

2023 BIENNIAL MODIFICATION TO THE

UNIFIED LOCAL PLAN

Program Year 2021-2024



ANAHEIM
WORKFORCE
DEVELOPMENT BOARD



Overseeing job seekers, youth and business programs and services.





Anaheim Workforce Development Board

Contact: Marco Lucero
Phone: (714) 765-4341
Email: mlucero@anaheim.net

Orange County Workforce Development Board

Contact: Carma Lacy
Phone: (714) 480-6420
Email: carma.lacy@occr.ocgov.com

Santa Ana Workforce Development Board

Contact: Deborah Sanchez
Phone: (714) 565-2621
Email: dsanchez@santa-ana.org

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I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by the California Workforce Development Board (CWDB) and Employment Development Department (EDD), the three local workforce development boards (WDBs) in Orange County 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 PY 21-24 Local Plan update 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 remain in effect through June 30, 2025.

Local Workforce Development Boards in Orange County and the Unified Local Plan

Orange County is served by two municipal boards, Anaheim WDB, and Santa Ana WDB, representing the most populated cities with more than 300,000 residents. The Orange County WDB serves the balance of Orange County, which includes 32 incorporated cities and more than two dozen unincorporated areas. Home to more than 3 million people, Orange County is the third most populous county in California and the sixth most populous in the nation. Businesses within the county's vibrant and diverse economy employ more than 1.5 million workers.

In 2015, as WIOA was implemented as the core program of the nation's workforce development system, new opportunities arose for collaboration among local boards within labor market regions defined by the Governor. Orange County was designated as one such region in California, officially known as the Orange Regional Planning Unit (RPU). With this designation, the three local boards in Orange County became responsible for developing a four-year Regional Plan as a companion to their WIOA-required Local Plans. However, given WIOA's emphasis on regional collaboration, the Anaheim, Santa Ana, and Orange County WDBs elected to develop a Unified Local Plan representing all three local workforce development areas. This effort by the three boards has been recognized as one of California's best examples of regional workforce development collaboration.

Development of the Local Plan and the Biennial Modification

Development of the original PY 21-24 Local Plan resulted from three local boards' significant engagement with organizations and individuals throughout Orange County that guide, contribute to, and benefit from workforce system services. A series of partner and stakeholder discussions were held. These are summarized in Attachment 1 to this Plan. Preparing the Plan also involved reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The boards' senior leadership led the planning process, assisted by the Regional Organizer, who supports the joint efforts of the boards. Once the Plan was completed, it was made available for public review and comment before being forwarded to the CWDB for review.

During the biennial process to update the PY 21-24 Local Plan, the three WDBs utilized a similar strategy and, again, engaged stakeholders, the community, and workforce development board members in discussions about strengthening the system's services.

Impact of the COVID-19 Pandemic on the PY 21-24 Unified Local Plan

The development of the original PY 21-24 Unified Local Plan was affected by the onset of COVID-19, the ensuing public health crisis, and the myriad effects of the pandemic on businesses, schools, government operations, and the local workforce development delivery system. The influence of the pandemic on the planning process in late 2020 and early 2021 was undeniable, as it shaped stakeholders' views about the economy, the workforce, training, and virtually every aspect of the workforce system.

By the time the 2023 biennial modification to the Unified Local Plan was being developed, circumstances had changed significantly. While COVID remains a concern, the economy and communities have re-opened. The re-opening of the economy has shifted the focus of local workforce systems as they address evolving priorities in meeting the needs of job seekers and businesses. The three WDBs and their workforce system partners are keenly aware of changing customer attitudes, perceptions, needs, and priorities. Strategies corresponding to these changes have been embedded throughout this 2023 updated version of the Plan.

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 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 and thirteen other federally supported programs make up the WIOA-mandated one-stop partners. Each of the local boards has entered into a Memorandum of Understanding (MOU) with the organizations managing all federal partner programs at the local level. The narrative that follows describes coordination with the core and other required program partners as prescribed by WIOA.

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

Over the last four decades, the three local boards in Orange County have built solid and effective relationships with state and local agencies representing the One-Stop partner programs. Throughout the remaining period of the Local Plan, the WDBs look forward to further enhancing coordination with each workforce system partner.

Following are local organizations representing the WIOA core and required partner programs that are party to the MOU for each of the three local boards in Orange County.

Orange County WDB	
<i>Federal Partner Programs</i>	<i>MOU Partner</i>
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Orange County Workforce Development Board
WIOA Title II Adult Education and Literacy	North Orange County Continuing Education Huntington Beach Adult School
WIOA Title III Wagner-Peyser	Employment Development Department
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	North Orange County Continuing Education
Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs For Progress
Job Corps	Long Beach Job Corps Center
Native American Programs (WIOA Section 166)	United American Indian Involvement
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not applicable. Program is not present in local area.</i>
Jobs for Veterans State Grants	Employment Development Department
Youth Build	Long Beach Job Corps
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Community Action Partnership of Orange County
Housing and Urban Development E&T	OC Housing Authority - FSS
Unemployment Insurance (UI)	Employment Development Department
Second Chance Act Grantee	None in the local area

Temporary Assistance for Needy Families (TANF)/CalWORKs	County of Orange, Social Services Agency (SSA)
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Santa Ana WDB	
Federal Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Orange County Workforce Development Board
WIOA Title II Adult Education and Literacy	Santa Ana College Rancho Santiago Community College District
WIOA Title III Wagner-Peyser	Employment Development Department
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation
Carl Perkins Career Technical Education	Santa Ana College
Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs For Progress
Job Corps	Long Beach Job Corps Center
Native American Programs (WIOA Section 166)	United American Indian Involvement
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not applicable. Program is not present in local area.</i>
Jobs for Veterans State Grants	Employment Development Department
Youth Build	Long Beach Job Corps Center
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Community Action Partnership of Orange County
Housing and Urban Development E&T	Santa Ana Housing Authority
Unemployment Insurance (UI)	Employment Development Department
Second Chance Act Grantee	None in the local area
Temporary Assistance for Needy Families (TANF)/CalWORKs	County of Orange, Social Services Agency

Anaheim WDB	
Federal Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Orange County Workforce Development Board
WIOA Title II Adult Education and Literacy	North Orange County Continuing Education Huntington Beach Adult School
WIOA Title III Wagner-Peyser	Employment Development Department
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	North Orange County Continuing Education
Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs For Progress
Job Corps	Long Beach Job Corps Center
Native American Programs (WIOA Section 166)	United American Indian Involvement
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not applicable. Program is not present in local area.</i>
Jobs for Veterans State Grants	Employment Development Department
Youth Build	Long Beach Job Corps Center
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Community Action Partnership of Orange County
Housing and Urban Development E&T	Anaheim Housing Authority
Unemployment Insurance (UI)	Employment Development Department
Second Chance Act Grantee	None in the local area

Temporary Assistance for Needy Families (TANF)/CalWORKs	County of Orange, Social Services Agency
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The local boards and their partners coordinate the delivery of services and resources described in each board's MOU, which delineates each partner's responsibilities with regard to supporting the planning, development, and implementation of programs and services as part of the local America's Job Centers of California (AJCC) system. The MOU is a functional tool that outlines how the boards and AJCC partners work together to create a unified service delivery system that meets their shared customers' needs. The MOU is reviewed and updated every three years, and a corresponding infrastructure funding agreement and other system costs are reviewed annually.

