, spouse name, educational history, biometric identifiers (fingerprints, voiceprints, iris scans, etc.), medical history, financial information, and computer passwords.

The Los Angeles County's AJCC Workforce Development System (WDS) may have in their possession large quantities of protected PII relating to their organization and staff; partner organizations and their staff; and individual program participants. This information is generally found in on-line systems, personnel files, participant data sets, performance reports, program evaluations, grant and contract files and other sources.

All The Parties to this MOU agree to designate staff to attend and receive training on shared technology and system security, and sign an acknowledgment of responsibility in regards to DOL Funded data systems and protected PII.

Confidentiality

The Parties to this MOU agree to the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, will be confidential and will not be open to examination for any purpose not directly connected with the delivery of such services.
- To abide by the existing Los Angeles County Workforce Development Board policy on the Protection of Personally Identifiable Information, which can be found on the Workforce Development Board website.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers unless a specific release is voluntarily signed by the participant or customer.
- To abide by the current confidentiality provisions of the respective statutes to which the AJCC system partners must adhere, and will share information necessary for the administration of the program as allowed under law and regulation.

Non-Discrimination and Equal Opportunity

The Parties to this MOU will not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, English proficiency, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status.

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

The Parties to this MOU will commit to capacity building, professional development, and cross training for staff to increase awareness, sensitivity, and understanding of individuals with barriers to employment and individuals with disabilities.

The Parties to this MOU will abide by the existing policies of the Workforce Development Board of Los Angeles County on Non-discrimination and Equal Opportunity and on Reasonable Accommodation. These policies are published on the Los Angeles County Workforce Development Board website.

The Parties also agree to post the following in highly visible locations: Non-discrimination; Equal Opportunity Policies and Procedures; Equal Opportunity is the LAW Posting; and Grievance and Complaint Procedures posters in English and Spanish to any interested parties and members of the public.

Grievances and Complaints Procedure

The Parties to this MOU agree to abide by grievance procedures as outlined in WIOA and in the operational procedures of all partners under federal, state, county and local jurisdictions. The County of Los Angeles has its own established Program Grievance/Complaint Procedures. They recognize each individual's right to receive fair and impartial treatment under all of its services, and they encourage and support a model of open communication and resolution at all program levels.

All AJCC customers have the right to file a grievance or complaint with the AJCC Operator or with Los Angeles County Community and Senior Services. The grievance/complaint must be filed within one year of the alleged violation. Participants have the right to receive technical assistance to ensure that complaints are properly filed. Such technical assistance include providing instructions on how to file a grievance/complaint.

All grievances/complaints must be in writing and be filed with Los Angeles County Community and Senior Services. Upon receipt of any grievances or complaints, the County of Los Angeles will provide an informal resolution or an administrative hearing. An informal resolution will commence within 10 working days of the date of the complaints. An administrative hearing on any grievance or complaint shall be scheduled within 30 days of filing. The complainant and the respondent will be notified in writing of the hearing 10 days prior to the date of the hearing.

Not later than 60 days after the filing of the grievance or complaint, the Hearing Officer shall send, via certified mail, a written decision to both parties.

Any grievance or complaint may be appealed to EDD. If no decision is reached within 60 days or if either party is dissatisfied with the County of Los Angeles Hearing Officer's determination, the complainant may request a State hearing by submitting a written notice of appeal. Formal complaints may be filed with Los Angeles County Community and Senior Services, 3175 West 6th Street, Los Angeles, CA 90020; Attention: Jhony Acosta, WIOA Grievance Officer (213)738-2605; jacosta@css.lacounty.gov. All complaints will be handled confidentially.

Americans with Disabilities Act, Seismic and Amendments Compliance

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

The Parties also agree that all AJCC sites will comply with California ADA and seismic certification requirements.

Effective Dates and Term of the MOU

The term of this MOU will be from July 1, 2016 through December 31, 2017.

Modifications and Revisions

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

Termination

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

Administration and Operations Management

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

The Parties to this MOU further agree the office hours for any staff at AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the host agency at the beginning of the fiscal year. Disciplinary actions may result in removal of co-located staff from the AJCCs, and each party will take appropriate action.

Dispute Resolution

The Parties to this MOU agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they will be referred to the management staff of the respective staff employer for discussion and resolution. Should informal efforts at resolution fail, either party may file a formal grievance in accordance with Los Angeles County's grievance procedures. All of the Parties to this MOU agree to be bound by the final determination resulting from that proceeding.

Press Releases and Communications

Participation in media communications by each Party to this MOU will be determined by each Party's designated communications or public relations representative. The Parties to this MOU acknowledge the workforce development system and Job Centers funded by the County of Los Angeles are uniformly branded as Los Angeles County America's Job Centers of California, or L.A. County AJCC.

Hold Harmless/Indemnification/Liability

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

Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU will remain in force.

Authority and Signature

The individual signing for each mandated AJCC system partner below have the authority to commit the party they represent to the terms of this MOU.

Hilda L. Solis

Hilda L. Solis
Chair, Los Angeles County Board of Supervisors

JUN 21 2016
Date

Erick Verduzco-Vega
Chair, Los Angeles County Workforce Development Board

June 10, 2016
Date

Continued on next pages

MOU Signature Pages

Signature Pages for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System

Cynthia Banks
Director
Los Angeles County Community and Senior Services
WIOA Title I Adult, Dislocated Worker, and Youth

5/27/16
Date

Cynthia Banks
Director
Los Angeles County Community and Senior Services
Title V Older Americans Act

5/27/16
Date

Sheryl Spiller
Director
Los Angeles County Department of Public Social Services
Community Services Block Grant

6/14/16
Date

Sheryl Spiller
Director
Los Angeles County Department of Public Social Services
Temporary Assistance to Needy Families (TANF)

6/14/16
Date

Thomas Flournoy
Division Chief, Los Angeles-Ventura
Employment Development Department
WIOA Title III Wagner-Peyser

6/8/16
Date

MOU Signature Pages

Thomas Flournoy
Division Chief, Los Angeles-Ventura
Employment Development Department
Migrant Seasonal Farmworkers

6/8/16
Date

Thomas Flournoy
Division Chief, Los Angeles-Ventura
Employment Development Department
Veterans (JVSG)

6/8/16
Date

Thomas Flournoy
Division Chief, Los Angeles-Ventura
Employment Development Department
Trade Adjustment Assistance Act

6/8/16
Date

Agustin Huerta
Employment Development Administrator
Employment Development Department
Unemployment Compensation

6/14/16
Date

Wan-Chun Chang
District Administrator
California Department of Rehabilitation
WIOA Title IV Vocational Rehabilitation

6/8/16
Date

Dixon Slingerland
Executive Director, Youth Policy Institute
Youth Build

5/31/16
Date

Fred Williams
Center Director, Los Angeles Job Corps
YWCA Greater Los Angeles
Job Corps

5/23/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Housing & Urban Development**

Sean Rogan
Executive Director
Los Angeles County Community Development Commission

6/16/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: Second Chance

Calvin Remington

Calvin Remington
Interim Chief Probation Officer
Los Angeles County Probation Department

6-9-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy

Dr. David Vierra
Superintendent
Antelope Valley Unified High School District

June 15, 2016
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Alex Rojas
Superintendent
Bassett Unified School District

6/28/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Ann Graf

Ann Graf
Director of IT & Library Services
City of Azusa

6/9/16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy.**

Linda Kaminski Ed.D.
Superintendent,
Azusa Unified School District

6/21/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Frollan Mendoza
Superintendent
Baldwin Park Unified School District

6-14-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Don Penman

Don Penman
Interim City Manager
City of Covina

June 8, 2016
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Felipe Delvasto
Coordinator of Alternative Education
Claremont Unified School District

6/13/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Dave LaRose
Superintendent
Culver City Unified School District

5/26/2016
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Cynthia Shieh
Chief Business Official
El Monte Union High School District

6-16-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Martin Galindo
Superintendent
El Rancho Unified School District

6/6/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Rebecca Summers
Director
Glendora Unified School District

6/27/2016
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Cynthia Parulan-Colfer
Superintendent
Hacienda La Puente Unified School District

6/2/16
Date

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Bruce Trenbeth
Contract Administration Manager
Procurement Services Division
Los Angeles Unified School District

6-17-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

6-23-16

Paul Gothold
Superintendent
Lynwood Unified School District

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Flint Fertig
Director of Adult Programs
Monrovia Community Adult School
Monrovia Unified School District

6/20/16
Date

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Kathy Brendzal

Kathy Brendzal
Director, Adult Education Consortium
Department of Adult Education
Montebello Unified School District

6-3-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Norma A. Arvizu

Norma Arvizu
City Librarian/Literacy Administrator
Monterey Park Monterey Library

6/01/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System

Dr. William T. Scroggins
President and Chief Executive Officer
Mt. San Antonio Community College District
Carl D. Perkins Career and Technical Education

6/23/16
Date

Dr. Irene Malmgren
Vice President, Instruction
Mt. San Antonio Community College District
WIOA Title II, Adult Education and Literacy

6.23.16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Dr. Ruth Perez

Dr. Ruth Perez
Superintendent
Paramount Unified School District

8/9/16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy

Leslie Barnes

Dr. Leslie Barnes
Assistant Superintendent/Chief Financial Officer
Pomona Unified School District

June 16, 2016
Date

Approved as to Form:

MUNDELL, ODLUM & HAWS, LLP
General Counsel

Stephanie K. Harlan

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy

Alejandro Flores
Assistant Superintendent – Administrative Services
Rowland Unified School District

6/3/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System

Dr. Kathryn Jeffery
President/Superintendent
Santa Monica Community College District
WIOA Title II Adult Education and Literacy

5/25/2016
Date

Dr. Kathryn Jeffery
President/Superintendent
Santa Monica Community College District
Carl D. Perkins Career Technical Education

5/25/2016
Date

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Sandra Lyon
Superintendent
Santa Monica-Malibu Unified School District

6/14/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Martin Plourde
Superintendent
Whittier Union High School District

6-13-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Mike Kuhlman
Asst. Superintendent, Ed Services
William S. Hart Union High School District

6-17-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Carl D. Perkins Career and Technical Education**

Edward Knudson
President/Superintendent
Antelope Valley College

7/12/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Carl D. Perkins Career and Technical Education**

Dr. Geraldine M. Perri
President/Superintendent
Citrus College

6/22/16
Date

Dr. Arvid Spor
Vice President, Academic Affairs
Citrus College

6-21-16
Date

James Lancaster, Ed.D.
Dean of Curriculum, Career, Technical and Continuing Education
Citrus College

6-13-16
Date

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Carl D. Perkins Career and Technical Education**

Dr. Dianne G. Van Hook
Chancellor
Santa Clarita College District-College of the Canyons

July 15, 2014
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Carl D. Perkins Career and Technical Education**

Teresa Dreyfuss
President/Superintendent
Rio Hondo College

4/21/16
Date

RS
5/25/2016

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: Native American Programs

Paula Starr
Executive Director
Southern California Indian Center, Inc.

5-24-16
Date

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

lacounty.gov

Hilda L.Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

Enriching Lives Through Effective And Caring Service

css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Phillip Dunn, Executive Director
Foothill Workforce Development Board
1207 E. Green Street
Pasadena, CA 91106

CHANGE NOTICE - REVISED
FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0614, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of $197,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($101,000), 50 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); ($76,000), 38 Youth to be placed.

5.2.1.1.1.3 Foster Youth; ($20,000), 10 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $136,800 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is $114,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($77,000), 35 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); ($28,000), 13 Youth to be placed.

5.2.1.1.2.3 Foster Youth; ($9,000), 4 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK,-WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of $10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 **PARTICIPANT COSTS**

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	$1,920
Administration	$ 150
Total Cost Per Participant	**$2,070**

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	$2,000
Administration	$150
Total Cost Per Participant	**$2,150**

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

CAROL DOMINGO, Program Manager
Contract Management Division

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

lacounty.gov

Hilda L.Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service

css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Robert Sainz, Assistant General Manager
City of Los Angeles
Economic & Workforce Development Department
1200 W. 7th Street-6th Floor
Los Angeles, CA 90017

CHANGE NOTICE - REVISED
FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0114, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of $7,603,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($3,871,000), 1,926 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); ($2,959,000), 1,485 Youth to be placed.

5.2.1.1.1.3 Foster Youth; ($773,000), 380 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $5,322,000 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is $4,435,000 and is specified below. The remainder, 887,000, will be available in subsequent quarters subject to the County Board of Supervisor's approval.

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($2,995,000), 1,391 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); ($1,092,000), 505 Youth to be placed.

5.2.1.1.2.3 Foster Youth; ($348,000), 159 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

5.2.1.1.3 For the contract period April 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $161,333 in funding for providing Program Evaluation and Customer Satisfaction Surveys – Summer Youth Employment Evaluation Services.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK,-WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of $10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 **PARTICIPANT COSTS**

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	$1,920
Administration	$ 150
Total Cost Per Participant	**$2,070**

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	$2,000
Administration	$150
Total Cost Per Participant	**$2,150**

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

CAROL DOMINGO, Program Manager
Contract Management Division

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service

css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Erick Serrato, Executive Director
Pacific Gateway Workforce Development Board
3447 Atlantic Avenue
Long Beach, CA 90807

CHANGE NOTICE - REVISED
FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0214, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of $1,113,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($567,000), 282 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); ($433,000), 217 Youth to be placed.

5.2.1.1.1.3 Foster Youth; ($113,000), 55 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $780,000 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is $650,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($439,000), 204 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); ($160,000), 74 Youth to be placed.

5.2.1.1.2.3 Foster Youth; ($51,000), 23 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK,-WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of $10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 **PARTICIPANT COSTS**

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	$1,920
Administration	$ 150
Total Cost Per Participant	**$2,070**

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	$2,000
Administration	$150
Total Cost Per Participant	**$2,150**

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

CAROL DOMINGO, Program Manager
Contract Management Division

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

lacounty.gov

Hilda L.Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service

css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Jan Vogel, Executive Director
South Bay Workforce Development Board
11539 Hawthorne Blvd., Floor #5
Hawthorne, CA 90250

CHANGE NOTICE - REVISED
FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0314, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of $628,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($319,000), 158 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); ($245,000), 122 Youth to be placed.

5.2.1.1.1.3 Foster Youth; ($64,000), 31 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $440,400 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is $367,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($248,000), 115 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); ($90,000), 41 Youth to be placed.

5.2.1.1.2.3 Foster Youth; ($29,000), 12 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK,-WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of $10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 **PARTICIPANT COSTS**

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	$1,920
Administration	$ 150
Total Cost Per Participant	**$2,070**

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	$2,000
Administration	$150
Total Cost Per Participant	**$2,150**

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

Carol Domingo

CAROL DOMINGO, Program Manager
Contract Management Division

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

lacounty.gov

Hilda L.Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service

css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Yolanda Castro, Executive Director
Southeast Los Angeles County Workforce Development Board
10900 E. 183rd Street, Suite 350
Cerritos, CA 90703

CHANGE NOTICE - REVISED
FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0514, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of $540,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($275,000), 136 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); ($210,000), 105 Youth to be placed.

5.2.1.1.1.3 Foster Youth; ($55,000), 27 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $379,200 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is $316,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($213,000), 99 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); ($78,000), 36 Youth to be placed.

5.2.1.1.2.3 Foster Youth; ($25,000), 11 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK,-WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of $10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 **PARTICIPANT COSTS**

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	$1,920
Administration	$ 150
Total Cost Per Participant	**$2,070**

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	$2,000
Administration	$150
Total Cost Per Participant	**$2,150**

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

Carol Domingo

CAROL DOMINGO, Program Manager
Contract Management Division

County of Los Angeles
COMMUNITY AND SENIOR SERVICES

lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Shella Kuehl
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3175 West Sixth Street • Los Angeles, CA 90020
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Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Judith Velasco, Executive Director
Verdugo Workforce Development Board
1255 South Central Ave.
Glendale, CA 91204

CHANGE NOTICE - REVISED
FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0414, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of $360,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($183,000), 90 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); ($140,000), 70 Youth to be placed.

5.2.1.1.1.3 Foster Youth; ($37,000), 18 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of $253,200 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is $211,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; ($142,000), 66 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); ($52,000), 24 Youth to be placed.

