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**2023 Biennial Modification  
to the  
Program Year 2021 – 2024  
Local Plan**

**Foothill Workforce  
Development Board**



**FWDB**

**Foothill Workforce Development Board**

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

The Foothill Workforce Development Board (FWDB) proudly serves the residents of Los Angeles County's 5th Supervisorial District, which is the county's largest district spanning over 2,700 square miles. This area is commonly referred to as the San Gabriel Valley. Specifically, FWDB serves the cities of South Pasadena, Pasadena, Arcadia, Sierra Madre and Duarte with a total population of 256,817. The WDB's comprehensive America's Job Center of California (AJCC) is centrally located in the City of Pasadena.

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board and Employment Development Department, the Foothill Workforce Development Board (WDB) developed and published a four-year Local Plan covering program years 2021-24. This plan was approved on August 11, 2021.

This plan replaces the FWDB's PY 2021-24 Local Plan. While this plan carries forward some of the strategies which lent itself to the design and implementation of effective and successful local programs, it expresses the intention of the FWDB to examine and embrace opportunities for improvement over the life of the plan. In addition, at the submission of the FWDB's PY 2021-24 Local Plan, the City of Monrovia, CA was part of the FWDB's local area designation. As of July 1, 2022, with the approval of the California State Governor, the FWDB local workforce area was amended to exclude the City of Monrovia.

The mission of the Foothill Workforce Development Board (FWDB) is to support economic growth in the San Gabriel Valley by investing in the development of in-demand skill sets and the provision of training of individuals to ensure that businesses have qualified workforce talent and job seekers have living wage career opportunities. Foothill's guiding principles are: constructing a workforce development system that supports economic development and will lead to good, living wage jobs; providing opportunities for lifelong learning for the purpose of career advancement; preparing a workforce that meets the changing needs of employers and helps businesses remain competitive; building a cohesive, flexible, and responsive system which strives for continuous improvement; promoting future independence and individual accountability of our customers; and integrating partner organizations into the delivery system to provide full employment and on-going support for job seekers and employers and workforce equity. Workforce equity

being the elimination of racial gaps in employment and income such that the workforce – both public and private – is racially representative of the general population, at all different levels of skill and pay, across occupational groups and sectors.

### ***Vision for the PY 21-24 Local Plan***

During the process of developing the original PY 21-24 Local Plan, members of the workforce development board and local stakeholders participated in discussions regarding system priorities. As a result of these discussions, the Foothill WDB identified the following broad themes around which they will mobilize efforts during the course of this four-year Plan.

Address the Lack of Digital Equity in Foothill WDB Communities: Local workforce system partners need to become part of larger state, regional, and local efforts that address the digital divide and a lack of digital equity. Economic disparity directly affects access to the web and the information, services, and resources it affords. Communities and individuals lacking internet/broadband access, hardware, and digital technology skills experience a huge opportunity gap that impacts their ability to learn, work, and achieve economic self-sufficiency. While Foothill area leaders will not be able to solve this issue on their own, they should commit to work with elected officials, business, and community stakeholders to develop and implement solutions to bridge gaps in digital access.

Prioritize Local Businesses and Job Seekers: Foothill WDB sits within one of the largest economies in the world: Los Angeles County and the Greater Los Angeles region. While businesses and workers within the five-city local workforce development area benefit from being part of this megaregion, Foothill WDB is one of the only organizations capable of prioritizing workforce services to address the needs of Foothill communities. The local board and community stakeholders should focus, where possible, on identifying local jobs and giving local workers the first opportunity to submit their qualifications in application for these jobs.

Adopt a Holistic Approach to Supporting Communities in Recovery: In the wake of the pandemic, underserved populations may be rendered more vulnerable than ever before. To support those who need assistance the most, the workforce partners should attempt to see themselves as part of a holistic service system that addresses multiple needs. The local board and the workforce system partners should devise a local recovery strategy to address the full range of needs being experienced in local communities, including employment, housing, medical services, mental health, food, transportation, childcare and more.

Plan Workforce Strategies to Improve Equity: The workforce system stakeholders acknowledge that equity does not just happen. It requires intentional efforts by organizations and individuals with the ability to bring about change. To improve workforce-related equity, diversity, inclusion, and access, the workforce system partners need to be intentional in their efforts and develop a plan to guide their actions.

Progress has been made on various initiatives suggested by these broad themes, such as a focus on the hiring needs of local companies, including the small businesses in the local area that are struggling to recruit and hire qualified employees. Another example of progress on the priorities established during the development of the four-year Plan is training for staff and system partners that has taken place to increase knowledge and effectiveness on diversity, equity, and inclusion.

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

### ***Developing Foothill WDB's PY 2021-24 Four-Year Plan and its Biennial Modification***

Foothill WDB leadership held a series of discussions and community and stakeholder forums to secure input on key issues concerning the content and focus of the original PY 21-24 Local Plan. Such discussions also characterized development of the biennial modification. These sessions are described in Appendix 1 to this Plan. Plan development also entailed a review of partnerships, services, and systems, along with an assessment of where improvements can be made. Completing the original PY 21-24 Local Plan and its two-year update each took approximately four months, after which they were made available for public review and comment, prior to being forwarded to the California Workforce Development Board for approval.

### ***Impact of COVID-19 on The PY 2021-24 Local Plan***

Every aspect of developing the original PY 2021-24 Local Plan was influenced by the onset on COVID-19, the ensuing public health crisis, and the myriad effects of the pandemic on businesses, schools, government operations, healthcare, and the local workforce development delivery system. While the stakeholders met, discussions were held, priorities were identified, and a new four-year plan was developed, the influence of the pandemic on the planning process was undeniable, as it shaped stakeholders' views about the economy, the workforce, training and, virtually every aspect of the workforce system.

Having moved to the endemic phase of COVID-19, the development of the Biennial Modification to the PY 21-24 Local Plan has benefitted from a clearer vision of businesses' and workers' current needs and those that they will have for the foreseeable future. The Foothill WDB's focus and that of the local workforce system partners over the remaining two years of the Local Plan will be on helping businesses to recruit the talent that they need to compete and, as appropriate, to grow and expand. For job seekers, whose views

on the labor market and traditional jobs may have been substantially impacted by the effects of the pandemic, the workforce system will strive to provide current information on job opportunities, access to holistic, wraparound support, and training and skills development services that make applicants qualified candidates for jobs on career paths that will lead to self-sufficiency.

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**II. WIOA CORE AND REQUIRED PARTNER COORDINATION**

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

**Coordination with AJCC Partners and WIOA Memoranda of Understanding**

Foothill WDB has maintains effective working relationships with state and local agencies that represent the one-stop partner programs. Over the four years covered by the Plan, the WDB looks forward to further enhancing coordination with each of the workforce system partners.

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

Following is a summary of the local/regional organizations representing the federal one-stop partner programs, with which the Foothill WDB has developed MOUs.