Local boards hold AJCC partner meetings regularly, ranging from monthly to quarterly. Participation in these meetings helps strengthen the partnership across programs and works to improve the system's effectiveness to meet the needs of both job seekers and business customers. The meetings provide a platform for partners to review performance, shared goals, and address issues that impact service delivery. Partner meetings are also used for information sharing and to cross-train staff to increase understanding of resources available in the AJCC system. The local boards and partner organizations share the responsibility of providing professional development training to staff.

Several co-located partners are in the AJCCs, enabling them to collaborate more effectively and avoid duplication of services. As necessary, staff from partner agencies interface with clients and support WIOA-funded case managers in developing individual employment plans that may include partner agency services. They also participate in general orientations, host client workshops, support clients in the resource room, and support on-site hiring events. Core, required, and other partners organizations and programs are co-located at AJCCs administered by each of the three local boards as follows:

Orange County WDB AJCCs: EDD, DOR, County of Orange Office on Aging, and the City of La Habra. Career Teams, LLC, the contracted career services provider, and America Works, the contracted AJCC Operator, are also located at the AJCCs.

Santa Ana WDB AJCC: EDD, DOR, SER Jobs for Progress, SSA, Housing Authority, and City-administered youth programs (SAY Youth and CA4All).

Anaheim WDB AJCC: EDD, DOR, SSA, Working Wardrobes, and North Orange Continuing Education.

Outreach efforts that support the AJCC programs are shared among partners. Partner agencies promote each other's programs to job seekers in the community to increase exposure to workforce development system services. AJCC partners also assist in staffing the Orange County WDB's One-Stop mobile unit, enabling them to reach more individuals in the community. AJCC partners coordinate service delivery to business customers that support the training and retention of a skilled workforce. Coordination involves identifying and designing appropriate business solutions, engaging businesses

in sector strategies, participating in rapid response events, and preemptive layoff aversion activities. Partners also support the promotion of work-based learning programs to the business community.

Other Strategic Partnerships

The one-stop service delivery system's core and mandated partners outlined in WIOA provide critical support to the AJCCs and are an integral part of the workforce development system in Orange County. However, in addition to these the public programs, a wide range of local organizations and programs are essential workforce system partners, as they provide an array of services and support that benefits job seekers, workers, and businesses. Broadly, such partners fall into three categories: labor, business-serving agencies, and community-based organizations (CBOs). The following is a summary of the many ways in which these local partners contribute to and enrich Orange County's workforce development delivery system.

Partnerships with Organized Labor

The labor movement and the public workforce development system have long shared common interests in supporting workers and candidates for employment in developing skills; securing employment with good wages, benefits, and security; and in building careers with mobility, clear paths to advancement, and opportunities to earn family supporting wages and achieve a middle class standard of living. With the implementation of WIOA as the nation's principal source of public funding for development of the workforce, opportunities for collaboration between the WIOA-mandated partner programs and organized labor have increase in several ways, including the following:

Representation of "Worker Voice" on Local Workforce Development Boards: Local boards provide oversight of and set a strategic direction for the WIOA-funded local workforce system. They benefit from a membership that is representative of different disciplines and perspectives. WIOA requires that no less than 20 percent of the members of each local WDB represent the workforce, with two of more or such members representing organized labor. The Orange County, Santa Ana, and Anaheim WDBs have strong and supportive representation from local unions and other labor representatives. Across the three local boards are members representing the International Brotherhood of Electrical Workers (IBEW); United Food and Commercial Workers (UFCW); California School Employees Association (CSCA); United Union of Roofers, Waterproofers, and Allied Workers; Laborers Union (LiUNA); and the Orange County Labor Federation, which represents dozens of local unions from every sector of the labor movement. The individuals representing organized labor on the three labor boards bring unique insight into issues affecting workers and provide information and support for connecting workforce system customers to labor represented jobs and careers.

Outreach and Providing Information to Individuals Seeking Employment and Exploring Careers: Local labor organizations are effective partners in supporting the workforce system in recruiting candidates for jobs and training. One example of such coordination

is the series of activities occurring during national Apprenticeship Week. Annually, the County, in partnership with the local WDBs, the Orange County Labor Federation, AFL-CIO, the Los Angeles/Orange County Building and Construction Trades Council, and the International Brotherhood of Electrical Workers host OC National Apprenticeship Week events. During Apprenticeship Week, the partners host a series of presentations by and discussions with registered apprenticeship champions to showcase their successes and demonstrate how registered apprenticeship programs help build up the country's workforce to address pressing issues that include: responding to climate change, modernizing cybersecurity responses, addressing public health concerns, and rebuilding the country's infrastructure. The workforce and labor partners also highlight how registered apprenticeships provide a viable career path for everyone, including women, people of color, and persons with disabilities. Additionally, these events provide apprentices a platform to share their experiences and how participation in apprenticeships have transformed their lives.

Provide Job-Specific Skills Training through Registered Apprenticeships and Structured Pre-Apprenticeship Training Programs: Labor organizations, particularly local unions representing the construction trades, have an expansive history of using apprenticeships to provide work-based learning that results in workers developing certified, industry-recognized skills. A wide range of apprenticeships are available to job seekers in Orange County, including much sought after opportunities, such as apprenticeships offered by the IBEW. Throughout Orange County, local WDBs can also connect WIOA participants and other workforce system customers to various multi-craft core curricula (MC3) construction pre-apprenticeship training programs, which are operated under the oversight of the Los Angeles/Orange County Building and Construction Trades Council.

Partnerships with Business-Serving Agencies and Programs

Equal in importance to job seekers as customers are businesses. Therefore, the workforce development boards of Orange County frequently collaborate with local organizations that focus on providing services to businesses of all types and sizes, including companies representing the key industries that are identified as priority target sectors within the Orange County Regional Planning Unit's PY 21-24 Regional Plan and its 2023 Biennial Update.

Given their close relationships and ongoing interactions with local businesses, chambers of commerce are uniquely positioned to support local enterprises. Chambers make introductions to businesses leaders, inform the workforce system of new and expanding companies, and frequently serve as liaisons between local businesses and the WDBs. While the system partners work with dozens of chambers of commerce, local boards have developed particularly effective relationships with the chambers in Irvine, Santa Ana, and Anaheim.