5.2.1.1.2.3 Foster Youth; ($17,000), 7 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK,-WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of $10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	$1,920
Administration	$ 150
Total Cost Per Participant	**$2,070**

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	$2,000
Administration	$150
Total Cost Per Participant	**$2,150**

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

CAROL DOMINGO, Program Manager
Contract Management Division

MEMORANDUM OF UNDERSTANDING
BETWEEN

LOS ANGELES COUNTY DEPARTMENT OF
PUBLIC SOCIAL SERVICES

AND

LOS ANGELES COUNTY DEPARTMENT OF
COMMUNITY AND SENIOR SERVICES

FOR

YOUTH EMPLOYMENT PROGRAMS

Prepared by:

Department of Public Social Services
CalWORKs and GAIN Division, Section III
City of Industry, CA 91746
(562) 908-8370

August 14, 2012

MEMORANDUM OF UNDERSTANDING

BETWEEN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES AND LOS ANGELES COUNTY DEPARTMENT OF COMMUNITY AND SENIOR SERVICES
FOR
YOUTH EMPLOYMENT PROGRAMS

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MEMORANDUM OF UNDERSTANDING

BETWEEN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES AND
LOS ANGELES COUNTY DEPARTMENT OF COMMUNITY AND SENIOR SERVICES
FOR
YOUTH EMPLOYMENT PROGRAMS

I. PURPOSE

A. Youth Employment Program (YEP)

This Memorandum of Understanding (MOU) is entered into between the Department of Public Social Services (DPSS) and Community and Senior Services (CSS) for CSS to administer Youth Employment Programs (YEPs) via an intrafund transfer utilizing CSS' contractors.

The purpose of this MOU is to forge an agreement between the DPSS and CSS to provide employment and training services to youth, between the ages of 14 to 21, who are currently enrolled in CalWORKs. This will fulfill the Board of Supervisors' goal to integrate services and have departmental collaboration while ensuring services to these populations are rendered in accordance with the demands of the funding source.

Provisions for sharing of confidential youth data are specified in the MOU between DPSS and CSS for sharing of confidential youth data for term June 1, 2012 through December 31, 2017.

B. General Relief Opportunities for Work Youth Employment Program (GYEP)

The purpose of this MOU is for CSS to provide a General Relief Opportunities for Work Youth Employment Program (GYEP) for Transition Age Youth (TAY), ages 18 to 24.

This program will provide subsidized employment to General Relief Opportunities for Work (GROW) participants who are determined to be job-ready and available for work, offered through this agreement.

Within the scope of this MOU, CSS would administer the GYEP through participation of selected WorkSource Centers contracted by CSS for this purpose.

II. TERM OF MOU

A. YEP

The term of the MOU shall begin on June 1, 2012 and terminate on December 31, 2017 unless terminated earlier. The MOU shall be amended

each fiscal year starting with July 1, 2013, contingent upon available funding and to incorporate the level of funding and current budget upon the written consent of the Directors of DPSS and CSS and contingent upon an acceptable level of performance as evidenced in DPSS' monitoring of this MOU or unless terminated as provided herein.

The funding level for CSS administered YEPs for CalWORKs youth beginning June 1, 2012 shall not exceed annual allotted amount indicated in Attachment J.

If either party decides to terminate the agreement before the end of the agreement period, notice shall be provided in writing no less than thirty (30) days prior to the date of termination. If either party requests modification(s) to the agreement, request shall be done in no less than thirty (30) days of the anticipated changes. Either party may terminate this Agreement without stating a cause, provided that the required advance written notification is provided.

B. GYEP

The term of this Agreement shall begin on June 1, 2012 and terminate on December 31, 2017 unless terminated earlier. The MOU shall be amended each fiscal year starting with July 1, 2013, contingent upon available funding and to incorporate the level of funding and current budget upon the written consent of the Directors of DPSS and CSS and contingent upon an acceptable level of performance as evidenced in DPSS' monitoring of this MOU or unless terminated as provided herein. Services may be terminated at any time without cause by either party upon giving at least thirty (30) days prior written notice, thereof to the other.

GYEP will begin on June 1, 2012. Direct services will begin the first day of the initial referral and must continue through the fourth month of direct service provision. The funding level for the CSS administered GYEP shall not exceed the annual allotted amount indicated in Attachment K.

The GYEP may be immediately terminated if funding becomes unavailable.

The GYEP will be a pilot project and the outcome and funding availability will determine whether future GYEP projects will be implemented.

Each year that the GYEP is implemented, DPSS GROW Program Section will determine which GROW sites will participate in the program.

III. ROLES AND RESPONSIBILITIES

DPSS RESPONSIBLITIES

A. YEP

Provide CSS a list and/or database of all eligible CalWORKs youth between ages 14 to 21 for CSS administered YEPs. Specifics to be requested will include common data fields such as youth's full name, date of birth, age, mailing address, phone number, last 4 digits of the youth's social security number, case name/number, program/aid type, DPSS district office, and DPSS Eligibility Worker File number.

1. DPSS shall review the MOU no less than annually to ensure that the MOU is needed and that all terms and conditions are current, including payment provisions and the work requirements.

2. Designate the following County Contract Administrator (CCA):

   Lynol Phillips, ASM I
   Department of Public Social Services
   Contract Management Division
   12900 Crossroads Parkway South
   City of Industry, CA 91746
   (562) 908-4431
   Email: lynolphillips@dpss.lacounty.gov

3. Address all correspondence with inquiries regarding this MOU to CSS as follows:

   Magdalena Mireles, Program Manager
   Department of Community and Senior Services
   3175 W. 6th Street, Room 300
   Los Angeles, CA 90020
   Phone: (213)-738-2198
   Email: mmireles@css.lacounty.gov

B. GYEP

1. DPSS will refer a total of 100 participants to participate in the GYEP, with the following distribution:

   a. 33 participants from Lancaster GROW Site
   b. 33 participants from San Gabriel GROW Site
   c. 34 participants from South Special GROW Site

d. Selected participants will meet all ten (10) criteria established in the GROW "work-readiness" criteria established for this project (Attachment A-2)

2. DPSS will assign one liaison at each of the three selected GROW sites, and will provide their contact information, upon execution of this Agreement.

3. DPSS assigned liaisons will be responsible for the referrals of selected GROW participants to the corresponding WorkSource Center, for enrollment in subsidized employment, according to the terms and conditions of this MOU.

4. DPSS assigned liaisons will work closely with CSS GYEP representatives and with WorkSource staff assigned to this project, in order to facilitate the referral and enrollment of GROW participants in this project, as well as the resolution of any issues regarding this project.

5. DPSS liaison will ensure that GROW participants selected to participate in this project meet the "work-readiness" criteria established for this project (Attachment A-2).

6. DPSS liaison will ensure GROW participants selected to participate in this project have completed Job Skills Preparation Class, Pathways to Success or Fastrak components, registered with CalJobs and selective services, and receive ancillary payments until the GR case is terminated.

7. DPSS liaison will send the DPSS/WorkSource Center Referral (Attachment A-3) to the participating WorkSource Center when a GYEP is initiated.

8. DPSS liaison will ensure selected GROW Sites designate a Job Developer to work with the WorkSource Center in identifying job sites for this project.

9. DPSS liaison will initiate a Welfare-to-Work plan to be signed by the selected participants to document their agreement to participate in this project for 20 hours per week.

CSS RESPONSIBILITIES

A. YEP

1. Use DPSS CalWORKs youth data for the sole purpose of outreach and to determine eligibility for the various YEPs, as indicated in this MOU. CSS shall place CalWORKs youth in subsidized employment for at least 20 hours per week.

2. Designate the following person to serve as CSS' MOU Manager to function as Liaison with DPSS and coordinate overall management of this MOU on CSS' behalf:

Magdalena Mireles, Program Manager
Department of Community and Senior Services
3175 W. 6th St., Room 300
Los Angeles, CA 90020
Phone: (213)-738-2198
Email: mmireles@css.lacounty.gov

B. GYEP

1. Hours of Operation

   CSS shall be available to provide the required services during the period indicated in this MOU; between the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday.

   CSS is not required to provide services on the County recognized holidays

2. CSS shall ensure that 100 GR youth are placed into subsidized employment for at least 20 hours per week.

3. CSS shall designate at least one WorkSource Center for each of the GROW Sites selected to participate in this project (Lancaster, San Gabriel and South Special GROW Sites).

4. CSS/WorkSource Centers will select one liaison to work with the DPSS liaison at each of the selected GROW Sites. This liaison will be responsible to provide any necessary information regarding enrollment and progress of the GROW participants assigned to this project Via the ABP 1464 WSC. Additionally, this liaison will work with the designated DPSS liaison in the resolution of any issues arising from participants assigned to this project.

5. CSS/WorkSource Centers will maintain files for each GROW participant assigned to this project, in order to document subsidized employment information, including but not limited to: work start date; hours of employment; job position; expected duration; any issues and their resolution.

6. CSS/WorkSource Centers will be responsible to provide any necessary information regarding enrollment/progress/dropouts of GYEP participants.

7. CSS/WorkSource Centers will complete the DPSS/WorkSource Center referral (Attachment A-3) and return it to the DPSS Liaison within five (5) business days of GYEP enrollment date.

8. CSS/WorkSource Centers will provide detailed verification of employment for GROW participants within five (5) business days of their start date. This verification will be provided to the DPSS liaison for this project.

IV. CONFIDENTIALITY

CSS shall maintain the confidentiality of all records and information relating to CalWORKs/GR participants it receives from DPSS under this MOU. CSS agrees to adhere to the requirements of Welfare & Institutions Code (WIC) Section 10850 et seq. and the California Department of Social Services, Manual of Policies and Procedures, Confidentiality Fraud, Civil Rights, and State Hearings, as well as all other applicable State and County laws, ordinances, regulations and directives relating to confidentiality. CSS shall inform all its managers, supervisors, employees and contracted providers providing services hereunder, of the confidentiality provision of this MOU.

This MOU and any projects hereunder that provide for the sharing of individually identified information shall only be used for purposes directly connected to the administration of public social services programs of Los Angeles County pursuant to Welfare and Institutions Code Section 10850 et seq. and the California Department of Social Services, Manual of Policies and Procedures, Confidentiality Fraud, Civil Rights, and State Hearings The Parties agree that the sharing of identified information can only occur where there is a legally permissible or required authorization or the disclosure is otherwise permitted or required by law.

CSS, its employees, agents, contractors and subcontractors, shall maintain the confidentiality of all records obtained from DPSS under this MOU, in accordance with all other applicable federal, state or local laws, ordinances regulations, and directives, including but not limited to, Welfare and Institutions Code Sections 10850.

CSS is fully responsible for all performances required under this MOU, including those that have been subcontracted. All contract and subcontracted staff that work with participants must review and sign the Contractor Employee Acknowledgment and Confidentiality Agreement (See Attachment B). CSS must keep copies, along with the original copy on file, and ready for distribution upon request from DPSS and/or any other authorized department or agency.

In no case shall records or information pertaining to individuals receiving aid be disclosed to any person except designated County/contractor employees without prior written permission of the DPSS Director or their authorized representative. The DPSS Director shall be advised of any request for such records or information.

CSS will notify DPSS of any breach of security within one (1) business day of CSS' obtaining knowledge of such breach and will cooperate with DPSS in any investigations of information security incidents. The notification must describe the incident in detail and provide contact information if different from the contact information described herein. In addition, if requested by DPSS Director, CSS shall provide notification to all persons whose unencrypted personal information was,

or is reasonably believed to have been, acquired by any unauthorized person, and the content, method, and timing of such notification shall be subject to the prior approval of DPSS Director. CSS shall not use the data provided for any purpose or reason other than to fulfill its obligations under this MOU. Additionally, all security events shall be reported to Departmental Information Security Officers and the County Chief Information Security Officer.

CSS and its Contractors shall ensure that all monitors, printers, hard copy printouts or any other forms of DPSS data are maintained so that they may not be viewed by the public or other unauthorized persons.

V. COMPLIANCE WITH CIVIL RIGHTS LAWS (YEP/GYEP)

A. CSS and its contractors will abide by the provisions of Title VI and Title VII of the Federal Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1975, the Food Stamp Act of 1977, the Americans with Disabilities Act of 1990, WIC Section 10000, California Department of Social Services Manual of Policies and Procedures, Division 21, and other applicable federal and State laws to ensure that employment practices and the delivery of social service programs are nondiscriminatory. Under this requirement, CSS and its contractors will not discriminate on the basis of race, color, national origin, ethnic group identification, political affiliation, religion, marital status, domestic partnership, sex, age, sexual orientation, or disability and in compliance with all anti-discrimination laws of the United States of America and the State of California.

B. CSS and its contractors will abide by all provisions contained in the DPSS Civil Rights Training Handbook. The DPSS Civil Rights Training Handbook, which was developed in compliance with the Resolution Agreement between Los Angeles County and the federal Office of Civil Rights of the Department of Health and Human Services, incorporates the Civil Rights requirements of the Agreement along with all other mandated federal and State requirements that must be adhered to by DPSS, its contractors, and subcontractors. They include, but are not limited to the following:

1. Effectively identifying participant's designated/preferred language. This can be accomplished by using DPSS' Language Designation form (PA 481) or a similar form that CSS already has in place and approved by DPSS.

2. Ensuring that notices sent to participants are in their respective designated/preferred language.

3. Providing and assisting participants, as needed, when completing a Complaint of Discriminatory Treatment (PA 607) form (Attachment GG) in the participant's primary language.

4. Maintaining a log of civil rights complaints. CSS and its contractors will maintain the confidentiality of the log by maintaining it in a locked drawer or cabinet.

5. Designating a person who will act as the Civil Rights Liaison (CRL) between DPSS and the DPSS Civil Rights Section (CRS).

6. Forwarding all PA 607s to the DPSS MOU Administrator under this MOU within two (2) business days.

7. CSS and its contractors will not attempt to investigate civil rights complaints under this MOU. All investigations are handled by the DPSS CRS.

C. CSS shall ensure that all sub-contractors attend the mandatory COUNTY provided Civil Rights training.

VI. REPORTING REQUIREMENTS

A. YEP

1. CSS shall make reports as may be required by DPSS concerning its activities as they affect the duties and purposes contained herein for each fiscal year that this MOU is in existence and when funding is made available.

2. In years where funding is made available, CSS shall provide on the 10th calendar day of each month to DPSS a Monthly Management Report (MMR) (Attachment C) report on the YEP.

   The MMR reports shall include the following fields for YEP, countywide:

   a. The names of each and the total number of youth applying for the program.
   b. Total enrollments.
   c. Total placements.
   d. The names of each and total number of youth who did not complete their work experience will be provided in the final report.

B. GYEP

CSS will provide a bi-weekly management report (Attachment D) each Friday. This report will include an attached list of the GROW participants receiving subsidized employment under this project, and payroll information including, but not limited to, gross income, tax and any other deductions; and individuals terminated from this project, effective date and reason for termination.

VII. PERFORMANCE MEASURES

A. YEP

The County's goal is to assist youth in YEPs in overcoming barriers to employment. For the YEP participant, a work readiness measure is the means in which YEP participants can be determined to have overcome barriers to employment. For a youth to be successfully evaluated for the YEP, participation must be for a minimum of 100 hours of subsidized employment. CSS or its contractors must complete the approved pre and post assessment tool to determine if the youth has met the work readiness measure.

CSS or its contractors must ensure that 70% of all YEP Youth complete a minimum of 100 hours of employment in the YEP, successfully exit from the program, and achieve work readiness.

B. GYEP

CSS will provide proof of GROW TAY participants' enrollment in subsidized employment as indicated under CSS responsibilities. CSS will be required to enroll 100 % of referred participants, who meet the qualifying criteria established for this project, within thirty (30) calendar days. Participants who successfully complete this program would have acquired job experience which will increase their opportunities to reach self-sufficiency through unsubsidized employment.

VIII. DATA DESTRUCTION (YEP/GYEP)

The Data Security Plan for Data Provided to CSS by DPSS (See Attachment F), has the data destruction instructions.

IX. MONITORING

A. YEP/GYEP

1. Not less than once for each fiscal year that this MOU is in existence, DPSS shall issue a monitoring report on its overseeing of this MOU.

2. CSS will ensure that the program is monitored once during the duration of the MOU. The monitoring will be conducted by the County Auditor-Controller (A-C) and will include a program and fiscal review. Upon receipt of the A-C's report of each monitoring review by contractor, CSS will provide DPSS with a copy of the report and the actions that will be taken to resolve any findings/questioned costs in the report if any.

3. DPSS shall monitor CSS performance under this MOU in accordance with the MMR to ensure that services and associated costs are valid. Such

monitoring shall address the outcome measure along with fiscal and administrative reviews, including the following

DPSS Monitoring activities will include:

a. Fiscal Monitoring – which will include review of invoices and supporting documents to ensure appropriate services and valid associated costs.

b. Service Delivery Monitoring – which will include verification of adequate services to CalWORKs and GROW youth, timely delivery of services, and compliance with related terms and conditions of this MOU.

c. Administrative Monitoring – which will include verification that CSS is in compliance with applicable laws and regulations established by the County in relation to this MOU. Compliance with MOU Reporting Requirements for both GAIN and GROW and must include verification of services to CalWORKs and GROW youth enrolled in this program, payroll report indicating the amounts paid in wages, tax deductions and any other payroll-related information.