<b>Federal Partner Programs</b>	<b>MOU Partner</b>
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Foothill Workforce Development Board
WIOA Title II Adult Education and Literacy	Pasadena Unified School District (Adult Education) Pasadena City College (Non-Credit Division)
WIOA Title III Wagner-Peyser Unemployment Insurance (UI)	California Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Pasadena City College
Title V Older Americans Act Senior Community Service Employment Program (SCSEP)	SER – Jobs for Progress
Job Corps	Los Angeles Job Corps Center
Native American Programs (WIOA Section 166)	United American Indian Involvement, Inc.
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not applicable. There is WIOA Section 167 program operating in the region.</i>
Jobs for Veterans State Grants	California Employment Development Department



Youth Build	<i>Not applicable. There is no Youth Build program in the local area.</i>
Trade Adjustment Assistance (TAA)	California Employment Development Department
Community Services Block Grant	Los Angeles County Department of Public Social Services
Housing and Urban Development E&T	City of Pasadena Housing Department
Unemployment Insurance (UI)	California Employment Development Department (EDD)
Second Chance Act	<i>Not applicable. There is no Second Chance Act program in the local area.</i>
Temporary Assistance for Needy Families (TANF)/CalWORKs	Los Angeles County Department of Public Social Services

***Memoranda of Understanding with System Partners***

The MOU between the Foothill WDB and the WIOA-mandated partners contains the following key provisions.

Responsibilities of the AJCC Partners: The AJCC partners agree to:

1. Participate in joint planning, plan development, and modification of activities to accomplish the following:
  - Continuous partnership building, including joint planning.
  - Continuous planning in response to state and federal requirements.
  - Responsiveness to local and economic conditions, including employer needs.
  - Adherence to common data collection and reporting needs.
2. Make the service(s) applicable to the partner program available to customers through the one-stop delivery system.
3. Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
4. Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

Infrastructure Funding Agreement and Other Shared System Costs

1. The partners agree to share system operating costs in so far as each benefits from participation in the AJCC. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a negotiated Cost Sharing Agreement based on proportionate use and agreed upon formula. Following implementation of a statewide data tracking system, non-co-located partners receiving benefit from the AJCC will agree to contribute a proportionate share of infrastructure costs.
2. AJCC partner contributions are reconciled on a regular basis comparing expenses incurred to relative benefits received. The reconciliation process is necessary in order to ensure that the proportionate share each partner program contributes

remains consistent with an agreed upon cost methodology and is up to date and in compliance with the terms of the MOU. The partners agree to semi-annually review infrastructure and other system costs to ensure all AJCC partners continue to contribute their fair and equitable share.

3. Foothill WDB is responsible for working with partners to reconcile contributions. The original signing parties to the MOU agreement are responsible for approving the reconciliation and any changes to the Cost Sharing Agreement.

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

The following information summarizes the ways in which the Foothill WDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The three formula-funded programs are administered by Foothill WDB. Services are principally delivered at the comprehensive AJCC in Pasadena. Many services also are available online.

WIOA Title II – Adult Education and Literacy: Adult Education and Literacy services are provided by Pasadena City College Non-Credit Division (PCC), Pasadena Unified School District (USD), and Monrovia Community Adult School, which is not party to the MOU. The services include Adult Secondary Education, High School Diploma, High School Equivalency, Adult Basic Education, English as a Second Language (ESL), Vocational ESL, English Language, and Civics Education. PCC provides student support through its Student Success and Support Program. Both PCC and Pasadena USD have representation on the local board.

WIOA Title III – Wagner-Peyser: EDD and the Foothill WDB are collocated within the AJCC. Foothill WDB was the first workforce development board operating as a career services provider to move its entire operation into an EDD-owned building. EDD offers onsite Wagner/Peyser, Veterans, Trade Adjustment Assistance Act (TAA) programs and provides assistance to customers in accessing remote Unemployment Insurance (UI) services. The Wagner-Peyser program provides jobseeker customers with assessments, referrals to partners, job search information, labor exchange, job search workshops, resume preparation, individual assessments, career counseling, job coaching, veteran hiring incentives, job clubs, labor market information, Unemployment Insurance/Disability Insurance information and filing assistance, and career skills assessments. EDD also provides Rapid Response services in partnership with WDB staff. An EDD Manager serves on the local board.

WIOA Title IV – Vocational Rehabilitation: Vocational Rehabilitation services are provided by the California Department of Rehabilitation (DOR). DOR provides vocational rehabilitation to eligible individuals, including counseling, guidance, job search and placement, vocational and other training, on-the-job training, rehabilitation and

orientation/mobility, rehabilitation assistive technology, transition services for students and employment. A DOR Manager serves on the local board.

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs across the nation. The purpose of the Act is to more fully develop the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. Pasadena City College and Pasadena USD are the primary recipients of Perkins funding and regularly make referrals to and receive referrals from AJCC staff.

Title V Older Americans Act: Senior Community Service Employment Program (SCSEP) services are provided by SER - Jobs for Progress. Services include eligibility determination, outreach, intake, and orientation to information and services, assessments, job search and placement assistance, development of an Individual Employment Plan, financial literacy services and on-the-job training. While SER representatives offered services remotely throughout the pandemic, agency representatives have communicated that staff will return to the AJCC on a part-time basis to provide services.

Job Corps: Foothill WDB refers youth to the Los Angeles Job Corps Center. Foothill WDB has entered into an MOU with Management and Training Corporation (MTC), the current federally contracted operator of the center.

Native American Programs (WIOA Section 166): Foothill WDB collaborates with United American Indian Involvement, Inc. to provide referrals and co-enrollment opportunities for Indian and Native American job seekers, along with access to all WIOA and partner services in available through the AJCC.

Veterans: The Jobs for Veterans State Grant provides extensive employment services, hiring incentives and job counseling to eligible veterans. EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are available through at the AJCC to assist veterans seeking employment. Foothill WDB's partnership with EDD is broadly described above under "Wagner-Peyser."

Trade Adjustment Assistance Act: TAA is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and other reemployment services. Coordination with TAA generally includes co-enrollment into WIOA case management and support services. Co-enrollment provides multiple benefits, including TAA funds being used to cover all training costs. Foothill WDB's partnership with EDD is described above under "Wagner-Peyser."

Community Services Block Grant: L.A. County Department of Public Social Services (DPSS) funds a slate of community services programs that provide various forms of services and support. During the four-year cycle represented by this plan, Foothill WDB will work with our partners at DPSS to determine opportunities to more effectively connect workforce development services with the activities of currently-funded local CSBG programs.

Housing and Urban Development Employment and Training Program: The City of Pasadena Housing Department provides rental assistance (Section 8 Rental Assistance Program) for low income residents, affordable housing opportunities, outreach and counseling, landlord/tenant housing mediation services, tenant protection services, local emergency shelters for homeless clients (which can include free meals, information/assistance and referrals for social services, and supportive services) and referrals to training and placement services offered through the Municipal Assistance Solutions and Hiring (MASH) program.

Unemployment Compensation: EDD staff are co-located at the Foothill WDB AJCC and provide information to customers regarding UI benefits. UI services are available online and by phone.