To assist businesses customers, the local WDBs also work with the Orange County Inland Empire Small Business Development Center Network, which offers business consulting, training, and online courses at no cost to entrepreneurs and business owners throughout

Orange, Riverside, and San Bernardino counties. The centers are funded in part by the U.S. Small Business Administration (SBA). The lead center is based in Orange County and is hosted by the College of Business and Economics at California State University, Fullerton.

Through the boards' connection to the SBDC, they are building a relationship with the Small Business Diversity Network (SBDN), a non-profit organization that supports small businesses throughout Orange County that are owned by minorities, women, veterans, LGBTQ individuals, and people with disabilities.

Partnerships with Community-Based Organizations

Over the last four decades, each of the three WDBs in Orange County has developed close and effective relationships with non-profit and community-based organizations. Such organizations are an integral part of the fabric of workforce development service delivery in the County, providing a vast array of services that supplement those offered under WIOA, by the core and required partner programs, and through other publicly-funded initiatives. Not only do CBOs fill gaps in services offered by public programs, they frequently function as community on-ramps to the AJCCs and other agencies that comprise the workforce development system by providing information and referrals.

Among the many non-profit agencies and CBOs with which the local boards collaborate, the following organizations have notably strong ties with the workforce system: Orange County United Way, OC Goodwill, 211 Orange County, Working Wardrobes, OC Conservation Corps, Hope Builders, Project Kinship, Orange County Children's Therapeutic Arts Center, and Chrysalis.

Detailed information on the programs, services, and resources of organized labor, business-serving, and community-based organizations that are foundational partners of the Orange County workforce system can be found online at Orange Workforce Alliance (OWA) website: <https://orangeworkforcealliance.com/>. OWA represents the programs and interests of the three Orange County-based local workforce boards, along with those of many workforce system partners.

B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management

Local boards support the integration of service delivery within the AJCC system, including strategic co-enrollment and common case management strategies. The boards maintain strong partnerships with organizations committed to collaborating to increase service integration, as appropriate, for the local areas' needs and for improving participant experiences. These practices allow partners to leverage limited resources and eliminate duplication of services. Case management is a shared responsibility among partners serving joint customers. CalJOBS, the statewide MIS system for WIOA and other programs administered by EDD, facilitates communication between partners and documents participant activities, outcomes, and referrals.

During intake, case managers determine if participants can benefit from services provided through more than one partner program. The intake process includes participants' authorization to release information that allows sharing of specific information among partners. Co-located partners use a common enrollment application to assess basic eligibility across multiple programs. System partners are cross-trained and knowledgeable on eligibility and program offerings of numerous programs, enabling them to make appropriate referrals and helping participants navigate and access resources across partner programs.

Examples of co-enrollment strategies include enrolling individuals from priority and target populations in two or more programs for which they are eligible and that address unique areas of need. Co-enrollment may include enrolling veterans in WIOA Title I and the state-funded VEAP program or federally-funded veterans services administered by community-based partners. WIOA eligible individuals who are English language learners also often participate in WIOA Title II services through which they receive ESL and other essential skills training. Job seekers with disabilities may be served by a range of local partner programs, such as DOR, Goodwill, and the AJCC.

Through community and stakeholder meetings, including those held in support of the development of the original PY 21-24 Unified Local Plan, the local boards identified the following areas where improvements could be made with regard to integrated service delivery and a seamless customer experience:

- Increase cross-training on WIOA programs and services, including community college and adult school frontline staff.
- Regularly schedule cross-training sessions to ensure staff knowledge of partner programs and services is current and new staff members are trained.
- Improve the bi-directional referral process between local boards and all system partners to improve communication and outcome tracking by: 1) increasing CalJOBS referral system usage by system partners or review other systems recently adopted by partner agencies; and 2) providing training to system partners on CalJOBS referrals.
- Continue Orange County Leadership Council meetings, but create working groups of partner organizations to address system issues that impede a seamless customer experience.

As the biennial update to the Local Plan was being developed, representatives of the local boards noted that progress had been made on the foregoing objectives, particularly in the area of training for workforce system partner staff. As training needs are ongoing and constantly evolving, the boards will prioritize the delivery of various training during regularly scheduled partner meetings and ad hoc sessions, as necessary.

Community and stakeholder input gathered during the process of preparing the Biennial Modification to the PY 21-24 Unified Local Plan cuts across various Plan topics and is, therefore, summarized in Section V.

C. One-Stop System's Use of Technology and Other Remote Strategies

In March 2020, the local boards' modified operations due to the COVID-19 pandemic. Santa Ana and Orange County AJCC/One-Stop Centers were accessible in-person (by appointment) and through virtual services. Anaheim WDB provided phone and virtual services to clients and collaborated with the Anaheim Central Library to support clients who needed access to computers and additional in-person support. The local boards are again providing in-person services at their AJCCs.

Hybrid strategies, a combination of in-person and virtual services, have become the norm. Following the expansion of virtual services during the pandemic, the boards clearly recognized that many individuals prefer to access services without going into a one-stop career center location. Virtual service delivery is also effective for many individuals with barriers, such as transportation and childcare. However, the local boards acknowledge that virtual service delivery poses obstacles for individuals who struggle with technology and do not have access to a computer or broadband service. The three WDBs are collaborating with various initiatives at all levels of government to decrease the digital divide.

Before the pandemic, the Orange County WDB began the development of a comprehensive virtual One-Stop Center. While work on the project was somewhat slowed during the pandemic, a fully functioning virtual AJCC will be available by late 2024. The virtual one-stop delivery system will use a customized learning management system (LMS) that provides local boards and AJCC partners with a single system for the online delivery of services. The LMS system will help jobseekers access job search assistance, training, and essential support services from any location. Businesses will be able to conduct virtual hiring events and remotely access AJCC support. The system provides significantly expanded access for Orange County residents, including those in remote areas.

Services provided online during the pandemic are still available via the web and in-person under the hybrid approach. Such services include orientations, workshops, and rapid response events. AJCC educational partners continue to provide instruction online. Workforce development system partners have also developed a blended model that includes online and in-person service delivery. Some of the boards and AJCC partners provide hardware resources, including internet hotspots, laptops, and Chromebooks, to program participants, while others make these tools available at their facilities or accessible community-based locations.

Another effective strategy for making workforce services widely accessible is the Orange County WDB's use of a wheelchair-accessible mobile unit that functions as a One-Stop on wheels. The mobile unit has twelve computers and a monitor on the outside used for outdoor orientations and workshops. It is available for the boards and system partners to use to serve the community. The unit is regularly dispatched to community events,

libraries, partner agencies, and parks. It is also used to reach targeted communities and areas of Orange County that are not near a comprehensive AJCC.

D. Coordination of Workforce Activities and Support Services

The local boards have an aligned supportive services policy that outlines the coordination of resources and services. Supportive services provide participants with assistance such as childcare, bus passes, gas cards or mileage reimbursement, work attire, occupational license fees, school supplies, and work tools. These services enable participants to engage in WIOA career and training activities. Case managers work directly with clients to address barriers to participating in programs and services, including barriers that can be mitigated through supportive services. If the case manager determines a need and supportive services cannot be obtained through other programs, WIOA Title I funds can be used to provide the support.