X. PAYMENT PROVISIONS

A. Inter-Fund Transfer Initiators (IFTIs)

1. CSS shall prepare a separate monthly IFTI (Attachment E) to DPSS according to actual costs for each CalWORKs and GR youth served. IFTIs received from CSS will be identified as Cost Reimbursement (CR) under the description section of the IFTI.

   CSS shall request, on the IFTI, a monthly payment based on the actual number of youth's served during the service month per procedures approved by the Auditor–Controller and the Chief Executive Office (CEO).

2. CSS shall submit a copy of the monthly IFTI to DPSS within thirty (30) calendar days after the eCAPS data entry. Failure to submit a timely and accurate monthly IFTI will result in an agreement discrepancy and a delay in payment.

3. Each IFTI shall be supported by back-up documentation to validate the IFTI amounts. This documentation shall include, but not be limited to, those items as specified in the MMR. CSS shall ensure that its contractors maintain, track, and monitor all supporting data on each participating youth. CSS contractors shall maintain payroll registers/records which will

include the following information: youth's first/last name, last four digits of Social Security Number, Pay Period, Check Date, and Number of Hours Worked. DPSS will not authorize payment on an inaccurate IFTI.

4. The IFTI copy should provide a breakdown of the total actual costs reflected on the IFTI into administrative costs, direct services costs, and any other relevant participant data.

5. CSS shall submit a copy of the IFTI, MMR reports and back-up documentation for the YEPs for CalWORKs youth to the following address:

   Department of Public Social Services
   Contract Management Division
   12900 Crossroads Parkway South
   City of Industry, CA 91746
   Attention: Lynol Phillips

6. CSS shall adhere to the instructions set forth hereunder in the Billing Reconciliation Process for the YEPs for CalWORKs and GROW youth.

7. CSS shall maintain centralized files for monitoring of YEPs referral expenditures, actual and projections, to ensure the funding commitments referenced in Fiscal Provisions (Section XIII) are being met.

B. PAYMENT

1. CSS shall submit a copy of the monthly IFTI to DPSS within thirty (30) calendar days after the eCAPs report is available. Failure to submit a timely and accurate monthly IFTI will result in an agreement discrepancy and a delay in payment.

2. Upon DPSS review and approval of an IFTI, DPSS shall authorize payment contingent upon 100% review of documentation required by the invoice and MMR.

3. DPSS shall make payment to CSS within thirty (30) calendar days of receipt of an IFTI, which is accurate as to form and content.

   a. CSS shall provide a final IFTI no later than thirty (30) days from the last day of the month when services were provided.

   b. CSS shall notify DPSS once the IFTI is submitted.

   c. DPSS shall pay the final billings by no later than thirty (30) days after receipt of complete and accurate IFTIs.

4. CSS shall have no claim against DPSS for payment of any money or reimbursement of any kind for any service provided by CSS after the expiration or termination of this MOU. Should CSS receive any such payment, it shall immediately notify and repay all such funds to DPSS.

5. Payment by DPSS for services rendered after expiration/termination of this MOU shall not constitute a waiver of DPSS' right to recover such payment from CSS. This provision shall survive the expiration or other termination of this MOU.

6. DPSS shall have no requirement for payment other than as set forth in this MOU.

XI. SUBCONTRACTING (YEP/GYEP)

DPSS must authorize any subcontracting with other agencies for services performed in relation to this MOU. Subcontracts shall be made in the name of Community and Senior Services and shall state that "All representations and warranties shall inure to the benefit of the County of Los Angeles."

If CSS contracts with other agencies, CSS shall include in the contracts a provision that DPSS shall not be liable for billings submitted more than thirty (30) calendar days after the date services were rendered. Charges not billed within the thirty (30) calendar day time frame are not collectable unless DPSS agrees to accept the charges.

When required by State regulations, subcontracts shall be advertised, competitively bid and evaluated in a manner which will meet the California Department of Social Services Manual of Policies and Procedures (MPP), Section 23-600, Purchase of Service.

The making of subcontracts hereunder shall not relieve CSS of any requirement under the Agreement, including, but not limited to, the duty to properly supervise and coordinate the work of subcontractors. In no event shall approval of any subcontract by CSS be construed as effective any increase in the amount provided for in the Agreement.

XII. FISCAL PROVISIONS

A. YEP

1. Based on the FY 2011-12 and 2012-13 DPSS allocation for CSS' CalWORKs YEPs shall not exceed $1.5 million.

   The CalWORKs GAIN fund is budgeted as follows:

   Of the $1.5 million CalWORKs YEP fund, $214,000 is budgeted for coordination and administration and $1,286,000 for participant services

provided by the CSS's contractors. The $1,500,000 CalWORKs YEP fund is estimated to serve approximately 943 participants based on estimated cost of $1,590 per participant.

2. DPSS shall reimburse CSS 100% of the actual costs which include direct services costs for YEPs provided to eligible CalWORKs youth. These costs are reimbursable, provided they are in accordance with this MOU terms and conditions. As is customary, CSS operated YEP expenses including housing costs and incentives for participants will not be reimbursed by DPSS. Certain costs such as food and consumables for orientation purposes may be reimbursed upon review and approval by DPSS.

3. DPSS shall prepare a Departmental Service Order (DSO) each fiscal year to CSS based on the final budgeted amount, in accordance with the Auditor-Controller (A-C) instructions. The MOU budget and DSO may be adjusted according to any Board-approved adjustments made to the DPSS budget or allocation funding. Payments to CSS for YEPs under this MOU shall be based upon an amount agreed by DPSS and CSS during the budget process.

4. DPSS shall process the DSO in accordance with the A-C guidelines. The DSO amount shall be based on the final budgeted amount. DPSS will pay only up to the DSO amounts.

5. In no event shall the total fiscal year billings from CSS for the YEPs exceed the total DSO amount.

6. If, at any time during the term of this MOU, authorized representatives of DPSS conduct an audit of CSS regarding the services provided herein under and if such audit finds that DPSS' dollar liability for such services is less than payments made by DPSS to CSS, CSS agrees that the difference, at the DPSS Director's discretion, shall be either: 1) repaid forthwith by CSS to DPSS; or 2) at DPSS' option, applied by DPSS to future CSS payments. In no event shall DPSS' maximum obligation for this MOU be exceeded.

7. In the event that payments are owed by one department to another after the close of the fiscal year and the amount cannot be resolved by the departments, it shall be referred to the CEO for resolution in the best interest of the County.

8. CSS shall be required to adhere to strict fiscal and accounting standards and must comply with the Cost Principles of the Office of Management and Budget (OMB) Circular A-102 for Grants and Cooperative Agreements with State and Local Government agencies and OMB Circular A-133 for Audits of States, Local Governments and Non-Profit Organizations.

B. GYEP

Based on the 2011-12 and 2012-13 DPSS allocation for CSS' GYEP shall not exceed $500,000. Of the $500,000 GYEP fund, $75,000 is budgeted for coordination and administration and $425,000 is for participant services provided by CSS's contractors. The $500,000 GYEP fund is estimated to serve approximately 100 participants based on estimated cost of $5,000 per participant.

XIII. LIABILITY (YEP/GYEP)

Each department shall retain responsibility for any and all liability, including, but not limited to, demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees) arising from or connected with that department's respective acts and/or omissions arising from and/or relating to this MOU.

XIV. AGREEMENT

In witness whereof, the parties hereto agree to execute this Memorandum of Understanding as of this 1st day of June, 2012.

County of Los Angeles
Department of Community
and Senior Services

8-13-2012

Cynthia D. Banks Date
Director

County of Los Angeles
Department of Public
Social Services

9-4-12

Sheryl L. Spiller Date
Director

Youth Employment Programs
Community and Senior Services
Statement of Work (GAIN)

As the lead agency responsible for administering the Youth Employment Program (YEP) for CalWORKs youth in the Los Angeles County Service Delivery Area/Workforce Investment Area (SDA/WIA), Community and Senior Services (CSS) shall do the following:

A. Once CSS receives CalWORKs data on eligible youth from DPSS, the data will be loaded into the Oracle database.

   Program Eligibility - DPSS will provide a database of eligible youth and the eligibility is based on point and time of the database. Other documents approved by DPSS may be used to establish eligibility of the following categories. DPSS will determine ad-hoc eligibility.

   Eligibility for services in the YEP is limited to youth who ages 14 to 21 in CalWORKs Households.

B. CSS will ensure that its contractors provide orientation and training to all staff who work directly with youth, informing them of the rules, guidelines, and requirement of the YEP.

C. CSS shall ensure that all participating youth completing 100 hours or more of work are given a pre and post assessment to determine Work Readiness as indicated in the Youth Employment Programs Work Readiness Checklist Work Readiness Pre-test and Post-test (Attachment A-2) to determine if the work readiness outcome was met. This process is intended to assist participants in identifying strengths, transferable skills, interests, work values, and priorities.

D. CSS will ensure via its contractors that all eligible youth will be provided with work experience. Youth will also be provided with additional supportive services if an objective needs assessment indicates that any of these services are needed by the youth.

   1. Career Planning
   2. Employment Readiness Skills

E. CSS will ensure that its contractors maintain centralized files for monitoring of all YEPs expenditures, actual and projections.

F. Walk-ins:

   Contractor should initially ask the walk-in youth to self-identify which of the eligible populations they qualify under. If they self-identify as CalWORKs the following process should be applied:

1. Contractor will first attempt to verify if the youth is on the eligible database.

   Please note: Only one eligible list will be provided to CSS by DPSS for CalWORKs youth.

2. Youth not found in the YEP eligible list are to be verified by designated DPSS staff to establish their eligibility.

3. Contractor shall obtain as much case information as possible from the youth or parent to complete the Confidential Verification Sheet for YEP (Attachment A-1).

   Information needed to complete request:

   a. Youth's name
   b. Last four digits of youth's Social Security Number
   c. Case Number and Name (usually in mother's name)
   d. Address
   e. Youth's Birth Date

   Please note: The Confidential Verification Sheet will be hand carried by youth and/or parent to their CalWORKs District Office's Customer Service Liaison for verification of CalWORKs eligibility.

   The Customer Service Liaison will review the information provided and determine whether the individual is eligible. After the request is received, the Customer Service Liaison will complete the bottom portion of the Eligibility Verification Request and return it to the parent and instruct the parent that he/she or the youth may return the form back to the contractor. The contractor is to maintain the form and all attachments in the case file.

   If eligibility is verified, the youth will be contacted by the YEP Contractor to enroll in the YEPs. If Youth is determined not eligible to participate in the program, the Contractor will notify the Youth and will drop the youth from the enrollment process.

4. Contractor will ensure that the following documents are obtained (if applicable) from youth participating in the YEP:

   - Employment Eligibility Verification (Form I-9)
   - Work Permit

General Relief Opportunities for Work Youth Employment Program
Community and Senior Services
Statement of Work (GROW)

As the lead agency responsible for administering the General Relief Opportunities for Work Youth Employment Program (GYEP) for youth in the Los Angeles County Service Delivery Area/Workforce Investment Area (SDA/WIA), Community and Senior Services (CSS) shall do the following:

A. Ensure 100 GROW referred Youth who meet the below selection criteria are placed into subsidized employment for at least 20 hours per week for at least 13 weeks. Referred participants will be selected from the Lancaster, San Gabriel and South Special GROW sites.

   1. Ages 18 to 24;
   2. Determine Job Ready using the Youth Employment Programs Work Readiness Checklist Pre-Test and Post-Test (Technical Exhibit A-2);
   3. Complete Job Skill Preparation Class and Pathways to Success; and
   4. Register with CalJobs.

B. CSS will ensure that its contractors provide orientation and training to all staff who work directly with Youth, informing them of the rules, guidelines, and requirement of the GYEP.

C. Designate at least one WorkSource Center for each of the GROW Sites selected to participate in this project (Lancaster, San Gabriel and South Special GROW Sites).

D. CSS/WorkSource Centers will select one liaison to work with the DPSS liaison at each of the selected GROW Sites. This liaison will be responsible to provide any necessary information regarding enrollment and progress of the GROW participants assigned to this project. This liaison will work with the designated DPSS liaison in the resolution of any issues arising from participants assigned to this project.

E. CSS/WorkSource Centers will maintain files for each GROW participant assigned to this project, in order to document subsidized employment information, including but not limited to: work start date; hours of employment; job position; expected duration; any issues and their resolution.

F. CSS/WorkSource Centers will provide verification of employment within five (5) business days of its start date. This verification will be provided to the DPSS GROW liaison for this project.

G. CSS/WorkSource Centers will complete the DPSS/WorkSource Center referral (Attachment A-3) and return it to the DPSS Liaison within five business of GYEP enrollment date.

Attachment A-1

CONFIDENTIAL VERIFICATION SHEET

Youth Employment Program (YEP)
CalWORKs Youth Ages 14 to 21

Date: _____

CONTRACTOR INFORMATION:

Agency Name	Contact Name
Phone Number	

YOUTH INFORMATION (*please complete all known information*):

Youth Name	Last four digits of SSN	Case Number
Address	Birth Date	Case Name

Signature_____ Date _____
(*Parent on CalWORKs case, if applicable*)

TO BE COMPLETED BY DPSS STAFF ONLY (check applicable box)

☐ This Youth qualifies for the Youth Employment Program due to receiving:

☐ CalWORKs (includes MFG youth)

☐ Not Eligible

Verified by: _____ Signature: _____
(DPSS staff printed name)

Date: _____

Attachment A-2

YOUTH EMPLOYMENT PROGRAMS
WORK READINESS CHECKLIST
WORK READINESS PRE-TEST AND POST-TEST

PARTICIPANT	DATE
INTERVIEWER/RATER	PRE-TEST SCORE/POST-TEST SCORE

Participant must have no felonies and must receive a score of 10 on the below indicators to meet Work Readiness requirements.

Please check appropriate box for each indicator/competency.

Work Readiness Indicator		Pass	Fail
1	Follows Instructions	☐ Responds accurately and appropriately to verbal and written instructions.	☐ Does not respond accurately and appropriately to verbal and written instructions.
2	Completes Tasks Accurately	☐ Carefully completes all tasks and assignments.	☐ Does not carefully complete all tasks and assignments.
3	Demonstrates "Learner's Attitude"	☐ Demonstrates a clear interest in tasks and assignments.	☐ Does not demonstrate a clear interest in tasks and assignments.
4	Accepts Constructive Criticism	☐ Always reacts appropriately and positively to corrections and guidance.	☐ Does not always react appropriately and positively to corrections and guidance.
5	Punctual/Timely	☐ Always arrives and completes tasks on schedule.	☐ Does not always arrive on time and does not always complete tasks on schedule.
6	Consistent	☐ Consistently demonstrates positive work behaviors and skills.	☐ Does not consistently demonstrate positive work behaviors and skills.
7	Presents Self Appropriately	☐ Dress, grooming, mannerisms and speech are work appropriate.	☐ Dress, grooming, mannerisms and speech are not work appropriate.
8	Communicates Clearly	☐ Expresses thoughts and ideas clearly.	☐ Does not express thoughts and ideas clearly.
9	Drug/Alcohol Free Behavior	☐ Demonstrates a commitment to drug-and-alcohol-free behavior.	☐ Does not demonstrate a commitment to drug-and-alcohol-free behavior.
10	Positive Attitude	☐ Demonstrates a positive work attitude.	☐ Does not demonstrate a positive work attitude.
Total/Pass/Fail Scores:			
Comments:			
Interviewer/Rater Signature:			

Attachment A-3

WorkSource CALIFORNIA
Building Business and Careers

dpss

"Enriching Lives Through Effective and Caring Service"

DPSS/WORKSOURCE REFERRAL

Participant's Name: LAST FIRST MIDDLE	
Appointment Information (Completed by DPSS)	
Date of Referral: / /	Worksource Center Referred to:
Date of Appointment: / /	Location:
Time of Appointment:	
Contact Person:	Contact #: ( ) –
E-Mail:	Fax #: ( ) –
Reason for Referral: **GROW Youth Employment Program** **Other:** _____	
DPSS Information (Completed by DPSS)	
Name of DPSS District/GAIN/GROW Office:	Address:
Contact Person:	Contact #: ( ) –
Email:	Fax #: ( ) –
Current Services Being Provided by DPSS: GROW GAIN FOOD STAMPS CALWORKS GR Other: _____	
(Acknowledgement of Referral and Consent to Release of Information) *I authorize DPSS and WorkSource staff to exchange information regarding my case file, participation, and counseling for employment and training services.* Participant Signature:_____ Date: _____	
Outcome/Result of Appointment (Completed by WorkSource Agency)	
Attended Appointment: Yes No	Start Date:
Assigned Activity: Employment Education/Training	Schedule or Days of Attendance:
Worksite/Training Site:	Hours Per Week:
Address: Telephone:	Expected Completion Date:
Agency Staff Signature:	Date:

ABP 1464 WSC

CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT

(Note: This certification is to be executed and returned to the Department of Community and Senior Services (CSS) with Contractor's executed Agreement. Work cannot begin on the Contract until CSS receives this executed document.)