Temporary Assistance for Needy Families/CalWORKs: Services to TANF/CalWORKS participants are provided through an MOU with Los Angeles County DPSS. Services include: assessment of needs, eligibility, intake and orientation; the development of curriculum and programs to serve eligible participants; training; the engagement of employers; counseling for academic, personal and career achievement; case management; job search and informational assistance; labor market information; supportive services; work-based learning opportunities; and, recruitment and referrals. Under the DPSS-funded Temporary Subsidized Employment (TSE) program, in PY 2020-21, Foothill WDB exceeded its performance goals.

The coordination of services and resources provided by the partners occurs on multiple levels. Some of the providers and their services are co-located within the Foothill WDB AJCC. Other providers are located on site at the AJCC on designated days of the week or by appointment. Some of the providers serve on the Foothill Workforce Development Board. All partners are invited to participate in the Foothill WDB's One-Stop Partners Quarterly meetings.

#### **Partners' Efforts to Collaborate on Co-Enrollment and Case Management**

Currently Foothill WDB is engaged in co-enrollment with the majority of our partners. The WDB has secured participation in an automated system to capture and manage co-enrollments. Foothill WDB is a member of the Unite Us network. Staff have received training and is using the Unite Us systems in their case management activities. Unite Us is a virtual Community Engagement Manager. It is an intuitive technology platform that facilitates trackable social referrals, generates real-time service delivery metrics, and

integrates with Foothill WDB's partners' existing tools and workflows. This partnership allows us to help provide connections to social services for the people in our community who need it and it allow us to track and measure if it is making a difference. The Unite Us Network makes it possible to remotely connect individuals with health and social care providers with access to referrals for people struggling with housing, food insecurity, employment and more. Foothill WDB will use the Unite Us platform to provide a venue for information sharing among partners who are a part of the local AJCC Network and the broader community.

Foothill WDB and EDD utilize CalJOBS as their common case management system.

### **One-Stop System's Use of Technology and Other Remote Strategies**

The five cities that comprise the local workforce development area are compact and, geographically, there are no truly remote areas. There are, however, individuals who can more easily access online services than those only available through in-person service delivery. For nearly a decade, Foothill WDB has been working on improving our website and otherwise expanding our online presence to better serve customers through virtual means. The effects of the pandemic have caused us to accelerate these efforts. Following are a few examples of services available to customers online:

Program Eligibility and Enrollment: Foothill WDB can complete the WIOA enrollment process electronically through the use of Zoom videoconferencing and CalJOBS.

Orientation: Staff can offer this session through Zoom, which is supplemented by a short video posted on the WDB's website.

Rapid Response Presentations: For some events, services are provided remotely, and laid off workers can participate via Zoom and on the WDB's website. Most rapid response orientations are now provided in-person.

Hire Ground Podcast: Foothill WDB produces the *Hire Ground* podcast, which features real people, real work, and real stories of success.

Employer Recruitments: Foothill WDB staff works with businesses to hold virtual job fairs and adult career awareness events through Zoom.

Client Case Management: Is provided through EDD's CalJOBS system. Foothill WDB staff are considered CalJOBS "super users."

Client Support Services: These services can be provided via email exchange, utilizing DocuSign, and an e-sign application

Resume and Job Search Assistance: Using Zoom, job seekers can participate in workshops or receive one-on-one assistance.

UI Claims Information is available through CalJOBS.

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

WIOA-funded participant support services are administered in accordance with Foothill WDB's Supportive Services policy. Supportive services under WIOA are provided to enable enrolled individuals to participate in training and work activities. The provision of supportive services is determined on an individual basis, based on the results of an assessment by an assigned Case Manager. Payments are based on the results of on-going assessment and documented in a participant's Individual Employment Plan or Individual Service Strategy.

To receive supportive services, participants must be progressing satisfactorily in services and activities outlined in their service plans. Prior to recommending WIOA supportive services, Case Managers assist participants in searching for alternative sources of support. Only payments that are determined reasonable and necessary are provided. Every effort is made to find non-WIOA programs, partners, or resources to provide supportive services.

#### ***Types and Limits***

Supportive services offered are available to meet a wide range of needs, including, but not limited to, transportation, tools, equipment, training-related supplies, uniforms, employment-related clothing, credentials, licenses, certifications, testing, health services, DMV costs, dependent care, and utilities. Foothill WDB has set a maximum of \$1,000 per client per program for supportive service. Needs not covered by WIOA may be covered by other resources. Alternative resources are utilized before WIOA funds are spent.

#### ***Sources of Supportive Services Funds***

The most common sources of funding for supportive services provided to participants in Foothill WDB-administered workforce development programs are: WIOA Title I Adult, Dislocated Worker, and Youth Programs; WIOA National Dislocated Worker Grants; California Prison to Employment (P2E) grants; the Los Angeles County Department of Economic Opportunity "Youth at Work" Program; and other grant programs, as they become available.

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

Foothill WDB has implemented policies, procedures and processes to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA).

#### ***Compliance - Facilities, Services, and Accommodations***

Foothill WDB is co-located with the EDD, which ensures the shared facility adheres to all internal and external physical infrastructure (e.g., signage, automated door, counter heights, floor space minimums, door handles, water fountain requirements, restroom facilities, parking spaces) requirements for ADA compliance. The State conducts an annual ADA building assessment.

Service animals are permitted in the AJCC. The WDB ensures that its website is ADA compliant and the AJCC utilizes the California Relay Service for persons with hearing disabilities. All external communications and collateral materials contain required disclosure language.

Foothill WDB has a Reasonable Accommodation policy for users of AJCC services, which outlines procedures for the request, determination, and provision of reasonable accommodations as they apply to registration for and provision of services including core, intensive, training, and support services to qualified persons with disabilities. The AJCC's WIOA Service Application advises applicants with disabilities of their right to request reasonable accommodations. The AJCC's ADA Coordinator handles requests for reasonable accommodations, makes determinations, and ensures reasonable accommodations are provided. All Foothill WDB subcontractor contracts contain the required nondiscrimination assurance provision and subcontractors are monitored to ensure compliance.

The WDB has an Equal Employment Opportunity (EEO) Officer function, codified through a civil service position, which reports directly to the Executive Director. The EEO Officer regularly participates in training, education, and support to maintain competency. Additionally, as Foothill WDB staff members are personnel of the City of Pasadena (fiscal agent), all must comply with applicable State and federal laws regarding equal employment opportunity and prohibiting discrimination. These are further promulgated through City regulations and the Manual of Personnel Rules and Administrative Procedures.

The Foothill WDB has a complaint process for applicants and participants and the required posters and notices of rights and the complaint process and contacts are posted in the public area of the AJCC. Complaints are coordinated, addressed, and tracked for timely follow-up by the EEO Officer and the log of complaints is communicated to the State on an annual basis. Record of nondiscrimination data is collected and maintained per confidentiality and security requirements.