The local boards work with AJCC partners and other community organizations to identify support services resources. The demand often exceeds the budgets of the local boards. Customers are referred to other organizations to obtain such services before the boards' limited support services are expended. The supportive services most needed are childcare, transportation assistance, and work attire. Examples of local partners that can provide support to various customers groups served by the AJCCs include, but are not limited to, DOR (accommodations and tools to support workplace environments); Community Health Initiative of Orange County (access to publicly-supported health insurance programs); Chrysalis (specialized counseling services); Goodwill of Orange County (ASL interpreting services); and Working Wardrobes (business attire and work-appropriate clothing).

E. Physical and Programmatic Accessibility for Individuals with Disabilities

The Orange County, Santa Ana, and Anaheim WDBs comply with WIOA Section 188 and the applicable provisions of the Americans with Disabilities Act (ADA) of 1990. All AJCC/One-Stop Centers are accessible, and various assistive technology devices are available for those who have a physical, visual, or hearing impairment. However, the local boards and partners recognize that more resources are needed and that acquiring additional assistive technology tools is a goal of the Local Plan.

The local boards and AJCCs ensure all locations meet ADA requirements through the Biennial Local Area Self-Assessment checklist. The local boards also ensure that all eligible training providers meet the necessary standards for participants to access training. The boards comply by following the nondiscrimination and equal opportunity procedures outlined in WSD17-01. More specifically, the boards ensure the following:

- Contracts, cooperative agreements, job training plans, and policies and procedures contain nondiscrimination assurances.
- The AJCC/One-Stop Centers provide initial notice and continuing notice that they do not discriminate by posting the required "Equal Opportunity is the Law" poster with the

EEO contact information for filing a complaint. Postings are in prominent places in the centers and on the websites.

- Nondiscrimination information is provided during verbal presentations, including participant orientations.
- Enrolled clients sign a nondiscrimination form maintained in the participant's file.
- All staff members are provided with nondiscrimination policy information and training upon hire. Orange County repeats the training annually, and Santa Ana and Anaheim staff repeat the training every two years.
- Program flyers and program communication contain an EEO and auxiliary aid and services statement.

As the local boards look to strengthen services for customers with disabilities, they will coordinate with their counterparts at DOR and continue to seek the department's guidance on accessibility, facility layout, and assistive technology, along with training to increase staff effectiveness in working with job seekers with disabilities. In addition, the boards will rely on disability services and resources asset mapping that the Thompson Policy Institute at Chapman University led.

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 2016-2019. CWDB identified several new strategic partnerships with state-level agencies and initiatives within this modification. Guidance issued by the State Board in 2018 to local boards regarding two-year modifications to their PY 2017-2020 Plans required that WDBs pursue these partnerships within their jurisdictions. In the 2019 modification to the Local Plan, the WDBs in Orange County 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 and approaches under consideration to further strengthen collaboration with local providers and programs.

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

The boards and co-located AJCC partners are committed to working with Orange County SSA to improve labor market outcomes for all recipients of CalFresh, including, but not limited to, participants in CalFresh Employment & Training Services (CalFresh E&T). Under SSA's design for the Orange County CalFresh E&T program, participation is mandatory for employable individuals who receive General Relief (GR). The GR program provides temporary cash aid in the manner of a loan to eligible indigent adults who do not have custody of any minor children and do not qualify for federal- or state-funded cash aid programs. The CalFresh E&T program is not currently available to other CalFresh recipients. CalFresh E&T participants participated in work experience programs at worksites developed by SSA staff before the COVID-19 pandemic. The California Department of Social Services (CDSS) collaborated with Cell-Ed to provide welfare to work and CalFresh E&T program participants with the opportunity to receive education

and training online to build skills and engage in countable CalFresh participation hours (20 hours monthly) while sheltering during the COVID-19 pandemic. This model has fulfilled an immediate program need during the pandemic.

As service delivery in all public programs returns to pre-pandemic formats, the CalFresh E&T program is transitioning back to its original structure. As such, the three WDBs and their workforce system stakeholders are prepared to assist participants with the full range of workforce services available through WIOA and partner programs.

The local boards provide priority service to recipients of public assistance. Before the COVID-19 pandemic, the local boards were finalizing the program design and referral process for CalFresh E&T participants. SSA requires tracking of participant attendance in staff monitored job search and other WIOA program activities. Historically, AJCCs have not tracked hours and attendance except for WIOA-funded training programs. A process to track hours and attendance was established and can be implemented at the request of SSA.

To strengthen the partnership and improve outcomes for the target population, the boards and SSA have agreed to the following:

- Implement a program and referral process and move forward with referrals to the AJCC for those CalFresh E&T participants who elect to be served through the AJCC instead vs. other options.
- SSA will ensure all CalFresh E&T participants receive information regarding employment services under WIOA and the local workforce system partners.
- Provide SSA frontline staff training on the programs and services available through the one-stop delivery system's staff and partners.
- The boards, SSA, and community-based organizations will research program models and discuss the possibility of expanding the CalFresh E&T program to additional CalFresh recipients by engaging partners that can provide a non-federal match.

B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents

Anaheim, Santa Ana, and Orange County boards, co-located partners, and the Orange County Department of Child Support Services (DCSS) formal partnership arrangement was established during the WIOA local plan modification process in 2018. A bi-directional referral and consent process was established and is the current method used to refer non-custodial parents to the AJCC's. After instituting the partnership, the boards provided in-person and online training to 136 DCSS staff to ensure staff members understood WIOA programs and the new referral process. In addition to the training provided, the workforce board and DCSS managers met monthly to discuss program success and improvement opportunities. The partners will continue to meet monthly to discuss opportunities to improve the labor market outcomes of unemployed, underemployed, and payment-delinquent non-custodial parents. The partnership has initially experienced moderate success, with 131 referrals to the AJCCs. Of those non-custodial parents

referred, 58% of them had driver's license holds released due to participation in the WIOA program. However, since the onset of the pandemic, services have stalled, and referrals ceased. The local workforce boards are invested in the relationship with DCSS and are anxious to return to pre-COVID processes and referrals.

To strengthen the partnership and improve outcomes for the target population, the boards and DCSS are committed to the following:

- Grow participant referrals by focusing on outreach planning and new strategies to promote the program to a broader population of non-custodial parents.
- AJCC staff will provide additional training to frontline DCSS staff on WIOA eligibility and detailed program information.
- AJCC staff will work with DCSS staff to develop WIOA talking points for frontline DCSS staff to utilize in discussing WIOA services with non-custodial parents.
- DCSS will train AJCC frontline staff on how to address concerns non-custodial parents express about going to work. Training will address the DCSS goal not to be a barrier to the non-custodial parent's employment goals and the tools they have available to modify child support orders.
- AJCCs will work with DCSS to develop a separate referral process for justice-involved non-custodial parents to the prison-to-employment (P2E) program.
- DCSS will participate in the Orange County Leadership council bi-monthly meetings so the partnership can develop a broader range of support and participation from other community-based organizations and education providers.
- Board staff will explore additional options to provide workshops to non-custodial parents who are English language learners. DCSS serves a large population of Spanish-speaking and Vietnamese-speaking non-custodial parents who could benefit from career workshops taught in their native languages. AJCC staff currently offers language-specific services on a one-on-one basis to individuals, as necessary. The centers do not currently offer language-specific workshops.