Contractor Name: _____ Agreement No. _____

Employee Name: _____

GENERAL INFORMATION

The Contractor referenced above has entered into a contract with CSS to provide _____. CSS requires your signature on this Contractor Employee Acknowledgement and Confidentiality Agreement.

EMPLOYEE ACKNOWLEDGEMENT

I understand and agree that the Contractor referenced above is my sole employer for purposes of the above reference contract. I understand and agree that I must rely exclusively upon my employer for payment of salary and any and all other benefits payable to me or on my behalf by virtue of my performance of work under the above-reference contract.

I understand and agree that I am not an employee of CSS or Los Angeles County for any purposes whatsoever and that I do not have and will not acquire any rights or benefits of any kind from the CSS or County by virtue of my performance of work under the above reference contract. I understand and agree that I do not have and will not acquire any rights or benefits from CSS or County pursuant to any agreement between any person or entity and CSS or County.

I understand and agree that I may be required to undergo a background and security investigation(s). I understand and agree that my continued performance of work under the above referenced contract is contingent upon my passing, to the satisfaction of CSS and County of Los Angeles, any and all such investigations. I understand and agree that my failure to pass, to the satisfaction of CSS and County of Los Angeles, any such investigation shall result in my immediate release from performance under this and/or any future contract.

CONFIDENTIALITY AGREEMENT

I may be involved with work pertaining to services provided by the County of Los Angeles and, if so, I may have access to confidential data and information pertaining to persons and/or entities receiving services from the County. In addition, I may also

have access to proprietary information supplied by other vendors doing business with the County of Los Angeles. CSS and the County of Los Angeles have a legal obligation to protect all such confidential data and information in its possession, especially data and information concerning health, criminal, and welfare recipient records. I understand that if I am involved in County work, the County must ensure that I, too, will protect the confidentiality of such data and information. Consequently, I understand that I must sign this agreement as a condition of my work to be provided by my employer for CSS and the County of Los Angeles. I have read this agreement and have taken due time to consider it prior to signing.

I hereby agree that I will not divulge to any unauthorized person any data or information obtained while performing work to the above-referenced agreement between my employer and CSS and the County of Los Angeles. I agree to forward all requests for the release of any data or information received by me to my immediate supervisor.

I agree to keep confidential all health, criminal, and welfare recipient records and all data and information pertaining persons and/or entities receiving services from the County, design concepts, algorithms, programs, formats, documentations, Contractor proprietary information and all other original materials produced, created, or provided to or by me under the above-referenced contract. I agree to protect these confidential materials against disclosure to other than my employer or County employees who have a need to know the information. I agree that if proprietary information supplied by other County vendors is provided to me during this employment, I shall keep such information confidential.

I agree to report to my immediate supervisor any and all violations of this agreement by myself and/or by any other person of whom I become aware. I agree to return all confidential materials to my immediate supervisor upon completion of this contract or termination of my employment with my employer, whichever occurs first.

SIGNATURE: _____ Date: _____

PRINTED NAME: _____

POSITION: _____

WITNESS SIGNATURE: _____ Date: _____

WITNESS PRINTED NAME: _____

Attachment C

MONTHLY MANAGEMENT REPORT
YOUTH EMPLOYMENT PROGRAM
COMMUNITY AND SENIOR SERVICES

MONTH/YEAR_____

1. Total number of youth applying for the program.
2. Total enrollments.
3. Total placements.
4. Total number of youth who did not complete their work experience (include in final report)

Please note: Include in the final report, as back-up, listing of names to support the numbers reported.

* CSS' Program to Date Report (PTD) will be acceptable in lieu of this MMR. Cumulative totals will be acceptable in lieu of monthly totals.

SUBMITTED BY_____
(NAME AND TITLE)

SIGNATURE_____DATE_____

Attachment D

GROW BI-WEEKLY MANAGEMENT REPORT

GENERAL RELIEF YOUTH EMPLOYMENT PROGRAM

COMMUNITY AND SENIOR SERVICES

WEEK ENDING/YEAR_____

1. Total number of youth referred to the program.
2. Total enrollments.
3. Total No Shows
4. Total placements.
5. Total number of youth who did not complete their work experience.
6. Total number of GROW youth who entered employment.
7. Total number of active GROW youth in employment.

NOTE: This report must include a detailed listing of GROW participants placed into subsidized employment (including payroll information) and individuals terminated from this project, including effective date and reason for termination.

SUBMITTED BY_____
(NAME AND TITLE)

SIGNATURE_____DATE_____

Attachment E

Department of Community and Senior Services
Inter Fund Transfer Initiator (IFTI)
Youth Employment Program/General Relief Youth Employment Program

Service Month: _____

Program: (example CalWORKs YEP or GYEP)

PERSONNEL COST	ACTUAL MONTHLY COSTS
A. PROGRAM AND ADMINISTRATION COST	
1. Salaries (attach Personnel Schedule)	_____
2. Employee Benefits	_____
3. Overhead	_____
1+2+3 Total Program and Administrative Costs _____	
B. DIRECT SERVICES COSTS	_____
C=A+B TOTAL RELATED COSTS PAYABLE TO CSS	_____*

*Attach supporting documentation

_____ _____
CSS' Authorizing Signature Date

_____ _____
County Contract Administrator's Authorizing Signature Date

Attachment F

Data Security Plan

for

Data Provided to

The Los Angeles Department of Community and Senior Services

by

The Los Angeles County Department of Public Social Services

INTRODUCTION

This Security Plan documents the procedures to be used by the Department of Community and Senior Services (CSS) to provide safeguards regarding the use and disclosure of data provided by the Los Angeles County Department of Public Social Services (DPSS) under the terms of the Memorandum of Understanding (MOU) Sharing of Confidential Data for CSS administered Youth Employment Programs. The data files to be provided to CSS under the MOU are from the Los Angeles County LEADER consortium system and other data systems.

SAFEGUARDS REGARDING THE USE AND DISCLOSURE OF DATA

1. General

All confidential data made available to CSS by DPSS shall be protected by CSS and its Contractors from unauthorized use and disclosure. Confidential information includes, youth's full name, date of birth, age, mailing address, phone number, last 4 digits of the youth's social security number, case name/number, program/aid type, DPSS district office, and DPSS Eligibility Worker File number. Pursuant to California Welfare and Institutions Code Section 10850 confidential information includes the name(s) of applicants or recipients of social services. CSS will comply with all provisions of the MOU between CSS and DPSS and ensure that all authorized contractors will comply with these requirements. The data provided under the MOU will be subject to safeguards and those specified in the MOU between CSS and DPSS.

2. Records Usage, Duplication, and Redisclosure Restrictions

Data provided by DPSS and any records created as a result of the data provided by DPSS will be used for the purposes of, and only to the extent necessary in the administration of, the information sharing covered by the MOU. CSS and DPSS agree that the use of the data provided under the MOU or created as a result of the MOU are only for the purposes covered by the MOU and will not be redisclosed, other than to CSS contractors who have signed the Contractor Employee Acknowledgment and Confidentiality Agreement.

3. Assurance

CSS will assure that all Contractors will sign a Contractor Employee Acknowledgement and Confidentiality Agreement (see Attachment B) and comply with all provisions of the law that affect information acquired by DPSS.

CSS employees and contractors who improperly disclose confidential information are subject to criminal sanctions.

CSS agrees that access to the personally identifiable information provided under the MOU will be restricted to authorized CSS employees and contractors with authorized access limited to the purpose described under the MOU.

4. Computer Security

The County Chief Information System Officer (CISO) and Departmental Information System Officer (DISO) will approve the transit and handling methods.

Network Configuration
Upon delivery of data files to CSS, a digital copy will be stored in a restricted access folder designated solely for this project with an access policy built on the principles of least privilege and need-to-know.

Off-site Use Permitted
The data files provided by DPSS can be used by contractors at their job sites who have signed the Contractor Employee Acknowledgement and Confidentiality Agreement. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Unauthorized Access Prohibited
The data files provided by DPSS will not be accessed in the presence of unauthorized, third parties. Screen locks will be used whenever unauthorized, third parties enter the room. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel and accessed only through secure application framework.

Media Disposal and Re-Use
The folder, or any media that potentially contains data files provided by DPSS, will be thoroughly wiped before it is disposed of or re-used. The data files provided by DPSS in electronic format will be stored on erasable digital storage media. At the end of the project or the MOU, all writeable space of any kind on the media will be wiped, overwritten; or the media will be both physically destroyed and degaussed to such an extent that no portion is capable of being read. This requirement applies to fixed and removable media, including media used for backup. Backup tapes will be dedicated to this MOU and will be degaussed at the end of the project, prior to reuse. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Access Control
Access to the restricted data will require a verification process. Each user will be required to maintain a Password. Password protection will remain active at all times. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Audit Control
The operating system log on and log off procedures provides additional documentation, including data and time of access. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

All data files provided by DPSS will be electronic copies of original electronic files.

Encryption
All data files provided by DPSS stored in the folder designated solely for this project will be encrypted when not actively in use to prevent unauthorized access. The standard for minimum encryption strength will be 256-bit key. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Automated Shutdown
Files will be closed and the system shut down whenever the computer is not in active use. An automated shutdown or screen locks will be enabled after 20 minutes of idle time. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

5. Security of Paper/ Hard Copies

Disposal of Paper Documents
Destruction of documents containing any personally identifying information will be accomplished by pulping, shredding, or complete incineration.

6. Facility Security

Physical Security Procedures
Encryption of all confidential data stored on portable electronic media (including, but not limited to, CDs and thumb drives) and on computing devices (including, but not limited to, laptop computers and PDAs) with a solution that uses proven industry standard algorithms.

7. Transmission and Transportation of Data

DPSS will transmit electronic data files to CSS in a manner that satisfies security requirements. The data shall be encrypted.

8. Destruction of Data

All original data and files created from original data, excluding de-identified data, shall be destroyed upon completion, expiration, or termination of this MOU. The media used for any part of the project will be wiped or destroyed, and all writeable space of any kind on the media will be wiped or overwritten; or the media will be

both physically destroyed and degaussed to such an extent that no portion is capable of being read. This requirement applies to fixed and removable media, including media used for backup. The dedicated backup tapes will be degaussed at the end of the project, prior to reuse.

9. Breach Disclosure and Legal Actions

CSS employees and contractors are expected to immediately report any known or suspected violations of security procedures, or any exposure of known sensitive material to unauthorized personnel. This report will be made within twenty-four hours to the designated contacts for CSS and DPSS.

CSS agrees to notify the designated contacts for DPSS within twenty-four hours, upon discovering any unauthorized disclosure of confidential information. CSS agrees to notify the designated contacts for DPSS within twenty-four hours upon discovering:

- Any breach or suspected breach of security.
- Any unauthorized disclosure of the confidential information.

CSS agrees to notify the designated contacts for DPSS within twenty-four hours upon receipt of any legal, investigatory, or other demand for access to the confidential information in any form. To the fullest extent permitted by law, CSS shall refer any Freedom of Information Act request for confidential information provided by CSS to DPSS for response.

CIVIL RIGHTS COMPLAINT PROCEDURES

A. Accepting Civil Rights Discrimination Complaints from the Department of Public Social Services (DPSS) California Work Opportunities and Relief for Kids (CalWORKs)/General Relief (GR) Youth Participating in Youth Employment Programs

Any CalWORKs/GR youth alleging discrimination has the right to file a complaint of discrimination. It is the responsibility of the Department of Community and Senior Services (CSS) and its contracted agencies to ensure that all complaints of discriminatory treatment filed by CalWORKs/GR youth are handled professionally and with respect.

CSS and its contracted agencies **must accept all complaints** of discriminatory treatment, written and/or verbal from DPSS CalWORKs/GR youth. Individuals are not required to disclose the nature of the complaint in order to obtain a DPSS "Complaint of Discriminatory Treatment" form (PA 607). If a verbal allegation of discrimination is made, either in person or by telephone, and the complainant refuses or is incapable of putting the allegation in writing, the staff person with whom the complainant is discussing the allegation shall put the elements of the complaint in writing, using the PA 607 form.

A complainant who wishes to be anonymous may also file a complaint. Individuals should be given the PA 2457, Civil Rights Information Notice regarding Civil Rights Laws & Complaints. This document contains the contact information for the various Civil Rights agencies that monitor DPSS and its contractors.

B. Facilitating the Discrimination Complaint Process – Responsibilities of CSS and its Contracted Agencies

In order to facilitate the complaint process, the PA 607 shall always be readily accessible at CSS' contracted agencies in the appropriate threshold languages. If a CalWORKs/GR youth indicates to a CSS' contracted staff at any time during any conversation that he/she has experienced discrimination, provide the PA-607 in the participant's preferred language and refer the participant directly to your designated Civil Rights Liaison. CalWORKs/GR youth may also be directly referred to the DPSS Civil Rights Section at (562) 908-8501.

All CSS' contracted agencies must have a designated Civil Rights Liaison. The Civil Rights Liaison will provide the CalWORKs/GR youth with the PA 607, in the language he/she preferred and must not compel them to discuss the complaint in the office or be forced to resolve the issue against their better judgment. Participants are not required to disclose the nature of their complaint in order to obtain a PA 607 form.

Once a complaint has been received, the Civil Rights Liaison must enter the complaint in the Civil Rights Log. However, he/she must **NEVER** conduct a Civil Rights investigation. The task of performing this function is the responsibility of the DPSS Civil Rights Investigator, who is trained to review and investigate complaint allegations of discrimination.

Once the Civil Rights Liaison at the CSS' contracted agency has received and logged the complaint, he/she must forward all complaints of discriminatory treatment made by CalWORKs/GR youth to the DPSS Civil Rights Section within 24 hours. A copy of the complaint and the Complaint Log must also be submitted within 24 hours to the DPSS Contract Management Division and Civil Rights Coordinator at CSS.

The DPSS Civil Rights Section is responsible for registering, investigating, and resolving Civil Rights complaints. The original Complaint of Discriminatory Treatment form (PA 607) should be forwarded to:

Department of Public Social Services
Civil Rights Section
12860 Crossroads Parkway South
City of Industry, CA 91746
(562) 908-8501

A copy of the Complaint of Discriminatory Treatment form (PA 607) and a copy of the Complaint Log must be submitted to:

DPSS Administrative Headquarters
Contract Management Division
12900 Crossroads Parkway South
City of Industry, CA 91746
Attention: Lynol Phillips

AND

Department of Community and Senior Services
3175 W. 6th Street, Room 300
Los Angeles, CA 90020
Attention: Civil Rights Coordinator

C. Civil Rights Complaint Log & Procedures

All Civil Rights complaints must always be entered in the Civil Rights Complaint Log. The Civil Rights Log, which must be on-hand at every CSS' contracted agency is subject to review and inspection by the DPSS auditors/monitors and must always be maintained for the purpose of recording, tracking, and reviewing Civil Rights complaints. CSS' contracted agencies shall ensure that all complaints filed by a CalWORKs/GR youth alleging discrimination are filed

separately and logged in the Civil Rights Complaint Log, not in their general complaint files.

The minimum information to be maintained on each Civil Rights Discrimination Complaint Log should include the following:

1. The complainant's name

2. DPSS Case Number and California Department of Social Services/Civil Rights Bureau case, if known.

3. Program(s) involved such as CalWORKs or GR

4. Basis of alleged discrimination:

(a) Race
(b) Sex
(c) Religion
(d) National Origin
(e) Color
(f) Disability
(g) Age
(h) Marital Status
(i) Political Affiliation
(j) Sexual Preference

5. Nature of the complaint. This should be a brief description of the Provider's alleged action or inaction, such as delay of services, withholding of treatment, discourtesy, etc.

The following information (Items 6 – 9) shall be included in the Complaint Log upon resolution of the alleged complaint.