Applicant and participant records that could lead to the disclosure of a disability are collected separately and maintained in confidential locked files and subject to the three-year minimum records retention schedule.

### ***Specialized AJCC Programs and Services for Persons with Disabilities***

Foothill WDB ensures that individuals with disabilities have access to the services and information needed to successfully transition back into the workforce. Foothill WDB has

an active MOU with DOR to provide long-term services and supports to individuals who have exited the public Vocational Rehabilitation system. As discussed in Section III of this plan, Foothill WDB intends to collaborate more intensively DOR staff in outreach to businesses to identify new competitive integrated employment opportunities for individuals with intellectual or developmental disabilities.

In addition, Foothill WDB works local school districts and community colleges to connect our job seekers to their disabilities programs and services.

### ***Availability of Assistive Technology and Support at the AJCC***

Interpreters are made available through the Department of Rehabilitation. Foothill WDB has screen reading and screen magnifying software on the computers for individuals who are visually impaired. The AJCC also has an amplified telephone, a teletype machine, and headphones available for individuals who are hearing impaired.

Over the four-year period covered by this Plan, Foothill WDB will examine opportunities to expand the availability of assistive technology. Among the items to secure or update are: an adjustable workstation; Windows 10 with access to a magnifier, narrator, on screen large touch screen monitor; large print contrast zoom text; video relay; clear sound amplifier; magnification camera; noise cancelling headset; roller joystick; Braille Sense Plus and Braille translator; Neo II laptop communication; and Victor Reader Stream.

### ***Staff Training***

Staff of Foothill WDB are employees of the City of Pasadena by way of the Foothill Employment and Training Consortium Policy Board joint powers agreement. The City of Pasadena is committed to the professional and personal development of its workforce. Employees are encouraged to take part in a culture of lifelong learning. The City supports employees who seek to advance their personal and professional skills in an environment that encourages this process. The Department of Human Resources provides an extensive curriculum of courses to support employees at every stage in their career.

The City of Pasadena provides the following ADA training for its employees including:

- ADA requirements for public meetings and events
- Creating accessible notices, identifying accessible sites
- Designing an accessible venue set-up
- Providing accessible printed and visual materials
- Responding to individual accommodation requests
- Disability awareness etiquette and language guidelines
- Origins of the Americans with Disabilities Act (ADA) and Foothill WDB's obligations under Title II of the ADA



Training in various of the foregoing topics was incorporated into activities that were part of the Regional Plan Implementation (RPI) 4.0 grant that was received from the California Workforce Development Board.

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

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

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

The Los Angeles County Department of Public Social Services (DPSS) is responsible for all TANF and related public welfare programs in the county, including CalFresh and its Employment and Training component. DPSS implements a CalFresh Employment and Training (E&T) Program, using a third-party provider model. DPSS contracts with Los Angeles County service providers for the implementation of CalFresh E&T programs. The CalFresh E&T Programs serves Los Angeles County Non-Assistance CalFresh (NACF) clients over the age of 18 who are: enrolled or interested in enrolling into English as a Second Language (ESL), Basic Skills/Adult Basic Education, GED/HSD preparation, or career education programs including short-term credential programs or associate degree programs; and seeking career-path employment. The program's services consist of:

- Supervised job search
- Job retention
- Education
- Self-Employment components

Following discussions in 2018 that led to the development of Foothill WDB's 2019 Local Plan Modification, additional planning meetings between WIOA and CalFresh E&T staff were held, which included cross-training. A referral process was established, and CalFresh E&T representatives began to regularly participate in AJCC partner meetings. While the partnership remains in place, pauses in services that resulted from the pandemic have led the partners to agree that refresher cross-training for staff would be beneficial.

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

In 2018, meetings between Foothill WDB and representatives of the Los Angeles County Department of Child Support Services were prompted by our development of a Modification to the PY 2017-2020 Local Plan and specific guidance from the California

Workforce Development Board regarding requirements for workforce and child support partnerships. These discussions were built on a history of the two organizations having occasionally worked together, which typically occurred when non-custodial parents with enforcement orders sought services from the Foothill WDB and needed assistance getting their driver's license reinstated. Based on the 2018 discussions, an MOU between the agencies was drafted, a structured referral process was established, and "release of information" form was developed to facilitate communication and services to the individuals.

Across the L.A. region, which includes the local area served by Foothill WDB, a number of early successes were achieved in terms of individuals referred by Child Support Services who were enrolled in WIOA services, found jobs, began paying child support, and achieved compliance with their support requirements. In addition, local WDBs and Child Support Services coordinated with Los Angeles County Department of Public Social Services staff to promote workforce services to non-custodial and custodial parents.

As is the case with several partnerships, under the constraints of the pandemic, referrals slowed based on services taking place virtually, rather than in person. Still, both organizations remain committed to the partnership and to expanding services, with a focus on changing the "face" of the child support program from one that is viewed as punitive to one that is seen as supportive. The relationship with the workforce development system and the prospect of connecting those with enforcement orders to jobs is an essential element in achieving this change in public perception.

As the 2023 Modification to the PY 21-24 Local Plan was being developed, Foothill WDB reached out to Child Support Services to discuss efforts to reengage around executing the MOU and increasing referrals.

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

While preparing our 2019 Local Plan Modification, the WDB convened stakeholders from the disability services community in a forum focused on the use of Competitive Integrated Employment (CIE) for individuals with intellectual disabilities and developmental disabilities (ID/DD). We learned at that time that a Local Partnership Agreement (LPA) among the state-mandated core partners had not been drafted. However, at the very end of 2019, the Foothill Valley LPA was completed. Core partners in the LPA are:

Department of Rehabilitation: Van Nuys/Foothill District and Pasadena Branch Office

Regional Centers: San Gabriel/Pomona Regional Center and Eastern Los Angeles Regional Center

Local Educational Agencies: Alhambra Unified School District; Arcadia Unified School District; Duarte Unified School District; Monrovia Unified School District; Pasadena Unified School District; South Pasadena Unified School District; and Temple City Unified School District

In addition to the core partners, who are signatory to the agreement, the Foothill Valley LPA lists several community partners, including America's Job Center of California, which are to address the employment services function of the plan.

Foothill WDB regularly collaborates with DOR staff and special education providers in serving individuals with disabilities of all kinds. With widespread reopening following the pandemic, the WDB has engaged in discussions with DOR regarding our role in businesses outreach to support the LPA partners' CIE goals. Foothill WDB plans to collaborate with all LPA partners to ensure that our local workforce system fully supports the statewide blueprint.

<b>Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees</b>
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As indicated in our 2019 Plan, nearly fourteen percent (14%) of the Local Area's population are English Language Learners (ELLs) and thirty two percent (32%) of residents are foreign-born. Asian languages (including Mandarin), followed by Spanish, are the primary languages spoken by ELL residents in the Foothill Local Area. As such, nearly every workforce, education, health, human services, and community-based organization in the region serves substantial numbers of English Language Learners and immigrants. Over the many decades that the Foothill WDB has provided workforce development services to ELL and foreign-born individuals, some of our closest partners have been the community college and local education agencies. Pasadena City College and Pasadena Unified School District's Twilight Adult have been the best local resources for English-as-a-Second Language (ESL) training, as well as Vocational English-as-a-Second Language (VESL) training opportunities, which are offered by Pasadena City College.