As the biennial modification was being prepared, the local boards agreed to explore opportunities with DCSS to co-locate staff within the AJCCs to facilitate immediate handoffs to workforce service staff after non-custodial parents meet with DCSS representatives.

C. 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

In 2018, the California Department of Education, DOR, and the California Department of Developmental Services developed the Competitive Integrated Employment (CIE) Blueprint, which is a five (5)-year plan to assist people with intellectual disabilities and development disabilities (ID/DD) prepare for and secure a job earning at least minimum wage working in the community with people without disabilities. The goals of the Blueprint are to:

- Help the three state departments work together to better support people with ID/DD who want a CIE job.
- Create more options for people with ID/DD to prepare for and get a CIE job.
- Help people with ID/DD to make their own choices about working in the community.

The CWDB and EDD issued guidance to local boards on the development of 2019 biennial modifications to four-year Local Plans. This guidance required that local boards connect with and seek to participate in the efforts of local partners (local education agencies, the DOR district office, and the regional center) to deliver CIE services as outlined in a Local Partnership Agreement (LPA). These agreements articulate how local partners will work together to streamline service delivery, engage their communities, and increase CIE opportunities for individuals with ID/DD. LPAs provide a framework for the local partners to determine strategies that will work best for them and the populations they serve.

CIE is defined in WIOA as full-time or part-time work at minimum wage or higher, with wages and benefits similar to those without disabilities performing the same work, and fully integrated with co-workers without disabilities. The Act requires that states ensure employment is offered as a priority outcome for people ID/DD. In furtherance of state and federal laws, programs that provide sheltered workshops and other aggregate work settings for people with ID/DD are being phased out. They are moving to competitive integrated employment, eliminating sub-minimum wage jobs.

The local boards in Orange County coordinate workforce development services with the agencies that are signatories to a Local Partnership Agreement (LPA) and other local partners that serve individuals with ID/DD. The local board representatives participate in the Orange County LPA meetings with the signatory partners and community-based organizations. The partnership has created new employment and training opportunities aligned with WIOA and CIE Blueprint initiatives.

The local boards and DOR also work together to engage businesses through participation in chamber events, diversity job fairs, and other network business events. Another initiative is the training and development of resources for helping persons with disabilities better understand their role in searching for, securing, and retaining competitive, gainful employment. This course is taught to frontline staff at the local AJCCs and partner organizations that are a part of the Orange County Leadership Council.

To strengthen the partnership with the LPA partners and improve overall outcomes for the CIE target population and other individuals with disabilities, the boards, DOR, core partners, and community-based organizations are committed to the following:

- DOR will expand student services to the One-Stop Centers for eligible youth program participants.
- DOR will provide local board frontline staff with cross-training and professional development to ensure they understand DOR's vast offerings.

- Local boards and DOR will improve "closing the loop" on referrals and consider using the CalJOBS referral system to provide referral feedback.
- Increase participant referrals by focusing on targeted outreach and identifying other community-based organizations serving the target population.

As stated in section II of this Plan, the board's efforts in this area continue to be informed by asset mapping on disability services and resources developed by the Thompson Policy Institute at Chapman University.

D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who Are English Language Learners, Foreign Born, and/or Refugees

The local boards have long-standing and effective partnerships with the community colleges and adult education partners in the Orange County region. The Rancho Santiago, South Orange County Regional, North Orange County Regional, and Coast consortia serve a diverse population of English language learners, foreign-born individuals, and refugee students. During the development of the original PY 21-24 Unified Local Plan, the local boards held an online discussion regarding services to these target groups. The session allowed educators, community-based organizations, and other stakeholders to share ideas and offer recommendations. The conversation helped all parties better understand how to address gaps that exist for these priority populations.

To strengthen partnerships and improve outcomes for the target population, the boards, education agencies, and community organizations committed to the following:

- Local boards will examine whether the OC Leadership Council meeting should be reformatted. The board will consider hosting smaller workgroups to address the targeted population's needs.
- Local boards will work with the educational providers to develop a program plan to improve support for individuals who have degrees from other countries that will: 1) reduce confusion by helping individuals navigate the process of obtaining college transcript translation and course equivalency review by colleges, ensuring they do not start, unnecessarily, from ground zero; and 2) provide funding that individuals need to pay for transcript translation and review.
- Help the target population understand how their existing skills can be used in the workplace and explore how work-based learning programs can support them in demonstrating their skills and abilities while learning new skills on the job.
- Deploy the Orange County mobile One-Stop unit to the community colleges and adult education locations to improve outreach and access for the communities that do not have a comprehensive One-Stop close to them.
- Local boards will provide training to teachers and instructors on WIOA programs and services.

During the development of the 2023 update to the Local Plan, representatives of the three WDBs reported that significant progress had been made on the foregoing objectives. This

progress includes, but is not limited to, the adoption of processes to assist immigrants in securing recognition of foreign transcripts; increased availability of web-based AJCC and workforce services system information in the seven core languages of Orange County; access to basic career services to interested individuals regardless of their immigration status; increased availability of ESL courses online; co-location of immigrant-focused partners and programs at the AJCCs; and collaboration between local boards and SSA on serving newly arrived refugees.

IV. WIOA TITLE I COORDINATION

The following narrative addresses services, activities, and administrative requirements of for the three local workforce boards in Orange County under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

A. Staff Training and Professional Development to Increase Digital Technology Skills

The onset of the pandemic and stay-at-home orders resulted in staff using more digital tools out of necessity. These immediate changes dictated that local boards move quickly, and individual staff members adopted many tools with very little training or direction. All staff members were required to use technology and were digitally literate before the pandemic, and as they engaged in immersive learning, they achieved greater digital fluency. The local boards provide an environment that allows staff time for self-directed learning with online videos created for product use. Frontline staff mastered products and delivered and produced training videos to help their co-workers gain knowledge. Staff assisted their colleagues in navigating new digital tools.

Digital fluency is a foundational aspect of productivity, enabling staff to perform more effectively. Since the current plan's implementation, digital skills training provided to staff has covered: Microsoft Office 365; videoconferencing platforms, including Zoom and MS Teams; and a series of CalJOBS training sessions. Additional training in digital skills will be provided to frontline staff during the remaining period of the PY 21-24 Unified Local Plan.