6. Resolution of the complaint such as investigation completed, withdrawal, failure to pursue, etc.

7. Whether discrimination was found.

8. Date complaint was resolved or investigation completed.

9. Disposition of the complaint.

County of Los Angeles

Department of Public Social Services

COMPLAINT OF DISCRIMINATORY TREATMENT

TO: DEPARTMENT OF PUBLIC SOCIAL SERVICES
CIVIL RIGHTS SECTION
12860 CROSSROADS PARKWAY SOUTH
CITY OF INDUSTRY, CALIFORNIA 91746

CASE NAME:

CASE NUMBER:

I, _____, hereby file this complaint of discriminatory treatment and request that an investigation be conducted.
(Please print your name)

I believe I was discriminated against because of my:

☐ RACE	☐ DISABILITY	☐ ETHNIC GROUP IDENTIFICATION
☐ NATIONAL ORIGIN	☐ RELIGION	☐ SEX
☐ MARITAL STATUS	☐ AGE	☐ COLOR
☐ POLITICAL AFFILIATION	☐ SEXUAL ORIENTATION	☐ DOMESTIC PARTNERSHIP

DATE OF OCCURRENCE: _____

NAME(S) AND TITLE(S) OF THE PERSON(S) WHO I BELIEVE DISCRIMINATED AGAINST ME:

_____

_____

THE ACTION, DECISION OR CONDITION WHICH CAUSED ME TO FILE THIS COMPLAINT IS AS FOLLOWS:

_____

_____

_____

_____

_____

_____

_____

I WISH TO HAVE THE FOLLOWING CORRECTIVE ACTION TAKEN:

_____

_____

_____

_____

_____ Initial on the line above if you give consent.

CONSENT GRANTED – By initialing this option, I am authorizing the Department of Public Social Services, Civil Rights Section (CRS) to reveal my identity and other personal information to persons at the organization or institution under investigation and to other Federal and State agencies in accordance with applicable federal and state laws and regulations. I hereby authorize CRS to receive material and information including, but not limited to applications, case files, personal records, and medical records. The material and information shall be used for authorized civil rights compliance and enforcement activities. I understand that I am not required to authorize this release and I do so voluntarily.

_____ Initial on the line above if you do not give consent.

CONSENT DENIED – I do not give my consent for the release of my name or other personally identifying information. I understand that this complaint may not be investigated as a result of my refusal to give my consent for the release of information.

_____ **ADDRESS:** _____
(SIGNATURE) **(DATE)**

_____

TELEPHONE: _____

CIVIL RIGHTS INFORMATION NOTICE

YOUR CIVIL RIGHTS

WHAT ARE CIVIL RIGHTS?

Civil Rights are laws that protect individuals from being discriminated against. The Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 and other federal and State regulations say that discrimination is against the law in programs receiving federal and state financial aid.

WHO DO THEY PROTECT?

If you are applying for or receiving cash assistance, Medi-Cal, Food Stamps, or Social Services in Los Angeles County, you are protected under the law against discrimination regarding these benefits and you have specific rights:

You have the right to receive the same services, consideration, and equal treatment given to all other applicants or participants regardless of race, color, religion, sex, national origin (this covers speaking a different language other than English), political affiliation, disability, marital status, ethnic group identification, sexual orientation or any other factor. You have the right:

- to receive free interpreter services if you need help to apply for or to keep receiving benefits from us; and
- to be given a bilingual worker for your case who speaks your language if you speak one of the following languages: Armenian, Cambodian, Chinese, English, Farsi, Korean, Russian, Spanish, Tagalog and Vietnamese; and
- to receive free interpreter services for your case even if you speak a language other than those listed above; and
- to call the office and have an English Notice that you received, translated and explained to you.

HOW TO FILE A CIVIL RIGHTS COMPLAINT

If you believe you have been discriminated against because of race, color, religion, sex, national origin, political affiliation, disability, age, marital status, ethnic group identification, sexual orientation or any other factor, you may take one or all of the following actions:

You may ask to speak with the local office Civil Rights Liaison. He or she can help you resolve your complaint and/or explain your rights. This includes assisting you with obtaining a PA 607, "Complaint of Discriminatory Treatment," and helping you complete the form. You may also contact the Los Angeles County Department of Public Social Services (DPSS) Civil Rights Section or the State directly at the addresses and telephone numbers listed in the next column.

You may request an investigation from the DPSS Civil Rights Section either verbally or in writing by contacting the Civil Rights Unit. You may use the PA 607 to document your complaint. The PA 607 is available to any person or organizational representative in the community requesting it. You may complete the form or ask the Civil Rights Liaison to complete it for you. The Civil Rights Unit will contact you within 20 days of receipt of your complaint for more information. The Civil Rights Unit will investigate the complaint and inform you of their findings in writing. If you disagree with the County's findings, you may appeal to the California Department of Social Services, or if it involves the Food Stamp Program, to the U.S. Department of Agriculture.

Your complaint must be filed within 180 days from the date that you believe you were discriminated against.

You may file your complaint with one or all of the following applicable County, State and federal agencies: the California Department of Social Services, the U.S. Department of Agriculture or the U.S. Department of Health and Human Services.

County Office
Department of Public Social Services
Civil Rights Section
12860 Crossroads Parkway South
City of Industry, California 91746
Telephone No. : (562) 908-8501

State Office
California Department of Social Services
Civil Rights Bureau
744 "P" Street, M-S. 8-16-70
Sacramento, California 95814
Telephone No. : (866) 741-6241

Federal Office
U.S. Department of Health and Human Services
Office for Civil Rights
907th Street, Suite 4-100
San Francisco, California 94102
Telephone No. : (800) 368-1019

Food Stamp Program
U. S. Department of Agriculture
Food and Nutrition Services
Office of Civil Rights - Western Region
907th Street, Suite 10-100
San Francisco, California 94108
Telephone No. : (888) 271-5983

INSTRUCTIONS FOR **STATE HEARING** ON REVERSE

(REVERSE SIDE)

STATE HEARING

If you need to seek further help regarding the County's action on your application for assistance or your public assistance benefits, you may take the following action:

File a State Hearing within 90 days of the County's action. The 90-day period applies even though you have filed a Civil Rights complaint. Aid Paid Pending may be received if you file your request for a hearing before the effective date of the action.

To ask for a hearing:

By telephone, please call (800) 952-5253. This number is often busy.
By mail, fill out the back of any Notice of Action (letter) from the welfare office or write a letter (keep a copy), and send your request to Appeals and State Hearings, P.O. Box 18890, Los Angeles, CA 90018

Additional Civil Rights and State Hearing information is available in the reception areas of District/Regional offices. You may ask for the State pamphlet, Your Rights Under California Welfare Programs (PUB 13), which is available in all reception areas.

Instructions

- To be given and explained to applicants/participants at time of application and recertification/redetermination or mailed to applicants/participants if a face-to-face contact is not required.
- Filing/Retention – Not Applicable

PA 2457 (Rev. 03/10) ENGLISH

Attachment I

LANGUAGE DESIGNATION FORM

CASE NAME: _____ CASE NUMBER: _____

FREE INTERPRETER SERVICES ARE AVAILABLE

(please ask your worker)

A. SPOKEN LANGUAGE DESIGNATION

I speak the language checked below. I prefer to speak/talk about my case or related matters with staff from the Department of Public Social Services in the language selected below. This designation takes the place of any choices made before.

☐ Armenian ☐ Cambodian ☐ Cantonese ☐ English
☐ Korean ☐ Mandarin ☐ Russian ☐ Spanish
☐ Tagalog ☐ Vietnamese ☐ Other (Specify) _____

B. WRITTEN LANGUAGE DESIGNATION

☐ I prefer to get written letters, notices, forms and other communication in English.

OR

☐ I prefer that written communications and forms be sent or given to me, if available, in the language specified below (Chinese is the written language for those who speak Cantonese and Mandarin). In addition, I understand that if written communications from the Department of Public Social Services are not available in the language specified below, I can receive a verbal translation by contacting my case worker.

☐ Armenian ☐ Cambodian ☐ Chinese
☐ English ☐ Korean ☐ Russian ☐ Spanish
☐ Tagalog ☐ Vietnamese ☐ Other (Specify) _____

_____ _____
APPLICANT'S/PARTICIPANT'S SIGNATURE (OR MARK) DATE

☐ I hereby verify that the applicant's/participant's above choices are reflected on LEADER and/or GEARS and/or CMIPS and/or any other computer program used to manage eligibility issues.

_____ _____ _____
CASE CARRYING WORKER'S SIGNATURE FILE NUMBER DATE

_____ _____
SUPERVISOR'S INITIALS DATE

FILING INSTRUCTIONS:
BWS/BSO: Documentation/Activity Folder
Retention: Permanent

Department of Community and Senior Services

PROGRAM NAME: **YOUTH EMPLOYMENT PROGRAM - CALWORKS TEENS**

PROGRAM TERM: **JUNE 1, 2012 - OCTOBER 31, 2012**

CONTACT PERSON: Dan Ma
TELEPHONE NUMBER: (213) 738-2767

BUDGET ALLOCATIONS	CALWORKS June ONLY	CALWORKS July - Oct	**TOTAL June - Oct**
Program Costs			
Program Staff Salary and Employee Benefits			
Salaries	$ 27,500	$ 50,200	$ 77,700
Fringe Benefits	10,313	18,787	29,100
Subtotal Program Staff Salary and Employee Benefits	**37,813**	**68,987**	**106,800**
Operating Costs			
Auditor-Controller - Services	-	20,000	20,000
Communication	-	200	200
Mileage/Travel	-	300	300
Office Supplies	-	1,648	1,648
Printing/Postage/Other	-	1,500	1,500
Subtotal Operating Costs	**-**	**23,648**	**23,648**
Administrative Support	**26,187**	**57,365**	**83,552**
Program Costs Total	**64,000**	**150,000**	**214,000**
Contracted Costs Total		**1,286,000**	**1,286,000**
TOTAL	**$ 64,000**	**$ 1,436,000**	**$ 1,500,000**

Department of Community and Senior Services

PROGRAM NAME: **GENERAL RELIEF OPPORTUNITIES for WORK (GROW) YOUTH EMPLOYMENT PROGRAM**

PROGRAM TERM: **JUNE 1, 2012 - OCTOBER 31, 2012**

CONTACT PERSON: Dan Ma
TELEPHONE NUMBER: (213) 738-2767

BUDGET ALLOCATIONS	GROW June ONLY	GROW July - Oct	**TOTAL June - Oct**
Program Costs			
Program Staff Salary and Employee Benefits			
Salaries	$ 9,300	$ 18,700	$ 28,000
Fringe Benefits	3,563	6,937	10,500
Subtotal Program Staff Salary and Employee Benefits	**12,863**	**25,637**	**38,500**
Operating Costs			
Auditor-Controller - Services	-	9,700	9,700
Communication	-	200	200
Mileage/Travel	-	300	300
Office Supplies	-	400	400
Printing/Postage/Other	-	1,500	1,500
Subtotal Operating Costs	**-**	**12,100**	**12,100**
Administrative Support	**9,137**	**15,263**	**24,400**
Program Costs Total	**22,000**	**53,000**	**75,000**
Contracted Costs Total		**425,000**	**425,000**
TOTAL	**$ 22,000**	**$ 478,000**	**$ 500,000**

MEMORANDUM OF UNDERSTANDING
BETWEEN
LOS ANGELES COUNTY COMMUNITY AND SENIOR SERVICES
AND
LOS ANGELES COUNTY PROBATION DEPARTMENT
TO PROVIDE
ENHANCED EMPLOYMENT AND VOCATIONAL TRAINING OPPORTUNITIES
FOR PROBATION YOUTH IN THE COMMUNITY
FUNDED BY THE JUVENILE JUSTICE CRIME PREVENTION ACT

Prepared by:
Los Angeles County Probation Department
and
Community and Senior Services

MEMORANDUM OF UNDERSTANDING
BETWEEN LOS ANGELES COUNTY COMMUNITY AND SENIOR SERVICES
AND
LOS ANGELES COUNTY PROBATION DEPARTMENT
TO PROVIDE
ENHANCED EMPLOYMENT AND VOCATIONAL TRAINING OPPORTUNITIES
FOR PROBATION YOUTH IN THE COMMUNITY
FUNDED BY THE JUVENILE JUSTICE CRIME PREVENTION ACT

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MEMORANDUM OF UNDERSTANDING BETWEEN
LOS ANGELES COUNTY COMMUNITY AND SENIOR SERVICES
AND
LOS ANGELES COUNTY PROBATION DEPARTMENT
TO PROVIDE
ENHANCED EMPLOYMENT AND VOCATIONAL TRAINING OPPORTUNITIES
FOR PROBATION YOUTH IN THE COMMUNITY
FUNDED BY THE JUVENILE JUSTICE CRIME PREVENTION ACT

I. PURPOSE

This Memorandum of Understanding (MOU) is entered into between the Los Angeles County Community and Senior Services (CSS) and Los Angeles County Probation Department (Probation).

The purpose of this MOU is to affect an intrafund transfer from Probation to CSS to enhance and provide employment and vocational training opportunities through subsidized employment and enrollment funding for identified youth served by Probation.

In addition, the forging of an MOU between CSS and Probation is to enable the sharing of confidential data for eligible Probation youth. The data will be used to provide CSS and its contractors with eligible Probation youth information required to provide outreach and services.

II. TERM OF MOU:

The initial term of this MOU shall commence upon execution date and shall remain in effect over a three year period. Contingent upon available funding, the term may be automatically extended as agreed upon by both parties.

III. AGREEMENT FUNDING:

Probation shall reimburse CSS for the enhancement of subsidized employment and vocational training programs, in an amount not to exceed $2,000,000 over a three year period beginning upon execution of this MOU.

CSS shall utilize these funds to work in collaboration with local Workforce Development Boards and local employers to assess and pay for subsidized employment of youth referred by Probation, and where applicable, to pay for vocational training program enrollment, tuition, books, tattoo removal, supportive services (i.e., transportation, work clothing and/or tools) and other educational related fees or

materials including the Personal Enrichment Training (i.e., Financial Literacy, Work Ethics, Work Readiness, Career Exploration), which may include an attendance stipend.

Changes to the budget, require signed written approval by both parties.

IV. ROLES AND RESPONSIBILITIES

PROBATION SHALL:

- Probation shall attend regular meetings of the Juvenile Justice Crime Prevention Act (JJCPA) partners intended to enhance interagency collaboration and quality of care.

- Probation shall identify eligible youth for referral to CSS. Referral forms will be agreed upon by both agencies.

- Probation shall continue to provide services already in place such as background clearance oversight of CSS contracted community-based providers, as required.

- Probation shall collaborate with CSS and other agencies providing services in the employment and vocation training plan, and will address needs that surface during the juvenile's screening, evaluation and assessment.

- Probation shall coordinate and collaborate with CSS and/or its contracted and/or subcontracted agency in the provision of services to reduce fragmentation and duplication.

- Probation shall provide CSS with access to applicable information necessary to provide services to youth identified by Probation.

- Probation shall affect an intra-fund transfer to CSS for the purpose of expanding employment opportunities through employment and vocational training stipend through JJCPA funds for eligible Probation youth.

CSS SHALL:

- CSS shall attend regular meetings of the JJCPA partners intended to enhance interagency collaboration and quality of care;

- CSS shall work collaboratively with Probation, Workforce Development Boards and other County departments, CSS contracted and/or subcontracted agencies, and other workforce

partners to 1.) provide: subsidized employment opportunities, 2.) connect youth to vocational training opportunities and, 3.) to establish a case management plan that will result in the provision of subsidized employment of up to 250 hours on average per youth and vocational training programs to youth served by the Probation Department.

- CSS shall distribute funding to provide services in all five supervisorial districts based on levels of need throughout Los Angeles County as agreed upon by both CSS and Probation. Once placed in a subsidized job and/or in a vocational training program through a CSS authorized Contractor/Service Provider, the funds made available through this MOU will be used to directly pay the participants' subsidized employment wage and related benefits, enrollment vocational education and/or training, and tuition costs, books, supportive services, tattoo removal, the Personal Enrichment Training, and related educational fees and materials as approved by Probation.

- CSS shall ensure that confidentiality of all records is and information relating to juvenile participants under this MOU are adhered to by CSS and CSS contracted and/or subcontracted agencies.

V. CONFIDENTIALITY

Probation and CSS shall maintain the confidentiality of all records and information relating to juvenile participants under this MOU. This shall be in accordance with Welfare & Institutions Code (WIC) provisions, as well as, all other applicable State and County laws, ordinances, regulations, and directives relating to confidentiality. Probation and CSS shall inform all its managers, supervisors, employees, and contractor providers providing services hereunder, of the confidentiality provision of this MOU in writing.

In no case shall records or information pertaining to participants be disclosed to any person except designated County/contractor employees without the written permission of a Probation Director, or authorized representative.

VI. FISCAL PROVISIONS

Probation shall make payments to CSS for services rendered pursuant to this MOU. Such payments shall be made from the JJCPA funding.

Payment terms are as follows:

- Departmental Service Orders (DSOs) shall be prepared in accordance with Chief Executive Office budget instructions.

- CSS shall submit Departmental Invoices monthly that comply with Auditor-Controller guidelines. Expenditures must correspond to the CPA 2000 plan budget approved by the State. Changes to the budget require signed written approval of both parties.