### ***Strengthening Connections Through Specialized Grant Programs***

Foothill WDB's modification of a WIOA Additional Assistance grant to serve businesses in the hospitality industry that were impacted by COVID-19-related closures expanded participation by and services to ELL participants. The project enabled staff to survey ELL customers and inquire about their needs. The WDB collaborated with EDD to provide services in multiple languages to furloughed or laid-off individuals. The grant strengthened our partnerships with organized labor and CBOs, helping to improve coordination and prevent duplication of services. Since the implementation of the Pilot Project in 2020, Foothill WDB served over a thousand individuals in navigating the workforce system. Staff provided support and ensured that referrals to appropriate providers were made for education and support services.

***Expanding Partnerships***

In addition to the long-term partner relationships described above, since the publication of our 2019 Local Plan Modification, the WDB has continued to develop partnerships with community-based organizations whose services are intensively focused on the immigrant community and ELLs. Among these community partners are: Foothill Unity Center and Pasadena Job Center, which is an affiliate of the National Day Laborer Organizing Network (NDLON), an association of more than forty two (42) worker centers nationwide. Other local immigrant-serving organizations in and near to the Foothill workforce development area include, but are not limited to: Aim High Learning Services, El Monte/Rosemead Adult School, International Rescue Committee Los Angeles, Literacy for all Monterey Park, and Asian Pacific Counseling and Treatment Center.

Foothill WDB has implemented our standard referral process to connect CBO-referred customers to workforce system services. Our staff has collaborated with local CBOs to host community engagement forums and workshops on incorporating immigrant voices and services relevant to the population. Other workshops that have been offered include: Entrepreneurship; Educational Opportunities and Training for Youth and Parents; How to Start My Own Business; and workforce orientation workshops. Foothill WDB also maintains a blog titled *Hire Ground* that promotes local workforce activities that are often relevant to the ELL population and immigrant communities.

#### **IV. WIOA TITLE I COORDINATION**

The following narrative addresses services, activities, and administrative requirements of the Foothill WDB under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

##### **Staff Training and Professional Development to Increase Digital Technology Skills**

Foothill WDB staff is well trained in the use of software and web applications utilized in their daily work. As a result of our close collaboration with EDD and the operation of an integrated service delivery system, staff is highly trained in the use of CalJOBS. To ensure that staff remains up to date in the use of digital technology to perform required tasks and support their customers, WDB leadership will ensure that training is ongoing and will include topics and access to resources such as the following:

Microsoft Office 365: This suite of products is ubiquitous in business operations, education, and personal use. Included are Word, Excel, PowerPoint, Publisher, Access, and Outlook. Workers armed with the ability to use these products are likely to compete more successfully for jobs and perform more productively in the workplace.

Zoom: This cloud-based video communications application allows users to set up virtual video and audio conferencing, webinars, live chats, screen-sharing, and other collaborative capabilities. Since the onset of the pandemic, Foothill WDB managers and staff have observed that this platform is preferred over similar systems for communications with business customers, job seekers, and workforce development professionals.

Microsoft Teams: Likely due to its Microsoft pedigree, this application closely follows Zoom in terms of its popularity. Teams is an online communication and team collaboration tool connected to the Microsoft Office 365 Suite. It is mostly used for video conferencing by remote teams.

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

Demonstrating cultural competence in the workplace requires staff to examine their own cultural backgrounds and identities to increase awareness of personal assumptions, values, stereotypes, and biases. This awareness serves to inform their practices and can enhance their relationships with WDB clients. The communities served by the Foothill WDB are diverse. They are home to many vulnerable and underserved populations including various racial groups, disabled individuals, veterans, gender non-conforming individuals, and English Language Learners, among others.

In the wake of a series of tragic events over the last several years that continue to highlight racial inequities and injustice, millions of Americans have become more aware than ever before of the multi-faceted experiences of trauma-exposed populations. These individuals are exposed to highly stressful life situations based upon a society's predisposed negative impression or treatment. A trauma-exposed population continuously experiences systemic oppression, explicit/implicit bias, micro aggressions, and racial battle fatigue. Education and employment are just two of the areas where trauma-exposed populations suffer the effects of discrimination. In workforce development, this population makes up a significant percentage of those we serve.

Foothill WDB has hosted and participated in training for frontline staff focused on issues of cultural competency and serving those exposed to trauma. The training addresses:

- What is Racial Equity?
- The Language of Inclusion
- Understanding and Appreciating Diversity
- Culture Competency
- Unconscious Bias

Additional training will be provided during the two-year period covered by the 2023 Modification to the Local Plan.

Foothill WDB will look to the City of Pasadena Human Resource Department to provide resources for some of this training. Outside resources, such as trainers identified by the California Workforce Association, may also be used.

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

When the Worker Adjustment and Retraining Notification (WARN) Act took effect in the late 1980s, Foothill WDB (then Foothill Private Industry Council) began providing Rapid Response services to workers affected by layoffs that were covered by WARN. Over the last three decades, the WDB, EDD, and local partners have continued to develop and refine Rapid Response services to reflect guidance from U.S. DOL and the State of California, along with ever-evolving labor market needs. More recently, layoff aversion activities are being recognized as an important component of the workforce system's strategies to minimize the effects of displacement on local workers.

#### ***Layoff Aversion***

Foothill WDB is in the process of developing a formal layoff aversion strategy, understanding that it will be focused on the prevention or minimizing of unemployment for employees of companies that have announced layoffs or are struggling and at risk for layoffs. Layoff aversion focuses on saving jobs, putting people back to work, shortening the length of layoff, and revitalizing communities. The overall goal of layoff aversion is to save jobs. Implementation of programs and policies to develop the workforce, investment

of limited resources, and arrangement of service delivery to continually improve employee skills are critical to an effective layoff aversion strategy.

Foothill WDB leadership and staff recognize that there are a wide variety of approaches and strategies available to assist with layoff aversion. Layoff aversion is an ongoing effort, not a one-time event. Foothill WDB is considering the following strategies and services for layoff aversion: an early warning network; monitoring of economic trends; asset mapping; and use of WIOA and other funds for incumbent worker training.