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

Orange County's population is racial and ethnically diverse, which is reflected in the customers who use AJCC services. In addition, workforce system staff estimates that a significant number of the customers they see may have experienced various forms of trauma based on vulnerable groups that they represent, along with the wide-ranging traumatic effects of the pandemic.

Staff training and professional development are a high priority for the local boards. The local boards and AJCC partners work together to provide frontline staff training. The Orange RPU has a training plan that includes a host of topics. The Orange RPU has successfully collaborated with partners and other organizations and leveraged training in the region. Any training hosted by the local board is open to partner staff and organizations in the Orange County Leadership Council. Training planned over the remaining period of the Local Plan includes, but is not limited to: cultural competency, trauma-informed care, motivating and building staff capacity, and sector strategies.

C. Coordination of Rapid Response and Layoff Aversion Activities

The Anaheim, Santa Ana, and Orange County Workforce Development Boards continue to support statewide rapid response activities by providing rapid response and layoff aversion services to businesses and outplacement services to dislocated workers in the region. Rapid Response teams offer services to employers and workers affected by layoffs and mass closures in the Orange County region. The rapid response team is made aware of large layoffs through California's Worker Adjustment and Retraining Notification (WARN) system. Local boards also receive notice of smaller layoffs from AJCC partners, chambers of commerce, industry association meetings, and news outlets.

The rapid response team includes the local board, EDD, education and training providers, and community-based organization staff. Local board staff is responsible for making initial and follow-up contact with employers and coordinating with partner agencies to organize rapid response events. The three boards coordinate rapid response events when a large regional employer has notified them of a mass layoff that affects residents throughout Orange County. If businesses in adjacent workforce areas are affected, the Orange County boards also coordinate with WDB staff in these areas. The local boards' rapid response teams have developed a common rapid response presentation that ensures they deliver a consistent message throughout the county. The teams also participate in Southern California Rapid Response Roundtable meetings.

Local boards also assist businesses at risk of displacing employees by providing layoff aversion services. The boards receive businesses' referrals and use the Econovue system to identify at-risk companies for targeted layoff aversion services. Rapid response and layoff aversion services include:

- Online or on-site outplacement services for affected workers
- Coordination with EDD on Trade Adjustment Assistance and Work Sharing programs
- Customized training or incumbent worker training
- Conducting individual needs assessment of companies' "business retention" needs
- Assistance with securing tax credits, incentives, and cost-containment programs
- Coordination of utility and technology services
- Assistance in accessing public financing programs (local, state, and federal) and Industrial Development Bonds
- Identification of traditional financing opportunities

- Assistance with obtaining California Employment and Training Panel (ETP) funding to assist in upgrading the skills of existing workers
- Coordinating with educational and job training institutions to satisfy the precise skills needs of one or more businesses

The Santa Ana WDB contracts with the local Chamber of Commerce to provide layoff aversion services and has established benchmarks for the completion of needs surveys that may indicate distress in a company that requires aversion strategies. Business outreach that supports layoff aversion is targeted to companies in growth industries and other key sectors.

Outplacement services for workers that have been affected by a layoff are provided to workers. Affected workers are made aware of these services through online and on-site rapid response events. The rapid response teams support laid-off workers in quickly accessing resources such as unemployment insurance, health insurance, and rollovers for retirement plans. Also, laid-off workers are provided information on WIOA-funded career and training services.

D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs

WIOA Title I Adult and Dislocated Worker employment and training activities offered through the AJCC system include a comprehensive array of employment and career services, such as career exploration workshops, classroom training, on-the-job training, transitional job opportunities, and other work-based learning opportunities, such as apprenticeships.

AJCC/One-Stop Delivery System

Brick-and-mortar AJCC facilities include those listed below. These sites are complemented by virtual services, which are a critical part of the hybrid workforce development delivery system that all three local boards have adopted in Orange County. Orange County WDB AJCCs

Orange County Workforce Solutions Center
7077 Orangewood Ave., Ste. 200
Garden Grove, CA 92841

OC4Vets - Veterans Reemployment Office
1300 S. Grand Avenue, 2nd Floor, Building B
Santa Ana, CA 92705

Los Alamitos Joint Forces Training Base
11200 Lexington Dr. Bldg. 244
Los Alamitos, CA 90720

Supplementing the above facilities is the Orange County WDB mobile AJCC, which provides services from community and business locations throughout the county.

The OCWDB will relocate the Garden Grove AJCC to Brea by June 2023. In addition, a new site will open in South Orange County in Laguna Hills in 2023.

Santa Ana WDB AJCC

Santa Ana WORK Center
801 West Civic Center Drive, Suite 200
Santa Ana, CA 92701

Anaheim WDB AJCC

Anaheim Workforce Connection
201 South Anaheim Blvd.
Anaheim, CA 92805

Adult and Dislocated Worker Program Services

The three local boards offer a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in and around Orange County, particularly businesses within the priority sectors that are identified in the Orange RPU PY 21-24 Regional Plan.

The AJCC system offers three levels of career services: Basic Career Services, Individualized Career Services, and Training Services. These are supplemented by follow-up services. Services are provided in no specific sequence. Instead, services are tailored to meet the needs of individuals while still allowing for tracking outcomes for reporting purposes.

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

- Outreach, intake, and orientation to services that are available to all job seekers
- Determinations of eligibility for WIOA. Individuals who do not meet WIOA eligibility criteria may continue accessing basic career services and be referred to partner programs and other community-based agencies
- Initial assessments of skill levels are conducted that address literacy, numeracy, and English language proficiency, as well as aptitudes, abilities, and supportive service needs

- Labor market information, including job vacancy listings, information on in-demand industry sectors and occupations, regional labor market information, and information on nontraditional employment
- Partner information and referrals are based on individual needs and requests from customers
- Training provider Information includes data on performance and costs of programs offered by eligible providers of training services, adult education, and career and technical education
- Assistance in establishing eligibility for programs such as financial aid for training and education programs not provided under WIOA
- Supportive services information, including types, limits, and sources
- Unemployment insurance information assistance for filing unemployment compensation claims

Individualized Career Services: These services are provided when needed for an individual to obtain or retain employment. AJCC staff relies principally on assessments to determine the need for and appropriateness of individualized career services. Included are:

- Job readiness workshops
- Skills assessments
- Individual employment plans: These customized plans are developed through an in-depth interviewing and evaluation process to identify employment barriers and appropriate employment goals. The Plan outlines activities to attain career objectives.
- Group or individual counseling
- Transitional jobs
- Financial literacy services are provided based on individual needs
- Supportive services, including services such as transportation, childcare, uniforms, and tools required for employment
- English language acquisition and integrated education and training programs are provided based on individual need
- Job search and placement assistance

Training Services: The boards provide access to a wide range of training programs, which fall broadly into two types: institutional (classroom) training programs, and work-based training programs, which are developed directly with employers and include activities such as on-the-job training and customized training. Incumbent worker training may also be provided to employed individuals to increase or upgrade their skills. Training modalities include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs

- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Transitional jobs
- Adult education and literacy activities
- Customized training conducted with a commitment by an employer

Follow-Up Services

For 12 months, follow-up services may be provided to participants, including technical skills training, counseling, mentoring, crisis intervention, life skills, or emergency support required to sustain long-term employment.