- The monthly invoices shall include the expenditures, less other State and Federal revenue, for the enhanced employment and vocational training services funded by the JJCPA funds:

    1. Salaries and Employee Benefits
    2. Operating Costs
    3. Administrative Overhead
    4. Tattoo removal
    5. Supportive services- (i.e., transportation, clothing and tools for work)
    6. Personal Enrichment Training

- Departmental Invoices with supporting documentation should be submitted by the 25th of the following service month to:

    Grace Reyes, Chief Financial Officer
    Probation Department
    9150 East Imperial Highway, Room P-73
    Downey, CA 90242
    Phone: (562) 940-2680
    E-mail: **Grace. Reyes@probation.lacounty.gov**
    Fax: (562) 940-2614

- Unspent JJCPA funding for CSS is subject to carryover from one FY to the next for a period not to exceed three (3) total years from the execution date.

- If an audit of the program covered in this MOU identifies and disallows ineligible costs, CSS will reimburse Probation for the amount of the over-payment to the extent that program eligibility requirements have been communicated to CSS.

VII. EMPLOYEE CRIMINAL RECORDS AND NOTICES

As a condition of participation, CSS shall include the following language in any and all contracts with third parties, referred to as Contractor/Servicer

Provider below and shall facilitate any Probation activities with regard to Contractor/Service Provider referred to hereunder:

"Contractor/Service Provider" shall be responsible for ongoing implementation and monitoring of subsections 1. through 7. listed below. On at least a quarterly basis, Contractor/Service Provider shall report, in writing, monitoring results to CSS and Probation, indicating compliance of problem areas. Elements of monitoring report shall receive prior written approval from CSS and Probation.

1. No personnel employed by the Contractor/Service Provider for this program having access to Probation and/or CSS information or records shall have a criminal conviction record or pending criminal trial unless such information has been fully disclosed and employment of the employee for this program is approved, in writing by Probation and CSS.

2. CSS reserves the right to preclude the Contractor/Service Provider from employment, or continued employment of any individual or any individual designated by Probation for this contract service.

3. In general, no personnel employed by the Contractor/Service Provider for this project shall be on active probation or parole currently or within the last three (3) years. The only exception pertains to youth that receive subsidized employment through this program and appear to be employees of the CSS contractor and/or subcontractor for the provisions of this contract.

4. Contractor/Service Provider and employees of the Contractor/Service Provider shall be under a continuing obligation to disclose any prior or subsequent criminal conviction record or any pending criminal trial to Probation and CSS.

5. CSS reserves the right to have Probation conduct a background investigation of Contractor/Service Provider's prospective employees prior to employment and further reserves the right to have Probation conduct a background investigation of Contractor/Service Provider's employees at any time during employment, and to bar such employees from working on the contract under circumstances in which information is discovered regarding a criminal conviction or pending criminal trial.

6. The Contractor/Service Provider shall submit the names of employees to the CSS Contract Manager within five (5)

business days of the date of hire. Probation will schedule appointments to conduct background investigation/record checks based on fingerprints of Contractor/Service Provider's employees, and further reserves the right to have Probation conduct a background investigation of Contractor/Service Provider employees at any time.

7. Because Probation is charged by the State for checking the criminal records of Contractor/Service Provider's employees, CSS, through Probation, will bill Contractor/Service Provider to recover expense. The current amount is $32.00 per record check which is subject to change by the State."

IN WITNESS HEREOF, the parties hereto have executed this MOU as of this 22nd day of December, 2016.

LOS ANGELES COUNTY
COMMUNITY AND SENIOR SERVICES

CYNTHIA D. BANKS
Director

DATE

LOS ANGELES COUNTY
PROBATION DEPARTMENT

CALVIN C. REMINGTON
Interim Chief Probation Officer

12-22-16
DATE

AGN. NO.

MOTION BY SUPERVISORS HILDA L. SOLIS AND MARK RIDLEY-THOMAS **DECEMBER 1, 2015**

IMPLEMENTING PROP 47 AND ADAPTING TO THE NEW LEGAL LANDSCAPE

Last year, California voters approved Proposition 47: The Safe Neighborhoods and Schools Act ("Prop 47"), which reduced certain non-violent, non-serious drug and property crimes from felonies to misdemeanors. By reducing the number of people serving prison sentences for low-level, nonviolent offenses, Prop 47 has helped to reduce California's prison overcrowding one year ahead of a federal court deadline. Anticipating that the law would result in savings, the law directed that such savings flow to local jurisdictions to be spent on (1) mental health and substance use treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services. The law applied retroactively as well as prospectively, thereby allowing currently or formerly incarcerated people to apply to change their criminal record.

Though premised in part on the proposition that treating addiction would increase public safety more than long prison sentences, the law did not provide immediate funding for such treatment. Though some state savings will eventually flow to the local level in the form of grants for which local jurisdictions can apply, the law's failure to provide immediate treatment funding was a significant shortcoming.

This must not distract us from our responsibility for ensuring that the will of the people is carried out. Prop 47 is the law of the land. California voters have validated a shift in public opinion away from "tough on crime" policies reliant on long prison sentences as the

-MORE-

	MOTION
SOLIS	_____
RIDLEY-THOMAS	_____
KUEHL	_____
KNABE	_____
ANTONOVICH	_____

primary crime-fighting tool and towards a restorative approach prioritizing prevention and treatment that address crime's root causes. The salient question today is not whether Prop 47 "caused" more crime, but rather what changes our public safety leaders must make in order to protect safety and advance justice in this new context.

Los Angeles County should further this work by galvanizing a massive and focused effort by both public and private institutions to connect these formerly incarcerated men and women with jobs and services that will help them rejoin productive society. This will not be easy. The criminal justice ecosystem is complex and involves many institutions that too often operate independently and without unity of purpose. Adjusting to the new legal landscape will require unprecedented collaboration between law enforcement agencies, prosecutors, the defense bar, trial judges, corrections professionals, and service providers. In fact, the collaborative circle must be wider still, encompassing private sector efforts to supply jobs, philanthropic efforts to mobilize resources, and nonprofit efforts to implement successful treatment and service programs.

The first task for this collaborative is to ensure that all who are eligible for a sentence reduction apply for one. Under California law, most people convicted of felonies face restricted access to jobs, housing, and government programs—even after they have served their sentence. This includes people convicted of low-level felonies, including drug possession, shoplifting, and writing bad checks.

The Public Defender and Alternate Public Defender estimate that there are at least 690,000 Los Angeles County residents eligible for resentencing under Prop 47. Prop 47, however, did not allow for automatic resentencing. Any eligible person who wants their sentence reduced under Prop 47 must petition the court. Many of these people may not be able to afford a lawyer or navigate the legal system without one. Even more worrisome, outreach and education concerning Prop 47 has been insufficient. A recent survey commissioned by the California Endowment found that only 29% of Los Angeles residents were aware of Prop 47. These challenges must be overcome within the 3 year deadline the law set for retroactive applications. Reaching this population will require creative outreach, coordination, and funding support—in a very short timeframe.

Facilitating these applications, moreover, presents a tremendous opportunity to expand access for these men and women to the services they need to fully reintegrate. Establishing a system for identifying eligible applicants and providing them access to jobs and training, linking them to mental health treatment, substance abuse treatment, health services, supportive housing, and other wraparound supports services will require exactly the kind of public-private cooperation contemplated above.

California is on the cutting edge of a national shift away from mass incarceration and towards smarter criminal justice policies. Los Angeles should lead California's criminal justice transformation from a system focused primarily on punishment to a more effective system focused on prevention, rehabilitation, and restoration. This is a significant moment and challenge for our region, and we must succeed.

WE, THEREFORE MOVE that the County of Los Angeles Board of Supervisors:

1. Direct the Public Defender and the Chief Executive Officer (CEO) to jointly convene a Prop 47 County Taskforce comprising the Interim Director of the Office of Diversion and Reentry and senior management representatives from the Alternate Public Defender, the District Attorney, the Superior Court, the Los Angeles County Bar Association Indigent Criminal Defense Program, Post-Conviction Assistance Center, the Information Systems Advisory Body (ISAB), the Countywide Criminal Justice Coordinating Committee, the Probation Department, Department of Public Social Services, the Department of Children and Family Services, and any other departments they deem necessary, and to prepare a report to the Board in 90 days that:

    a. Identifies the number of Los Angeles County residents eligible for Proposition 47, the number who have applied for reclassification to date, and the number of those applications that have been processed; and

b. Formulates a County-wide plan for identifying all remaining eligible residents and facilitating the application and processing of their resentencing petitions prior to the statutory deadline. This plan should consider means by which departments that regularly interface with the public and community-based organizations can identify eligible candidates and link them to culturally and linguistically competent resources they need to complete the reclassification process. The plan should also consider partnerships with local law schools and/or pro bono private attorneys. The report should also include the estimated costs for outreach services and for facilitating and processing their applications; and

c. Develops a data collection and analysis methodology so that the Taskforce can make informed recommendations based upon reliable data.

d. Explores the feasibility of legislation that would extend or eliminate the sunset date for processing Prop 47 sentence reduction applications and recommend whether the County should support legislation.

2. Direct the Chief Executive Officer, in collaboration with the Interim Director of the Office of Diversion and Reentry who will serve as the liaison between the two groups, to convene a Prop 47 Jobs & Services Taskforce that comprises, should the County's invitation be accepted, the President & CEO of the Los Angeles Area Chamber of Commerce, the Executive Secretary-Treasurer of the Los Angeles County Federation of Labor, President and CEO of The California Endowment, the President of Los Angeles Trade-Tech College, the Executive Director of Californians for Safety and Justice, the Archbishop of Los Angeles, as well as the Directors of the Department of Human Resources, the Department of Community and Senior Services, the Department of Mental Health, and the Department of Public Health; and a minimum of two (2) community members formerly impacted by incarceration, substance abuse, mental health issues, chronic unemployment and/or

homelessness to prepare a report to the Board in 90 days that:

a. Formulates a plan for launching multiple public-private partnerships (PPPs) with philanthropy, the private sector, unions, educational institutions, faith-based organizations (FBOs), and community-based nonprofit organizations (CBOs) that are targeted towards enabling residents who have reduced their felony record through Prop 47 to access workforce development and vocational training, employment opportunities, apprenticeships, and educational programs. The members of the taskforce should convene and chair sub-groups comprising other organizations in the same field, i.e. philanthropy, private sector, unions, educators and workforce developers, FBOs, CBOs, and formerly impacted community members.

b. Formulates a Countywide plan for capitalizing on the outreach to and contact with Prop 47 eligible residents to simultaneously link them with wraparound services such as family reunification counseling, permanent housing, healthcare, mental health treatment, and substance abuse treatment that will promote their successful reintegration into productive membership in society.

3. Instruct the Director of the Office of Diversion and Reentry, in collaboration with the Manager of the City of Los Angeles Mayor's Office of Reentry, to:

a. Convene appropriate stakeholders, including significant representation by community-based organizations and people previously incarcerated under Prop 47 offenses, to recommend a process and schedule for collaborating with regional stakeholders to prepare an application for the forthcoming state grant funds, with a strong focus on promoting evidence-based interventions.

b. Facilitate a community engagement process that includes a minimum of three

(3) town hall meetings to solicit input from County residents and stakeholders adversely impacted by poverty and crime as defined by the United States Census Bureau Data on Poverty Thresholds; rates of unemployment and homelessness; concentrated populations of probationers, parolees, and juvenile offenders; and high rates of violent and non-violent crimes.

c. Report back to the Board in 180 days with a set of recommendations and priorities for applying for State funding to support the County's investment in (1) community-based mental health and substance abuse treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services.

4. Request that the Auditor-Controller report back to the Board in writing in 90 days with an analysis of existing, and newly required, accountability measures that capture any past and potential future cost savings (or increases) and/or service improvements (or declines) attributable to Prop 47, which could include, but should not be limited to, decreased jail system costs due to reduced overcrowding (if potential savings have been reinvested in increasing the percentage time served for certain inmates, this reinvestment and its results should be made explicit), a reduction in County Probation caseloads, reduced supervision requirements for misdemeanants in comparison to felonies, and a reduction of panel attorney costs and reduced staff time (e.g. for the public defender, alternate public defender, etc.) as a result of decreased caseloads. The Auditor-Controller is encouraged to examine best practices used by other counties to quantify such savings. In addition, the report back should propose a methodology for considering how to reallocate future cost savings (or increases) in order to ensure that the Public Defender and Alternate Public Defender have sufficient resources to expeditiously process applications for sentence reductions before the three-year deadline. The report should include a full statement of the methodologies employed to assess cost

savings and open access to the underlying data used. The Auditor-Controller is requested to seek input from interested research organizations and consider their comments in finalizing the report.

# # # #

HLS:bp

MRT:djj

AGN. NO.

MOTION BY SUPERVISORS HILDA L. SOLIS AND MARK RIDLEY-THOMAS **DECEMBER 1, 2015**

IMPLEMENTING PROP 47 AND ADAPTING TO THE NEW LEGAL LANDSCAPE

Last year, California voters approved Proposition 47: The Safe Neighborhoods and Schools Act ("Prop 47"), which reduced certain non-violent, non-serious drug and property crimes from felonies to misdemeanors. By reducing the number of people serving prison sentences for low-level, nonviolent offenses, Prop 47 has helped to reduce California's prison overcrowding one year ahead of a federal court deadline. Anticipating that the law would result in savings, the law directed that such savings flow to local jurisdictions to be spent on (1) mental health and substance use treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services. The law applied retroactively as well as prospectively, thereby allowing currently or formerly incarcerated people to apply to change their criminal record.

Though premised in part on the proposition that treating addiction would increase public safety more than long prison sentences, the law did not provide immediate funding for such treatment. Though some state savings will eventually flow to the local level in the form of grants for which local jurisdictions can apply, the law's failure to provide immediate treatment funding was a significant shortcoming.

This must not distract us from our responsibility for ensuring that the will of the people is carried out. Prop 47 is the law of the land. California voters have validated a shift in public opinion away from "tough on crime" policies reliant on long prison sentences as the

-MORE-

	MOTION
SOLIS	_____
RIDLEY-THOMAS	_____
KUEHL	_____
KNABE	_____
ANTONOVICH	_____

primary crime-fighting tool and towards a restorative approach prioritizing prevention and treatment that address crime's root causes. The salient question today is not whether Prop 47 "caused" more crime, but rather what changes our public safety leaders must make in order to protect safety and advance justice in this new context.

Los Angeles County should further this work by galvanizing a massive and focused effort by both public and private institutions to connect these formerly incarcerated men and women with jobs and services that will help them rejoin productive society. This will not be easy. The criminal justice ecosystem is complex and involves many institutions that too often operate independently and without unity of purpose. Adjusting to the new legal landscape will require unprecedented collaboration between law enforcement agencies, prosecutors, the defense bar, trial judges, corrections professionals, and service providers. In fact, the collaborative circle must be wider still, encompassing private sector efforts to supply jobs, philanthropic efforts to mobilize resources, and nonprofit efforts to implement successful treatment and service programs.

The first task for this collaborative is to ensure that all who are eligible for a sentence reduction apply for one. Under California law, most people convicted of felonies face restricted access to jobs, housing, and government programs—even after they have served their sentence. This includes people convicted of low-level felonies, including drug possession, shoplifting, and writing bad checks.

The Public Defender and Alternate Public Defender estimate that there are at least 690,000 Los Angeles County residents eligible for resentencing under Prop 47. Prop 47, however, did not allow for automatic resentencing. Any eligible person who wants their sentence reduced under Prop 47 must petition the court. Many of these people may not be able to afford a lawyer or navigate the legal system without one. Even more worrisome, outreach and education concerning Prop 47 has been insufficient. A recent survey commissioned by the California Endowment found that only 29% of Los Angeles residents were aware of Prop 47. These challenges must be overcome within the 3 year deadline the law set for retroactive applications. Reaching this population will require creative outreach, coordination, and funding support—in a very short timeframe.

Facilitating these applications, moreover, presents a tremendous opportunity to expand access for these men and women to the services they need to fully reintegrate. Establishing a system for identifying eligible applicants and providing them access to jobs and training, linking them to mental health treatment, substance abuse treatment, health services, supportive housing, and other wraparound supports services will require exactly the kind of public-private cooperation contemplated above.

California is on the cutting edge of a national shift away from mass incarceration and towards smarter criminal justice policies. Los Angeles should lead California's criminal justice transformation from a system focused primarily on punishment to a more effective system focused on prevention, rehabilitation, and restoration. This is a significant moment and challenge for our region, and we must succeed.