### ***Rapid Response***

The Foothill WDB's Rapid Response team is responsible for providing early intervention assistance for all workers being dislocated by substantial layoff or closures, regardless of the reason for the dislocation. This assistance is generally a collaborative effort involving representatives of several organizations, including the WDB, EDD, U.S. DOL, city economic development departments, community organizations, and local vocational training programs. Foothill WDB's Rapid Response activities and processes include:

1. Initial contact with the employer within a forty-eight (48) hour of receipt or learning of a WARN notice of layoff/closure.
2. Providing appropriate emergency financial and/or technical assistance and working with partners to develop a coordinated response and schedule.
3. Working closely with elected officials and making them aware of Rapid Response events and schedules.
4. Inviting representatives of the following interests to a planning meeting: Foothill WDB, EDD, NAFTA/TAA (if applicable), the affected business, and organized labor (if applicable). During the meeting, the parties discuss possible remedies to address the lay off or closure. The employer point of contact is determined. The Rapid Response Coordinator establishes a timeline for implementing services. Those in the meeting determine what other organizations should be invited to the Rapid Response Orientation. The Rapid Response team commits to action and services, sets-up orientation dates (preferably prior to the date of separation) and develops a follow-up plan to communicate with the employer and dislocated employees.
5. The orientation is usually held at the employer's site. If the employer is unable to provide space, Foothill WDB will identify an alternate venue.
6. The Employee orientation consists of the following activities:
  - All participants sign in upon arrival.
  - Folders are distributed that include a Rapid Response Guide to Lay Off Survival, the AJCC monthly workshop calendar, a Rapid Response Survey,



- eligibility information, and any other material relevant to that particular orientation.
- WDB staff welcomes attendees, describes the role of the WDB, and introduces all the other participating partners.
  - EDD representatives provide information on Unemployment Insurance Benefits, NAFTA/TAA benefits, and job services.
  - When participating, DOL representatives are given the opportunity to present on COBRA and other benefits, the same applies to union representatives when present.
  - Foothill WDB staff describes the services available at the AJCC, including case management, training, job development, and other resources, such as emergency assistance and access to services outside the One-Stop. WDB staff also explains the eligibility process.
  - All participants are asked to complete a survey. Surveys are collected at the conclusion of the orientation.
  - All staff is asked to be available after the orientation to take any questions and provide guidance.
7. A “121 form” summarizing the dislocation event and subsequent actions is prepared and forwarded to the State and partners participating in orientation
  8. Surveys are tallied to assess the needs of the dislocated employees. Survey results determine the number of affected workers who have expressed an interest in receiving WIOA-funded services, the kind of services they expressed an interest in, partner services required, and the number of affected workers who are not interested in services and why.
  9. A follow-up letter, summarizing services, is provided to the affected business.

<p><b>Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs</b></p>
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Adults and Dislocated Workers can access a full array of services through Foothill WDB’s WIOA Title I program. At the same time that adult and dislocated worker job candidates are exploring employment, training, and career opportunities available from WIOA, they are exposed to the services provided by the full range of workforce system partners, including the mandated one-stop partners and other local agencies and system stakeholders whose programs are part of the local workforce development delivery system. The following provides an overview of services most commonly used by adult and dislocated worker job seekers and of Foothill WDB’s delivery system under which these services are made available.

### ***Service Delivery Sites***

Job seekers within the compact Foothill Local Workforce Development Area generally receive initial WIOA Title I services through two “sites:” the comprehensive AJCC or the WDB’s mobile services.

AJCC: Foothill WDB operates a comprehensive AJCC from a 15,205 sq. ft. facility in Pasadena. This location previously functioned solely as an EDD office, prior to the WDB fully integrating with EDD operations. The site is ideal for providing the basic and individualized career services envisioned by WIOA.

Mobile Unit: During the remaining period of the four-year Local Plan, Foothill WDB will replace the recreational vehicle that has served as a mobile AJCC, with a smaller “van” unit that will be used to support “pop-up” sites that will function as community access points for job seekers and businesses throughout the local workforce development area. The unit will be equipped with a full range of technology to support field-based service delivery ranging from participant intake via CalJOBS, to employee recruitment, and rapid response services.

As previously discussed, the “web” has become the third major “site” for Foothill WDB’s delivery of workforce development services. In a post-COVID world, board members, staff and partners all recognize that there are many job seekers that have become accustomed to virtual services and continue to use Foothill WDB’s internet-based services as their primary means for career exploration and employment preparation.

### ***Career Services for Adult and Dislocated Worker Participants***

The delivery of career services through the Foothill WDB AJCC and resources includes:

Basic Career Services: Basic career services are made available to all individuals, and include:

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

Individualized Career Services: Individualized career services are provided when they are needed for an individual to obtain or retain employment. One-stop center staff rely

principally on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments;
- Development of an individual employment plan;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.
- Work readiness workshops, covering topics such as: labor market information; interviewing skills; resumes and cover letters; workplace attire and behaviors; networking; and job search.

Many career services activities occur within the AJCC's resource area, which hosts a computer lab. Here, job seekers can access resume templates, utilize online tutorials and skill tests (e.g. typing), view job postings, and take advantage of a wide range of other services, which are self-guided or supported by CalJOBS Navigators.

As a result of participation in career services (whether basic, individualized or both) many job seekers are prepared to plan their careers, seek employment opportunities, and secure a job on their chosen career paths. These individuals often have existing skill sets linked to demand jobs, have transferable skills, or are entering fields where it is customary to hire inexperienced workers who then acquire experience over time while engaged in work.

For some job seekers, job-specific skills training is needed to prepare them for employment. Following is an overview of job training program models available to adults and dislocated workers enrolled in Foothill WDB's WIOA Title I programs.

### ***Vocational Training***

The Foothill WDB makes available classroom training programs (offered either in-person or online) and work-based training programs, such as on-the-job training, transitional jobs, or customized training. WIOA eligible individuals requesting training are required to engage in career exploration and are assessed to determine their suitability for the field of study and career for which they are requesting training.

Classroom Training and Use Off-the-Shelf Programs: Under WIOA, states establish and maintain a list of training providers that are eligible to receive WIOA Title I funds for training services. AJCCs issue an Individual Training Account (ITA) to a WIOA-eligible individual to fund training services. The training provider must be selected from those listed on the Eligible Training Provider List (ETPL). Under the Foothill WDB program, ITAs

are issued to job seekers that reside in or were laid off from employers that are located in one of the five consortium cities.

Foothill WDB, like many other boards in Southern California, relies on the South Bay Workforce Investment Board (SBWIB) to vet and approve training programs for the ETPL. South Bay WIB has procured and contracted with approximately 200 providers for inclusion on its Intra-State Training and Information Resource Network (I-TRAIN), the local ETPL. I-TRAIN and the statewide ETPL contain program and performance information on Southern California's private and public training providers that are approved to receive WIOA training funds through ITAs. Such data includes statistics on enrollments, placements, training-related placements, and wages and is updated on a quarterly basis. This performance information has been helpful in assisting staff and customers to choose the best schools and training programs.

Work-Based Learning: Foothill WDB also provides the following work-based learning or "earn and learn" activities:

- Paid work experience
- On-the-job training
- Customized training
- Apprenticeships
- Transitional subsidized employment

For these programs, Foothill WDB enters into agreements with businesses or intermediary training providers to provide hands-on, work-based training. Training outlines guide businesses in delivering training that will result in participants' acquisition of skills.