Examples of innovative and promising features of services available through the AJCC system include:

- Comprehensive Employment Services: Career counseling and tools for job search preparation include training referrals, job listings, resume preparation assistance, interview workshops, access to on-site employer recruitments, and labor market information.
- Career Pathway Programs: Career pathway programs have a clear sequence, or pathway, of education coursework and may include stackable training credentials aligned with employer-validated work readiness standards and skills. AJCCs offer programs that include a full range of post-secondary education options that may involve attending programs at local adult education, community colleges, and private educational institutions. As appropriate for the individual, Career pathway programs combine occupational skills training with adult education services, give credit for prior learning, and adopt other strategies that accelerate the participant's educational and career advancement.
- Collaboration with Apprenticeship Programs: Santiago Canyon Community College (SCC) is one of the leading community colleges in Orange County that offers apprenticeship and journeyman training in various trades. The local boards make referrals to SCC for apprenticeship programs. The local boards plan to work closer with SCC to explore additional partnership opportunities for pre-apprenticeship programs. The boards are also working with the California Department of Industrial Relations Division of Apprenticeship Standards to explore opportunities to support the development of nontraditional apprenticeship programs.

The local boards have policies and adhere to the requirements of priority of service. Priority is given to veterans (and spouses), recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Priority of service is established during intake and eligibility. AJCC operators' staff have been trained on the priority of service requirements, and the priority status is documented in CalJOBS. AJCC

partners are informed of the local board's priority of service policy, and they assist in referring individuals that meet the priority of service criteria.

E. Services and Activities Available under WIOA Title I Youth Program

The local boards serve eligible in-school and out-of-school youth through contracted service providers and partner organizations, assisting them in their career exploration, planning, education, and skills development. Youth with disabilities are served by providers serving all other youth, with the exception of in-school youth with disabilities under the jurisdiction of the Orange County WDB, who may be served under a specialized contract with Goodwill Industries of Orange County.

WIOA Title I Youth programs include the following fourteen required program elements:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
2. Alternative secondary school services, or dropout recovery services, as appropriate
3. Paid and unpaid work experiences with academic and occupational education as a component of the work experience
4. Occupational skills training
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
7. Supportive services
8. Adult mentoring
9. Follow-up services for no less than 12 months after the completion of participation
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in Orange County
14. Activities that help youth prepare for and transition to post-secondary education and training

The ratio of in-school to out-of-school youth served by the local boards is:

<i>WDB</i>	<i>In-School Youth</i>	<i>Out-of-School Youth</i>
Orange County WDB	25%	75%
Santa Ana WDB	20%	80%
Anaheim WDB	0%	100%

Core services and features of WIOA youth services available in the Orange County region include the following:

Case Management: Case managers provide youth guidance, support, and motivation while enrolled in the program and working toward their education, training, and

employment goals. Case managers work with youth to develop an Individual Service Plan (ISP), which identifies the employment goals and the comprehensive services strategy provided to the participant by the One-Stop Center and AJCC partner agencies. Case managers maintain contact with participants and monitor their progress toward achieving goals in the ISP. If necessary, the case manager modifies the ISP in response to the participant's progress. The case manager also coordinates services with other AJCC partners that are part of the youth's comprehensive service strategy.

Work Experience: The local boards and AJCC partners provide work experience opportunities for youth to support their gaining workplace skills. Work experience may be a paid or unpaid activity. Work experience is a planned, structured learning experience in a workplace for a limited time. Youth may be placed at a private for-profit sector, non-profit sector, or public sector worksite. Youth work experiences opportunities may include:

- Pre-apprenticeship programs
- Summer employment and other employment activities available throughout the school year
- Internships and job shadowing
- On-the-job training

Through the Orange County WDB, youth can participate in earn-and-learn programs such as "Youth with Impact." This program is a live, online "mini-MBA" program that equips participants with entrepreneurship skills, confidence, and business knowledge.

Job Readiness Training: Local boards and AJCC partners provide youth with opportunities to gain employability skills or job readiness training to prepare youth for employment or work experience opportunities. Youth gain these skills through structured activities and workshops.

Occupational Skills Training: Short-term occupational skills training is a program activity that may be offered to youth participants. Occupational skills training programs provide specific vocational skills and must lead to an industry-recognized certificate.

Educational Services: Local boards and AJCC partners provide educational services that include tutoring, basic education skills training, ESL training, and instruction that leads to a high school diploma or its equivalent.

Support Services: Youth are provided support services when necessary to enable their participation in other WIOA activities. Supportive services include, but are not limited to, linkages to community services, transportation assistance, childcare assistance, and work attire and work-related tools. As occurs for Adult and Dislocated Worker program participants, the local boards prioritize the use of non-WIOA funds for support services.

Digital Literacy Skills for Youth: Youth services moved to online platforms during the pandemic. Many youth participants adapted well to the online model with youth providers' support. In recent years, the local boards have been working to strengthen collaboration

with the public library system. The boards have leaned on their library partners to support workforce development services through their offerings, including digital literacy programming, computer classes, online homework assistance through Brainfuse Help Now, resume assistance and career coaching through Brainfuse Job Now, and dropout recovery services for youth and adults. AJCC staff also connect youth to adult education and community college non-credit programs, which provide digital literacy programming.

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

The County of Orange serves as the Orange County Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursal. Similarly, the City of Santa Ana serves as the Santa Ana Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursal. The City of Anaheim serves as Anaheim's Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursal.

The three local boards use a competitive procurement process to award sub-grants and contracts for WIOA Title I activities when award amounts are above the threshold required for such operations. The local boards follow local competitive procurement policies and procedures adopted by their respective governments. These written policies adhere to state and federal procurement regulations. In addition, the local boards comply with all requirements specified in EDD Directive WSD17-08 with respect to the procurement of equipment and related services.

G. 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

Consistent with EDD Directive WSD19-13, the selection of AJCC operators and career services providers for the local boards is the result of open and competitive procurement processes. The Santa WDB and Anaheim WDB have been granted approval by state representatives acting on behalf of the Governor to function as the career services provider for the WIOA Title I Adult and Dislocated Worker programs.