WE, THEREFORE MOVE that the County of Los Angeles Board of Supervisors:

1. Direct the Public Defender and the Chief Executive Officer (CEO) to jointly convene a Prop 47 County Taskforce comprising the Interim Director of the Office of Diversion and Reentry and senior management representatives from the Alternate Public Defender, the District Attorney, the Superior Court, the Los Angeles County Bar Association Indigent Criminal Defense Program, Post-Conviction Assistance Center, the Information Systems Advisory Body (ISAB), the Countywide Criminal Justice Coordinating Committee, the Probation Department, Department of Public Social Services, the Department of Children and Family Services, and any other departments they deem necessary, and to prepare a report to the Board in 90 days that:

    a. Identifies the number of Los Angeles County residents eligible for Proposition 47, the number who have applied for reclassification to date, and the number of those applications that have been processed; and

b. Formulates a County-wide plan for identifying all remaining eligible residents and facilitating the application and processing of their resentencing petitions prior to the statutory deadline. This plan should consider means by which departments that regularly interface with the public and community-based organizations can identify eligible candidates and link them to culturally and linguistically competent resources they need to complete the reclassification process. The plan should also consider partnerships with local law schools and/or pro bono private attorneys. The report should also include the estimated costs for outreach services and for facilitating and processing their applications; and

c. Develops a data collection and analysis methodology so that the Taskforce can make informed recommendations based upon reliable data.

d. Explores the feasibility of legislation that would extend or eliminate the sunset date for processing Prop 47 sentence reduction applications and recommend whether the County should support legislation.

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homelessness to prepare a report to the Board in 90 days that:

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b. Formulates a Countywide plan for capitalizing on the outreach to and contact with Prop 47 eligible residents to simultaneously link them with wraparound services such as family reunification counseling, permanent housing, healthcare, mental health treatment, and substance abuse treatment that will promote their successful reintegration into productive membership in society.

3. Instruct the Director of the Office of Diversion and Reentry, in collaboration with the Manager of the City of Los Angeles Mayor's Office of Reentry, to:

a. Convene appropriate stakeholders, including significant representation by community-based organizations and people previously incarcerated under Prop 47 offenses, to recommend a process and schedule for collaborating with regional stakeholders to prepare an application for the forthcoming state grant funds, with a strong focus on promoting evidence-based interventions.

b. Facilitate a community engagement process that includes a minimum of three

(3) town hall meetings to solicit input from County residents and stakeholders adversely impacted by poverty and crime as defined by the United States Census Bureau Data on Poverty Thresholds; rates of unemployment and homelessness; concentrated populations of probationers, parolees, and juvenile offenders; and high rates of violent and non-violent crimes.

c. Report back to the Board in 180 days with a set of recommendations and priorities for applying for State funding to support the County's investment in (1) community-based mental health and substance abuse treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services.

4. Request that the Auditor-Controller report back to the Board in writing in 90 days with an analysis of existing, and newly required, accountability measures that capture any past and potential future cost savings (or increases) and/or service improvements (or declines) attributable to Prop 47, which could include, but should not be limited to, decreased jail system costs due to reduced overcrowding (if potential savings have been reinvested in increasing the percentage time served for certain inmates, this reinvestment and its results should be made explicit), a reduction in County Probation caseloads, reduced supervision requirements for misdemeanants in comparison to felonies, and a reduction of panel attorney costs and reduced staff time (e.g. for the public defender, alternate public defender, etc.) as a result of decreased caseloads. The Auditor-Controller is encouraged to examine best practices used by other counties to quantify such savings. In addition, the report back should propose a methodology for considering how to reallocate future cost savings (or increases) in order to ensure that the Public Defender and Alternate Public Defender have sufficient resources to expeditiously process applications for sentence reductions before the three-year deadline. The report should include a full statement of the methodologies employed to assess cost

savings and open access to the underlying data used. The Auditor-Controller is requested to seek input from interested research organizations and consider their comments in finalizing the report.

# # # #

HLS:bp

MRT:djj

County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES
12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746
Tel (562) 908-8400 • Fax (562) 695-4801

SHERYL L. SPILLER
Director

ANTONIA JIMÉNEZ
Acting Chief Deputy

Board of Supervisors
HILDA L. SOLIS
First District
MARK RIDLEY-THOMAS
Second District
SHEILA KUEHL
Third District
JANICE HAHN
Fourth District
KATHRYN BARGER
Fifth District

January 25, 2017

Josephine Marquez, Assistant Director
Department of Workforce Development,
Aging and Community Services
3175 W. Sixth St.
Los Angeles, CA 90020

Dear Ms. Marquez:

This is to provide you with the Memorandum of Understanding, Amendment Number One, between the County of Los Angeles Department of Public Social Services and the Department of Workforce Development, Aging and Community Services (WDACS) for sharing of Confidential Data for Youth Employment Programs and the Workforce Innovation and Opportunity Act (WIOA).

Amendment Number One will expand the current data sharing agreement to include CalWORKs adults and CalWORKs eligible youth ages 14 through 19. This will enable WDACS to conduct a countywide match of adults receiving CalWORKs and enrolled in WIOA and to provide performance outcomes data for all co-enrolled participants.

We are requesting WDACS Director signature. Please have one original signature (Page 4) signed in blue ink and return to my attention by January 30, 2017.

Should you have questions or need more information, please let me know, or contact Debora Mills at (562) 908-8370.

Sincerely,

Luther Evans, Chief
CalWORKs and GAIN Program Division

LE:DM
DC:st

Enclosure

MEMORANDUM OF UNDERSTANDING
BETWEEN

LOS ANGELES COUNTY DEPARTMENT OF
PUBLIC SOCIAL SERVICES

AND

LOS ANGELES COUNTY DEPARTMENT OF
WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES

FOR

SHARING OF CONFIDENTIAL DATA
YOUTH EMPLOYMENT PROGRAM(S) AND WORKFORCE INNOVATION AND
OPPORTUNITY ACT

AMENDMENT NUMBER I

Prepared by:

Department of Public Social Services
GAIN Program Division, Section III
12860 Crossroads Parkway South
City of Industry, CA 91746
(562) 908-8370

AMENDMENT NUMBER ONE

MEMORANDUM OF UNDERSTANDING
BETWEEN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES
AND LOS ANGELES COUNTY DEPARTMENT OF WORKFORCE DEVELOPMENT,
AGING AND COMMUNITY SERVICES
FOR
SHARING OF CONFIDENTIAL DATA
YOUTH EMPLOYMENT PROGRAM(S) AND WORKFORCE INNOVATION AND
OPPORTUNITY ACT

Reference is being made to the document entitled "*Memorandum of Understanding (MOU) between Los Angeles County Department of Public Social Services and Los Angeles County Department of Workforce Development, Aging and Community Services for Sharing of Confidential Data Youth Employment Program(s) dated June 4, 2012.*

WHEREAS, MOU provides that further changes to its terms may be made in the form of a written amendment which is formally approved and executed by the parties;

THEREFORE, THE PARTIES HERETO AGREE AS FOLLOWS:

1. This Amendment shall commence and be effective upon execution.

2. **SECTION I, PURPOSE** is revised to read:

This Memorandum of Understanding (MOU) is entered into between the Department of Public Social Services (DPSS) and the Department of Workforce Development, Aging and Community Services (WDACS) specifically for sharing data elements pertaining to CalWORKs youth for Youth Employment Programs (YEPs) and CalWORKs adults co-enrolled for Workforce Innovation and Opportunity Act (WIOA) employment and training services.

The purpose of this MOU is to forge an agreement between DPSS and WDACS to enable sharing of confidential data of CalWORKs eligible youth ages 14 through 19 and all Cal-Learn participants, and CalWORKs adults. This will fulfill the Board of Supervisors' goal to integrate services and have departmental collaboration while ensuring services to these populations are rendered in accordance with the demands of the funding source. Once data is matched the two departments can better assess and improve the service delivery process as these populations flow into the workforce system.

Data received from DPSS will be used to provide WDACS and its contractors with eligible youth names for outreach and determining eligibility for the various YEPs. The data may be used to identify youth receiving CalWORKs aid. In addition, the

data will also be used to identify adults receiving CalWORKs and enrolled in WIOA. This will allow for the matching of youth data for YEPs and adults enrolled in WIOA.

3. **SECTION III, ROLES AND RESPONSIBILITIES,**

DPSS shall:

Subsection A is revised to read:

Provide WDACS a list and/or database of CalWORKs eligible youth ages 14 through 19 and all Cal-Learn youth for outreach to YEPs and all CalWORKs adults. Data file will be provided by DPSS, Eligibility Systems Division on a weekly basis. Specifics to be requested will include common data fields such as a person's full name, date of birth, age, gender, e-mail address, mailing address, physical address, phone number, last four digits of the person's social security number, case name/number, program/aid type, DPSS district office, and DPSS Eligibility Worker File number.

WDACS shall:

Subsection A is revised to read:

Use DPSS CalWORKs data solely for the following purposes:

I. Outreach and to determine eligibility for the various YEPs, as indicated in this MOU.

II. Conduct a countywide data match identifying CalWORKs participants who are also enrolled in WIOA broken out by Workforce Development Board.

III. Provide DPSS with performance outcomes data for participants who are co-enrolled in CalWORKs and WIOA. Performance measures to be tracked and provided by WDACS are as follows:

   a. WIOA Enrollments;
   b. Unsubsidized Employment Placements;
   c. Education/Vocational Training Placements;
   d. Median Earnings for Unsubsidized Employment Placements; and
   e. Six Month Job Retention Rate.

IV. From countywide data match, provide performance measures outcome sub-report for homeless population only.

V. Data provided for both countywide and homeless files will include both aggregate and detail information. Some of the specifics to be included in detail file will be person's full name, case number, date of birth, age, gender,

homeless indicator, name of employer, name of school/training provider and name of WIOA-enrolled Workforce Development Board.

VI. WDACS will provide DPSS data for all CalWORKs participants co-enrolled in WIOA on the following measures:

a. Percentage of participants in unsubsidized employment during the second quarter after exiting WIOA Program;
b. Percentage of participants in unsubsidized employment during the fourth quarter after exiting WIOA Program;
c. Median earnings of participants who are in unsubsidized employment during the second quarter after exiting WIOA Program;
d. Percentage of participants enrolled in an education or training program who attained a recognized postsecondary credential or a secondary school diploma during participation or within one year of exiting WIOA Program; and
e. Percentage of participants in education or training program that leads to a recognized postsecondary credential or employment.

Subsection C is revised to read:

Debora Mills, Director
Department of Public Social Services
CalWORKs and GAIN Division
12860 Crossroads Parkway South
City of Industry, CA 91746
(562) 908-8370

Email: deboramills@dpss.lacounty.gov

Attachment B, SAFEGUARDS REGARDING THE USE AND DISCLOSURE OF DATA

Subsection 1. General is revised to read:

All confidential data made available to WDACS by DPSS shall be protected by WDACS and its Contractors from unauthorized use and disclosure. Confidential information includes a person's full name, date of birth, age, mailing address, phone number, last four digits of the person's social security number, case name/number, program/aid type, DPSS district office, and DPSS Eligibility Worker File number. Pursuant to California Welfare and Institutions Code Section 10850, confidential information includes the name(s) of applicants or recipients of social services. WDACS will comply with all provisions of the MOU between WDACS and DPSS and ensure that all authorized contractors will comply with these requirements. The data provided under the MOU will be subject to safeguards and those specified in the MOU between WDACS and DPSS.

This Amendment Number One is made and entered into this _____day of_____, 2016.

County of Los Angeles
Department of Workforce Development,
Aging and Community Services

_____

Cynthia D. Banks, Director
Department of Workforce Development,
Aging and Community Services
County of Los Angeles

_____
Date

County of Los Angeles
Department of Public Social Services

Sheryl L. Spiller AJ

Sheryl L. Spiller, Director
Department of Public Social Services
County of Los Angeles

12.28.16
Date

CSS COURIER SERVICES REQUEST

Requested by (print) JOSIE MARQUEZ Date 2/2/2017

Time: 10:00 AM Requestor Telephone Number: 213 738-3175

TYPE OF SERVICE

Type: Delivery

What: ENVELOPE

Where Site Name: DPSS

Addressee Name: Luther EVANS Room:

Address: 12400 Crossroads Parkway S

City: City of Industry, CA

When: ~~Monday~~ Thursday Date: 2/2/17

Requestor Signature: [illegible]

Special Instructions: ATTENTION DEBORA MILLS

Addressee Signature: _____

Date: 2/2/17 Time: 12:58

Agent Signature: Nadia Vela Title: Receptionist

This Space is for ISS use Only

Completed by: _____ Batch Number: _____

Date: _____ Time: _____

Courier 1) Return original form to Requestor

2) Retain copy for ISS courier files

MOU Delivery Confirmation

CITY OF LOS ANGELES

CALIFORNIA

JAN PERRY
GENERAL MANAGER

ECONOMIC AND WORKFORC
DEVELOPMENT DEPARTMEI

1200 W. 7TH STREET
LOS ANGELES, CA 90017

ERIC GARCETTI
MAYOR

February 6, 2017

Jaime L. Gutierrez, Chief
Central Office Workforce Services Division
Employment Development Department
P.O. Box 826880,
Sacramento, CA 94280-0001

RE: AUTHORIZATION TO SHARE DATA

Dear Mr. Gutierrez:

The intent of this letter is to inform the Employment Development Department that the City of Los Angeles' Economic & Workforce Development Department (EWDD) hereby authorizes access to its CalJOBS^{SM} data downloads to Los Angeles County's Workforce Development, Aging & Community Services (WDACS) Department. The authorization further allows WDACS MIS Admin Staff the right of use to EWDD's LWDA's CalJOBS^{SM} reports.

The objective of this decision is to provide both Workforce Development Areas with the benefit of the most complete, reliable and operationally relevant information regarding the administration of workforce programs. Access to our data will further establish the collaborative relationship between EWDD and WDACS. This will allow us to better serve our mandated partners, including the Department of Public Social Services (DPSS), as well as increase economic self-sufficiency and improve the well-being of parents and children in CalWORKS families. The City and County is also sharing data for disconnected youth under the federal Performance Partnership Pilot. It will also encourage effective partnerships and networks required for regionalism and economic development to ensure the success of workforce programs.

Note that both parties shall maintain the confidentiality of all records obtained in accordance with Federal, State, or local laws, ordinances, regulations and directives relating to confidentiality.

Please feel free to contact us should you have any questions or comments.

Sincerely,

ROBERT SAINZ
Assistant General Manager

c: Otto Solorzano

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

ATTACHMENT V

P. Local Area Grant Recipient Listing

STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
[WIOA Section 107(d)(12)(B)(i)]

LA County Workforce Development Board
(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Sub-recipient if applicable)	Workforce Development, Aging and Community Services	Cynthia D. Banks, Director of WDACS	3175 West 6th Street, Los Angeles, CA, 90020	Tel: (213) 637-0798 Fax: (855) 396-8456
Fiscal Agent	Workforce Development, Aging and Community Services	An Duong, Fiscal Officer	3175 West 6th Street, Los Angeles, CA, 90020	Tel: (213) 738-2644 Fax: (855) 396-8456
Local Area Administrator	Workforce Development, Aging and Community Services	Josephine Marquez, Assistant Director	3175 West 6th Street, Los Angeles, CA, 90020	Tel: (213) 738-3175 Fax: (855) 396-8456
Local Area Administrator Alternate	Workforce Development, Aging and Community Services	Martha Molina-Aviles, Program Manager	3175 West 6th Street, Los Angeles, CA 90020	Tel: (626) 393-2823 Fax: (855) 396-8456

Signature: _____ _____
Chief Elected Official: Chair – L.A. County Board of Supervisors Date

If a Local Grant Sub-recipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Sub-recipient. The agreement should delineate roles and responsibilities of each, including signature authority

ATTACHMENT VI

Q. Local Board Bylaws

LA County WDB's Bylaws can be found here:

- L.A. County Workforce Development Board Bylaws

BYLAWS

OF

THE

LOS ANGELES COUNTY

WORKFORCE DEVELOPMENT BOARD

ADOPTED: October 28, 2015

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BYLAWS
OF
THE LOS ANGELES COUNTY
WORKFORCE DEVELOPMENT BOARD

ARTICLE I - NAME

The name of this organization is the Los Angeles County Workforce Development Board ("WDB"). The principal office of the WDB is located at the Department of Community and Senior Services (CSS), 3175 W. 6th Street, Los Angeles, CA 90020.

ARTICLE II - DEFINITIONS

1. **Board of Supervisors**
   The Los Angeles County Board of Supervisors are the Chief Local Elected Official ("CLEO") of the Los Angeles County Workforce Development Area.
2. **WDB Executive Director**
   The WDB Executive Director is an employee of the County of Los Angeles who assists in carrying out the functions of the WDB.
3. **Community and Senior Services ("CSS")**
   This is the County department that acts as the fiscal agent for the Los Angeles County Workforce Development Area.
4. **Local Workforce Development Area**
   The term local area refers to the 58 cities and all unincorporated areas that the L.A. County WDB is funded to serve.