### ***Priority of Service***

Foothill WDB has published a WIOA Adult Program Priority of Service Policy. The policy indicates that veterans and eligible spouses continue to receive priority of service among all eligible individuals. However, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134 (c)(3)(E). When programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

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

At the discretion of the Executive Director, exceptions to the priority requirements may be made for individuals seeking enrollment in special projects, regional grants, or for exceptional circumstances on a case-by-case basis.

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

Under our WIOA Youth Program, Foothill WDB provides an array of services which assist out-of-school youth and young adults ages 16 to 24 who need services such as: assistance in attaining a high school diploma or equivalency certificate; learning workplace skills; conducting career exploration; training for in-demand occupations; developing job readiness skills; and job placement assistance.

#### ***WIOA Youth Programs and Providers***

WIOA requires that all out-of-school Youth programs make available 14 required elements. Not only are all of these services available through Foothill WDB's Youth programs, but they also represent the core features of our program. Services include:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences
  - Summer employment opportunities and other employment opportunities available throughout the school year;
  - Pre-apprenticeship programs;
  - Internships and job shadowing; and
  - On-the-job training opportunities;
4. Occupational skill training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area involved;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
7. Supportive services;
8. Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation;
9. Follow-up services for not less than 12 months after the completion of participation;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
11. Financial literacy education. Having the skills to manage finances is critical for young people just starting out in the workforce. Financial literacy goes beyond just understanding “needs” and “wants” to making important decisions about budgeting, taking on educational debt, using credit cards, and making large purchase commitments like a lease, mortgage, or car payment;
12. Entrepreneurial skills training (additional information is provided below);
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

### ***Special Programs and Services for Youth and Young Adults***

Based on the menu of services that WIOA allows for Youth Programs, Foothill WDB frequently develop strategies that meet the unique needs of disconnected and other opportunity youth who reside in the communities that we serve. Examples include the following.

Entrepreneur Training Program: Even young adults dream of having their businesses. Entrepreneurs account for more than 50% of the U.S. private workforce. However, owning a business requires research and planning to determine whether an idea is viable in the marketplace. Foothill WDB has developed a program for youth with an eye toward entrepreneurship. Training covers the following essential topics:

- Overview of the opportunity and challenges of owning a business
- Developing a business plan; defining your business, concept/product; defining your target market; documenting your plan.

- Obtaining a business location and license
- Access to capital
- Accounting and taxes
- Marketing, salesmanship and business associations
- Hiring Incentives 101
- What is your responsibility as a business owner?

Work Experience: Foothill WDB has a number of programs to assist youth in finding employment, including the Youth@Work program, which is supported by County of Los Angeles general fund dollars. Youth who are still in school can take advantage of a work experience opportunity with one of the WDB's business partners. For youth not currently enrolled in high school, other forms of paid work-based learning and skills development are available.

### ***Services for Youth with Disabilities***

All of the foregoing activities are available to youth with disabilities. When a young person with a disability seeks services through the AJCC, assessments are administered and an Individual Service Strategy is developed to identify past educational attainment, skills levels, interests, barriers, and unique or specialized needs. Depending on the results of the assessment and service planning process, WIOA Youth Program staff may engage colleagues from the Department of Rehabilitation, special education, or other partners to assist in securing services and, as necessary accommodations, to facilitate the youth/young adult's participation in the program. Work Experience has been a successful strategy for many youth with disabilities, as it provides the opportunity to work with others in an integrated work setting.

### ***Addressing the Digital Literacy Skills of Youth and Young Adults***

No matter their educational deficits or barriers to employment, most of the youth and young adults seeking employment and related services from Foothill WDB are surprisingly tech savvy. Not only are they adept at using a wide range of hardware, software, and web applications, but they are also remarkably willing to try any new technology tool put before them. This openness to new ideas allows staff to present a wide range of options to them. Our focus on developing the digital skills of WIOA Youth program participants includes exposure to and instruction in the use of various tools including the following.

Microsoft Office 365: As described earlier, Microsoft Office 365 is ubiquitous in business operations, education, and personal use. Included are Word, Excel, PowerPoint, Publisher, Access, and Outlook. Workers armed with the ability to use these products are likely to compete more successfully for jobs and perform more productively in the workplace.

Zoom: As useful for job seekers as it is for Foothill WDB staff, this cloud-based video communications application allows users to set up virtual video and audio conferencing,

webinars, live chats, screen-sharing, and other collaborative capabilities. It is widely used by providers of distance learning programs.

Email: The social media and text heavy world of youth communications is frequently devoid of use of any kind of email. Not only will youth learn how to use Outlook and other email systems of various kinds, instruction on the use of email will focus on etiquette and social norms for email communications in a business setting. Youth will understand the need for an acceptable level of formality and consistency that avoids the abbreviations, emoticons, and hashtags which are common in other, less business-oriented forms of digital communications.

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

The process for disbursing grant funds and competitive award of contracts are embedded in local policy as described below.

***Disbursement of Grant Funds***

The City of Pasadena serves as the fiscal agent for the WIOA Title I program and is responsible for the disbursal of grant funds as determined by the local Chief Elected Official. Operationally, Foothill WDB reports to the Office of the City Manager and utilizes the city’s financial system, policy and procedures, and is incorporated into the city’s annual budget.

***Competitive Process to Award Contracts***

The City of Pasadena provides administrative support in human resources, finance, accounting, procurement, legal services, and information technology. The Foothill Workforce Development Board follows the City of Pasadena’s procurement policies and procedures for all grant-related purchases. The City of Pasadena’s procurement processes utilize a combination of formal, informal, and micro purchase methods. Procurement policies include standards to address conflict of interest, contractual oversight, record retention, and small, minority-, and women-owned businesses. Procurements are conducted to ensure maximum value for taxpayers.

**How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers**

The responsibilities of the AJCC/One-Stop Operator (OSO) are met through contracted services, while Foothill WDB directly functions in the capacity of career services provider for the WIOA Title I Adult and Dislocated Worker programs.



***AJCC/One-Stop Operator Duties and Responsibilities***

The Foothill Workforce Development Board contracts with ProPath, Inc, to provide AJCC operator services. ProPath, an experienced provider of workforce development services, was originally selected as the OSO through a competitive selection process in 2017 and has recently been re-procured for this function in 2021. Foothill WDB has prescribed the following roles and responsibilities for the OSO:

1. Coordinate the service delivery, implementation and monitoring of Foothill WDB Memorandums of Understanding (MOUs) with all mandated partners in conjunction with appropriate appointed Foothill WDB staff and identify any changes that may be needed to the agreements in order to ensure appropriate customer flow for AJCC shared services.
2. Act as a liaison between Foothill WDB staff and AJCC partners for the purpose of facility coordination, ADA compliance, site accessibility, resolving disputes, and addressing grievances. This includes assuring the delivery of accessible services to individuals with limited English proficiency, disabilities, or other significant barriers.
3. Convene and facilitate stakeholder and partner meetings for the purpose of promoting the adoption of creative and innovative methods and best practices in the delivery of required services. This includes coordinating AJCC partner activities to improve client flow, shared services, cross training, policies and procedures training, development of marketing and/or educational tools, creation of a partner directory, and collaborative efforts for process improvement.
4. Ensure AJCC partners follow the policies of the AJCC.
5. Support general coordination of career services and AJCC partners.
6. Adhere to and implement all federal, state, and WDB policies and guidance. The One-Stop Operator must follow and abide by any current and future Foothill WDB administrative directives, especially directives concerning the day-to-day operation of the AJCC, Equal Employment Opportunities, and the Americans with Disabilities Act.
7. Advise and assist Foothill WDB on all items relevant to AJCC certification and partner agreements.
8. Assist in maintaining the AJCC One-Stop network structure.
9. Integrate systems and coordinate WIOA services for the AJCC Partners and service providers, placing priority on customer service.
10. Lead implementation of state regional service delivery policies.