The following tables summarize the functions and roles of the entities each board has a contractual relationship with:

Local Board	Provider	Role
Orange County	America Works	One-Stop Operator
	Career Team, LLC	Career Services Provider
	City of La Habra	Youth Services "Ready. Set. OC" Program
	Goodwill Industries of Orange County	Youth Services for in-school youth with disabilities

Anaheim	Pending renewed procurement	One-Stop Operator
	Anaheim WDB	Career Services Provider
	Hope Builders	Youth Services
	Orange County Conservation Corps	Youth Services
Santa Ana	Pending renewed procurement	One-Stop Operator
	Santa Ana WDB	Career Services Provider
	Orange County Children's Therapeutic Arts Center	Youth Services
	Project Kinship	Youth Services
	Orange County Conservation Corps	Youth Services

V. STAKEHOLDER INPUT AND CONSIDERATIONS FOR PY 21 - 24

Based on discussions held throughout the process used to develop the original PY 21-24 Local Plan, recommendations were made by workforce system partners and other stakeholders about various topics. This input was woven into the Plan narrative.

As the three local boards worked to prepare the biennial update to the Local Plan, stakeholders were again engaged in discussion about the system. From this input, the following were identified as priorities for further exploration, development, and/or enhancement by the WDBs and system partners over the remaining period of the PY 21-24 Local Plan.

- With jobs seekers and businesses expressing a broad range of preferences regarding service modalities, the workforce system should provide as many options as possible, including brick-and-mortar career centers, virtual services, and community-based services options, such as community access points (e.g. partner facilities) and mobile services.
- Ensure that virtual services are of the same quality and have parallel content to in-person services delivered at the AJCCs.
- Digital literacy is essential for all job seekers and is required to do most jobs. The workforce system should assess each customer's digital literacy and provide training in this area to ensure everyone has the basic skills to compete for and succeed in employment.
- AJCCs need to prepare job seekers to participate successfully in online interviews, which may require different skills and strategies than traditional in-person interviews.
- To expand programs available to job seekers and to make training more accessible, make more online training programs and courses available.

- Recognizing the emotional toll of the pandemic, the workforce system should collaborate with organizations providing mental health services.
- AJCC and workforce development system partner organizations should implement trauma-informed approaches to service delivery.
- Orange County has a large immigrant community that needs support in preparing for and finding work. Specialized approaches and strategies are required to assist individuals from this underserved group of job seekers.
- Individuals needing training may be overwhelmed by the variety of institutions, programs, and courses available in Orange County. Using "navigators" may help job seekers determine the best service options.
- The county is diverse in terms of those needing workforce development assistance. Customized approaches may be the best strategy for meeting the needs of various target groups.
- Information about AJCC services and workforce system partner programs should be available in the native languages most frequently spoken in Orange County.
- Outreach to job seekers and businesses should leverage the full range of social media resources as they reach a wide audience at no cost.
- Web-based resources need to be accessible to and easy to navigate for people with disabilities.
- Expanding virtual services for businesses will enable the workforce system to reach many companies in the county.

VI. APPENDICES

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

Attachment 1**A. Stakeholder and Community Engagement Summary**

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2021-2024 Local Plan, the local boards hosted a series of discussions outlined in the table below.

Recommendations and other input resulting from these discussions is embedded within the content of the Unified Local Plan.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners	76 individuals registered, and 43 attended	The meeting was well attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, conservation corps, job corps, community-based organizations, and housing authorities, EDD.
Email, phone, social media, local board websites, Eventbrite	CalFresh Employment and Training Partners	38 individuals registered, and 27 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Child Support Services Partners	27 individuals registered and 18 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	Competitive Integrated Employment Partners	34 individuals registered and 28 attended	The meeting was attended by representatives from the local boards, community colleges, ROP programs, Goodwill Industry, City of Irvine Disabilities, and other community-based organizations.
Email, phone, social media, local board websites, Eventbrite	English Language Learners Partners	22 individuals registered and 19 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools.
Email, phone, social media, local board websites, Eventbrite	Re-Entry Services Partners	40 individuals registered and 24 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, State Parole, Orange County Sheriff, Mental Health Services
Email, social media, local board websites, Eventbrite	Community at large, Businesses, Chambers, Core Partners	66 individuals registered and 33 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools, Veteran Serving Organizations, EDD, State of California WSB.

During the development of the biennial update to the Local Plan, the local boards hosted a community and stakeholder forum on "Hybrid Service Delivery." This forum was held in-person on November 30, 2022.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners, Community Members, Community Based Organizations, Education Partners	47 registered and 25 attended	The meeting was attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, community-based organizations, and EDD.

Attachment 2

B. Public Comments Received that Disagree with the 2023 Biennial Modification to the PY 21-24 Local Plan

The Anaheim, Santa Ana, and Orange County Unified Local Plan were posted online for a 30-day public comment period. **There were no public comments received that disagreed with the regional or unified local plans.**

Orange County WDBs

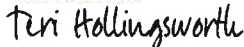
2023 Biennial Modification to PY 2021-24 Unified Local Plan

Attachment 3**C. SIGNATURE PAGE****ORANGE COUNTY UNIFIED LOCAL PLAN**

The unified local Plan represents the Orange Regional Planning Unit efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This unified local Plan is submitted for the period July 1, 2021, through June 30, 2025, in accordance with the provisions of WIOA.

LOCAL BOARD CHAIRS**ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD**

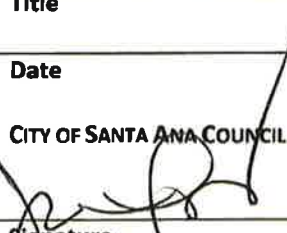
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Signature**Teri Hollingsworth****Name****Chair, Orange County Workforce Development Board****Title**

5/29/2023

Date**ANAHEIM WORKFORCE DEVELOPMENT BOARD**
Signature**Joe Paquette****Name****Chair, Anaheim Workforce Development Board****Title****Date****SANTA ANA WORKFORCE DEVELOPMENT BOARD**
Signature**Daisy Campos****Name****Chair, Santa Ana Workforce Development Board****Title****Date****LOCAL ELECTED OFFICIALS****COUNTY OF ORANGE BOARD OF SUPERVISORS**
Signature**Donald Wagner****Name****Chair, Orange County Board of Supervisors****Title****Date****CITY OF ANAHEIM COUNCIL****Signature****Ashleigh Aitken****Name****Mayor, City of Anaheim****Title****Date****CITY OF SANTA ANA COUNCIL**
Signature**Valerie Amezcua****Name****Mayor, City of Santa Ana****Title****Date**

ATTEST:


Jennifer L. Hall
CITY CLERK

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Chair, Anaheim Workforce Development Board

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Ashleigh Aitken

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Mayor, City of Anaheim

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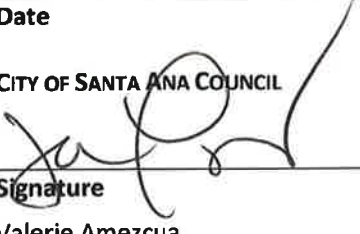
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Name

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Title

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CITY CLERK


California Workforce Development Board
Page 2

Anaheim Workforce
Development Board

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Marco Lucero

Santa Ana Workforce
Development Board

DocuSigned by:

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Deborah Sanchez

Orange County Workforce
Development Board

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Carma Lacy