ARTICLE III - RESPONSIBILITIES

As set forth in the Workforce Innovation and Opportunity Act of 2014 and subsequent actions by the L.A. County Board of Supervisors, the responsibilities of the WDB are:

1. Develop and submit a local plan to the Governor that supports the strategy described in the State's plan for workforce development;
2. Carry out workforce research and regional labor market analyses to assist in the development and implementation of the local plan;
3. Convene local workforce development system stakeholders to assist in the development of the local plan and identify non-federal expertise and resources to leverage support for workforce development activities;
4. Lead efforts to engage with a diverse range of employers, economic development entities, and service providers in the region to:
    (a) promote business representation on the WDB;
    (b) develop linkages with employers in the region to support utilization of the local workforce development system and support investment activities;
    (c) ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration; and
    (d) develop and implement proven or promising strategies that meet the employment and skill needs of workers and employers, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations;
5. Lead efforts to implement career pathways development within the local area with representatives of secondary and postsecondary education, by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;
6. Lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility to the one-stop delivery system, in accordance

with the applicable provisions of WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and also identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;

7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers;
8. With the Board of Supervisors (herein referred to as "the Board"), conduct program oversight for authorized local youth workforce investment activities, local employment and training activities, and one-stop delivery system activities;
9. Negotiate and reach agreement on local performance accountability measures with the Board and the Governor;
10. With the agreement of the Board, select, and also have the ability to terminate for cause, operators and providers of one-stop, youth, training, and career services, and also work with the State to ensure there are sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;
11. Coordinate activities with education and training providers in the local area;
12. Develop a budget, subject to approval of the Board, for the activities in the local area that is consistent with the local plan and the duties referred to herein; and
13. Annually assess the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with the applicable provisions of WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

ARTICLE IV - MEMBERSHIP

1. **Nomination and Appointment**

   The WDB shall have at least 19, and no more than 25 members, all of whom are appointed by the Board of Supervisors. Two members may be directly nominated by each Supervisor and appointed by the Board of Supervisors. The remaining members shall be appointed in accordance with the membership and nomination requirements of WIOA and any other applicable federal and state law, and County Code.

2. **Term of Service**

   (a) Members appointed pursuant to County Code section 3.76.040(B), shall serve at the pleasure of the Board for a maximum of two consecutive three-year terms, unless otherwise extended by the Board.

   (b) Members appointed pursuant to County Code section 3.76.040(C) shall serve at the pleasure of the Board for terms of one or two years, as set by the Board at the time of appointment. These members shall be limited to a maximum of two consecutive two-year terms, with the exception of representatives of the California Employment Development Department and the California Department of Rehabilitation whose terms shall be determined by their nominating agencies.

3. **Attendance**

   Attendance at all WDB Board and standing and/or ad hoc Committee meetings to which a member has been appointed is expected of all members.

4. **Renewals**

   WDB Members will be notified by the Executive Director at least six months in advance of their term end date. Members who wish to be considered for re-appointment to a second term must continue to meet the eligibility requirements for their appointed category of representation and be nominated in accordance with the requirements of WIOA and any other

applicable federal and state law, and County Code. Any Member not reappointed to the WDB prior to their term end date will cease to be a Member of the WDB effective the day their term ends.

5. **Resignations**

Any Member may resign by giving written notice to the WDB Chair. The resignation shall be effective on the date specified in writing, but a resignation is not complete until the Member has submitted all of the following to the WDB Executive Director:

(a) Completed and signed Leaving Office Form 700 Statement of Economic Interests;

(b) County property assigned to them as a Member of the WDB including Commissioner Identification Cards.

6. **A recommendation to remove a member will be forwarded to the Board of Supervisors when:**

(a) A Member is convicted of a felony.

(b) A Member has engaged in activities or interests detrimental to, or in conflict with the WDB.

(c) A Member misses a third consecutive Board meeting.

(d) A Member ceases to meet the qualifications to be a representative of the category for which they were nominated.

i. When a Member is identified as ceasing to meet the eligibility requirements to represent the group from which he or she was nominated, the WDB Executive Director will notify the WDB Chair in writing. The Chair will initiate a formal eligibility review by notifying the Member within 7 business days to request a written confirmation of eligibility.

ii. Failure to submit the requested documentation within 30 days, or a mutually agreed upon date, will result in a written notice of ineligibility to remain on the WDB and

recommendation to the Board of Supervisors for appropriate action.

7. **Fees and Compensation**

(a) WDB Members shall serve without compensation except for mileage reimbursement for meeting attendance and any authorized travel expenses incurred in connection with their duties, including transportation, meals, and lodging, in accordance with WIOA and all applicable County policies and regulations.

(b) WDB Members may receive mileage and parking reimbursement for approved official business for the use of a privately-owned motor vehicle, to attend WDB meetings and any other approved meetings in their official capacity, to the extent reimbursable under WIOA and all applicable County policies and regulations.

(c) The Director of CSS is authorized to pay for necessary incidental expenses of the WDB including those identified in this section, to the extent such expenses are allowable and reimbursable under WIOA and all applicable County policies and regulations.

ARTICLE V - OFFICERS

1. **Designation, Election, and Vacancies of Officers**

(a) **Officers:** There shall be three Officer positions: Chair, Vice-Chair, and Secretary/Treasurer.

(b) **Elections:**

i. **Initial Elections:** The election of each officer position shall occur at the first meeting of the WDB. Candidates for each of the Officer positions may be nominated by a WDB Member, or self-nominate. All nominations must be seconded by a WDB Member. Each candidate will be allowed to present their qualifications and interests.

Following questions to any candidates, a public vote with a showing of raised hands by all WDB members in attendance will be held for each position separately, and in accordance with the Brown Act. The election will be administered by the WDB staff.

ii. **Subsequent Elections:** Elections of all WDB officers shall take place at the regular WDB meeting in the spring of each even-numbered year. WDB Members shall submit nominations to the WDB Chair or WDB Executive Director, for each of the officer positions authorized under the Bylaws, during a publically announced period that is not less than two weeks. The ballot shall be prepared by the WDB Executive Director, stating the names of the persons so nominated, which shall be placed on the agenda of the WDB's spring quarterly meeting, for consideration and voting in accordance with the Brown Act and all relevant legal requirements.

iii. Only Business Representatives are eligible to serve as WDB Chair and Vice-Chair.

iv. The WDB must inform the Board of Supervisors of the election of officers within ten (10) business days of the election.

2. **Terms of Office**

Each officer shall serve for a term and period stipulated in the Bylaws beginning July 1 and ending June 30 except for the initial election when the term of office begins upon election and continues until June 30, 2016. Each officer shall serve no more than two (2) consecutive terms in any one position.

3. **The Powers and Duties of Officers – WDB Chair**

The WDB Chair:

(a) Shall preside at all meetings of the WDB, and except in the absence of a quorum, shall proceed with the business of the WDB in the manner prescribed by the Bylaws.

(b) Subject to the approval of the WDB, shall appoint Members of the WDB to standing and ad hoc committees, including designating Members as chairs of such standing and ad hoc committees. Appointments made between meetings shall be confirmed by the WDB at its next possible scheduled meeting.

(c) Shall only vote on action items before the WDB in the case of a tie.

4. **Vice-Chair**

The WDB Vice-Chair shall possess and perform all the powers and duties of the WDB Chair during, for whatever reason, the absence of the WDB Chair.

5. **Secretary/Treasurer**

The WDB Secretary/Treasurer:

(a) Shall ensure that an official record of all proceedings is maintained;

(b) Shall review, sign, and date the official version of the WDB Bylaws and any other official documents as required, or directed by the WDB Chair.

(c) Shall review budget reports and financial and performance reports in advance of each Board meeting based upon an agreed upon schedule and ensure any questions regarding the reports are resolved.

6. **Resignation of Officers**

Any officer may resign any time by giving written notice to the WDB Chair. Any resignation shall take effect at the date of receipt of that notice or at any later time specified in that notice; and unless otherwise specified in that notice, the acceptance of that notice shall not be necessary to make it

effective. A WDB Officer who resigns may continue as a WDB Member unless otherwise provided in the written notice of resignation.

7. **Removal**

The WDB, at any regular meeting or special meeting of the WDB, may remove any officer, with or without cause, upon a two-thirds majority vote.

8. **Vacancy**

Any vacancy caused by death, resignation, removal, disqualification or other circumstance shall be filled by the WDB for the unexpired portion of the term. In the event of a vacancy of any office other than that of WDB Chair, such vacancy shall be filled temporarily by appointment by the WDB Chair until such time as the WDB shall fill the vacancy by election at a public meeting.

ARTICLE VI - MEETINGS

1. **Meeting Location**

The regular meeting location of the WDB is the principal office of the WDB. Meetings of the WDB may also be held at any place within the County of Los Angeles, or other location authorized by law.

2. **Meetings**

The WDB shall meet at least four times per year and may meet at such other times as may be deemed necessary by the Chair, or the WDB Vice-Chair if authority is so delegated or by a majority of WDB Members.

3. **Meeting Notices**

Notice of the date, time and place of meetings shall be given to each Member either by email or mail or by email or mail to a person at the Member's office who would reasonably be expected to communicate that notice promptly to the Member. The notice shall comply with the Brown Act.

4. **Quorum and Adjournment**

A quorum is established when a majority of the number of Members appointed to the WDB or an established standing and(or) ad hoc committee are present. If attendance drops below quorum, the WDB staff shall immediately notify the Chair. The only business that can be conducted at this point is to adjourn or to take recess.

5. **Conflict of Interest**

(a) Members shall abide by conflict of interest requirements outlined in WIOA Section 107(h) which states a member of a local board, or a member of a standing committee, may not--

i. vote on a matter under consideration by the local board--

1. regarding the provision of services by such member (or by an entity that such member represents); or
2. that would provide direct financial benefit to such member or the immediate family of such member.

(b) An announcement shall be made by the Chair at the beginning of each meeting to remind members of these requirements and it will be reflected on the official agenda for the meeting.

ARTICLE VII - COMMITTEES

1. The WDB may designate and direct the activities of standing committees to provide information and to assist the board in carrying out its responsibilities. Such standing committees shall be chaired by a member of the WDB, may include other members of the WDB and shall include other individuals appointed by the WDB who are not WDB members and who the WDB determines have appropriate experience and expertise.
2. The WDB may designate and direct the activities of ad hoc committees, which must be comprised solely of WDB members, have a defined purpose and timeframe to accomplish that purpose, consist of less than

the number of WDB members who have the ability to make a decision and be advisory in nature without any delegated decision-making power.

ARTICLE VIII - GENERAL PROVISIONS

1. **Ralph M. Brown Act**. All meetings of the WDB shall be called and conducted in conformity with provisions of the Ralph M. Brown Act of the State of California (the "Brown Act") (Cal. Gov. Code 54950, et seq.). Any conflict between specific provisions of these Bylaws and provisions of the Brown Act shall be resolved in favor of the latter.
2. **Eleventh Edition of Robert's Rules of Order Newly Revised**. When parliamentary procedures are not covered by the Bylaws, Eleventh Edition of Robert's Rules of Order Newly Revised shall prevail.

ARTICLE IX - AMENDMENTS

1. Subject to the limitations set forth in these Bylaws, the Members may adopt, amend or repeal these Bylaws.
2. New Bylaws may be adopted, or these Bylaws may be amended or repealed, by approval of a majority of the Members of the WDB.
3. No amendment may extend the term of a Member beyond that for which the Member was appointed.

CERTIFICATE OF SECRETARY/TREASURER OF THE LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD

I DO HEREBY CERTIFY that I am the duly appointed and acting Secretary/Treasurer of the Los Angeles County Workforce Development Board, that the above Bylaws were duly adopted by resolution of the WDB Members thereof at its meeting of the Workforce Development Board. Executed on October 28, 2015 at Los Angeles, California.

Secretary/Treasurer
Los Angeles County Workforce Development Board

ATTACHMENT VII

R. Program Administration Designee and Plan Signatures

This local plan represents the Los Angeles County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the **Workforce Innovation and Opportunity Act.** This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Explanation for Signature Absences on Local Plan Submitted March 15, 2017 for State Review:

The L.A. County Local Plan (Plan) herein is being submitted *without* the signatures of the chairs of either the L.A. County WDB (WDB) or the L.A. County Board of Supervisors (BOS). The Local and Regional Plans were presented at the February 28, 2017 BOS meeting. The final Plan versions, which incorporate feedback from the State, will be brought back to the BOS for approval.

The WDB, at its March 10, 2017 meeting, approved the Plan herein to be submitted to the State by the March 15, 2017 submission deadline. The WDB Chair also agreed to approve and sign the finalized Plan at its June 2017 meeting, once the State has notified the County of Plan deficiencies and the Plan has been revised accordingly. The Plan will receive both Chief Elected Official and WDB Chair signatures, and the signed original with all required signatures and three copies will be submitted to the State by the August 1, 2017 deadline.

Local Workforce Development Board Chair	**Chief Elected Official**
Signature	Signature
Erick Verduzco-Vega	Mark Ridley-Thomas
Name	Name
Chair – L.A. County WDB	Chair – L.A. County Board of Supervisors
Title	Title
Date	Date

ATTACHMENT VIII

S. Public Comments Summary Disagreeing with Local Plan

Local Board Record of Comments

Instructions: *Section 108 of the Workforce Innovation and Opportunity Act requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.*

The County published its Local Plan for a 30-day public comment period from February 3-March 3, 2017. During this time, the Plan was posted to the WDB and WDACS websites, distributed widely via website link to partners and stakeholders, made known to the media via press release, and posted on WDACS' Facebook and Twitter accounts. In addition, the County conducted four (4) Public Comment Forums throughout its workforce service delivery areas to gain comment on both the Regional and Local Plans. At each forum, the Plans were presented and much stimulating conversation ensued with regard to the concepts in the Plans. Where there was much conversation, there were only four actual comments submitted either at the forum, or electronically as a result of on-line outreach for public comment. The most resounding feedback received from the forums were that stakeholders were appreciative of a forum in which they could learn, first hand, about the Plans.

None of the comment received disagree with the Plans per se; rather, they provide additional ideas or information. Hence, the comments outlined below are titled as "Additional Comments and Ideas."

ADDITIONAL COMMENTS AND IDEAS

Local Plan Section	**Comment/Response**
Section: General Comment	**Comment**: *"Funding could be used more effectively if partnerships with local entities (Chambers of Commerce, for example) were able to apply for funding to use on the local level to support youth internships, training of local employees and the unemployed, small business development and growth. Right now it seems as if services that are supposed to fund local efforts either do not reach the local population/business community or has little or no real impact. Provide grants to already established and effective organizations, with clearly defined goals and objectives, and as clearly defined outcomes to measure. You would get a lot more impact for your expenditures."*
	Local Board Response: This comment came from the Pasadena Chamber of Commerce which is not in our service area. The County referred the commenter and the Chamber to the Foothill WDB which serves the Pasadena area.
Section: General Comment	**Comment**: *"Please include Avalon/Catalina Island as a stakeholder and beneficiary of workforce efforts. Hospitality is our number one sector and is identified as a key sector in the plan."*
	Local Board Response: The County explained to the commenter that the City of Avalon, and Santa Catalina Island as a whole, are indeed part of the L.A. County Local Workforce Development Area and are to be served by the Comprehensive AJCC operating out of the South Los Angeles workforce service area. The County will ensure that Catalina residents and businesses are provided access to workforce development services through the South Los Angeles AJCC.

Section: Ci: Services and Service Delivery Strategies; Expanding Access to Services	**Comment:** *"Access to services for the deaf and hard-of-hearing could be improved if there were an American Sign Language translator on staff at every AJCC."*
	Local Board Response: The County responded that Section C i. of the Plan indicates that every AJCC will ensure access to American Sign Language (ASL) translators. Where the intention was that the AJCC would secure an ASL translator on an as-needed basis, the Commenter suggests that access for the deaf and hard-of-hearing would be expanded if there were an ASL translator on staff *at each* AJCC. The County responded that it would explore the feasibility of ensuring a staff person at each AJCC was trained in ASL.
Section: General Comment	**Comment:** *"K-12/high schools prepare students/youth with CTE and work-based learning skills. The mandate is to work with adult schools and community colleges with regard to CTE; however, with the development of career pathways and OJT, high schools need to be included in the Local Plan strategies. The partnership with AJCCs and high schools need to happen as well for integrated service delivery."*
	Local Board Response: In response to this comment, the County made changes to the Local Plan in the following sections to indicate that partnerships with Carl D. Perkins CTE program partners will include schools and institutions in the K-14 systems: A. ii. COMPREHENSIVE STATEMENT OF VISION, GOALS & STRATEGY; Goals C. iii: SERVICES AND SERVICE DELIVERY STRATEGIES; Improving Access to Industry-Recognized Post-Secondary Credentials D. viii. AMERICA'S JOB CENTERS OF CALIFORNIA^{SM} (AJCC); AJCCs as On-Ramps to Regional Sector