11. Make quarterly One-Stop Operator reports to the Foothill Workforce Development Board on operations, performance and continuous improvement recommendations.
12. Participate in monthly AJCC One-Stop operations meetings with co-located partners and offer best practices.
13. Develop and enhance the workforce development system by focusing on a fully coordinated and integrated service delivery model that is market driven and offers value-added services to job seekers.
14. Assist in implementing Foothill WDB policy.
15. Assess, develop, and generate a Foothill WDB/AJCC quarterly report that accurately reflects and measures AJCC partner activities; customer traffic; co-enrollments; referrals and outcomes; and successes and failures.

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

With state authorization, Foothill WDB has served as the provider of Adult and Dislocated Worker services for more than twenty years. In 2022, FWDB again received approval from the California Workforce Development Board to continue in this capacity. FRWD's 2021 application to the state provided a variety of evidence that supports Foothill WDB's capacity to continue to fulfill the responsibilities of this function. These included:

- Organizational and staff experience providing direct services to local job seekers and the businesses that hire them.
- An approach to service delivery that is fully integrated with Wagner-Peyer and other programs and services delivered by staff of the California Employment Development Department.
- Decades-long partnerships with the agencies representing the WIOA-mandated core and other one-stop partners
- Effective working relationships with dozens of community-based organizations, agencies serving business and industry, and other local workforce system stakeholders.
- Multiple designations of high-performing board status.
- A history of collaboration with other local workforce development boards in the Greater Los Angeles region.

<b>V. CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24</b>
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Based on discussions held throughout the process to develop the original PY 21-24 Local Plan, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the Foothill WDB and the partners implement the Local Plan.

**Major themes**, including those with a broad scope, identified by the WDB and stakeholders include:

- Local workforce system partners need to become part of larger state, regional, and local efforts that address the digital divide and a lack of digital equity.
- There should be a greater local focus, where the workforce system concentrates on identifying local jobs and giving local workers a first shot at those jobs.
- In the wake of the pandemic, underserved populations may be rendered more vulnerable than ever before. To support those who need our assistance the most, the workforce partners must see themselves as part of a holistic service system that addresses multiple needs.
- To address equity, diversity, inclusion and access, the workforce system partners need to be intentional in their efforts and develop a plan to guide their actions.

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

- Identify metrics beyond the WIOA measures that matter to Foothill communities. Develop strategies to track, analyze, and respond to performance on these metrics.
- Rethink outreach, recruitment and marketing efforts. To increase our brand recognition with key customers, will need to simplify our message and make it local, so that it is meaningful to job seekers and businesses in the communities we serve.
- As part of our career planning strategies, we need to incorporate instruction on financial planning. If it is our goal to create a workforce that experiences economic security, the workforce system partners need to provide job seekers with the right tools.
- The system partners need to follow trends - legislative, societal, and economic – to plan for necessary additions and adjustments to program, services and strategies.
- Coming out of the COVID-19 economy, the local workforce system needs to prioritize services to women who, according to various metrics, have felt the harshest economic effects of the pandemic.

- The workforce development system needs to pay additional attention to the needs of mature workers, who are likely to have more difficulty than many others in adapting to a post-pandemic economy that will be more technology-focused than ever before.
- The partners should carefully examine and act upon opportunities to streamline processes required for job seekers and business to receive services.
- Workforce system leaders and others should examine the perennial lack of affordable childcare and how it affects labor market participation, and work to identify possible solutions.

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

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

- The WDB and its workforce system partners should develop specific messaging targeted to the interests and needs of small business.
- With many businesses still adjusting to post-pandemic changes in the labor market and the pool of available candidates, the WDB should take a more consultative role with employers who are navigating a new landscape.
- The WDB should develop information and training for businesses on strategies for effectively managing a multi-generational workforce, which includes workers with a wide range of values and priorities.
- The workforce partners should simplify their messaging to businesses, which communicate best in "plain English."
- The system partners, from adult education to the AJCC, must ensure that individuals looking for work have the skills to successfully interview for positions online via videoconferencing.
- The workforce system partners should develop strategies to help both businesses and workers address employment retention.
- The WDB should formalize partnerships with public and private mental health organizations to ensure that customers have access to support they need to succeed in workforce preparation, job search, and in the workplace.

- With workers likely to change jobs and even careers several times over their work life, organizations that comprise the workforce system should promote job seekers' development of "multi-purpose skills," including both soft skills, such as critical thinking, to hard skills, such as digital technology applications.

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<b>VI.</b>	<b>APPENDICES</b>
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The following Items are Included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

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<b>Stakeholder and Community Engagement Summary</b>
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To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the original PY 2021-24 Local Plan, the WDB hosted two community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

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

This forum was held via Zoom on February 23, 2021.

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

This forum was held via Zoom on February 10, 2021.

In addition, a planning discussion centered on “vision” was held via Zoom with the members of the Workforce Development Board and Foothill’s Employment and Training Consortium’s Policy Board during the WDB’s meeting on March 17, 2021.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	EDD	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Department of Rehabilitation	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Foothill Community Center	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Friends Outside	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	LA County Department of Public Social Services	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Monrovia Community Adult Schools	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Pasadena City College	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Pasadena Housing Department	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.

During the development of the biennial update to the Local Plan, Foothill WDB hosted a community and stakeholder forum on “Economic Recovery and the Role of the Workforce System.” This forum was held via Zoom on January 20, 2023.

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
Email	EDD	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	ProPath Inc	-Attended forums.- Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	City of South Pasadena	-Attended forums.- Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	South Pasadena Chamber of Commerce	-Attended forums.- Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Monrovia Community Adult Schools	-Attended forums.- Participated in 1-to-1 discussions with WDB	Engaged in planning process.

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

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

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**SIGNATURE PAGE**

The following signatures represent approval of the 2023 Biennial Modification to the PY 21-24 Local Plan by Foothill Workforce Development Board and the Chief Elected Official for the Foothill Local Workforce Development Area.

For the **Foothill Workforce Development Board**:

Daniel J. Lien, FWDB Workforce Development Board Chair Date

For the **Foothill Local Workforce Development Area**

<b>Name</b> , FETC Policy Board Chair Date