

Unified Local Plan

Program Year 2025-2028

Anaheim Workforce Development Board Orange County Workforce Development Board Santa Ana Workforce Development Board



Anaheim Workforce Development Board

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

Orange County Workforce Development Board

Contact: Nancy Cook
Phone: (714) 480-6420
Email: nancy.cook@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

The Workforce Innovation and Opportunity Act (WIOA) requires each Local Workforce Development Board (LWDB) to develop and submit a comprehensive four-year plan, which must be updated every two years. This Unified Local Workforce Development Plan represents the collaborative efforts of the Santa Ana, Anaheim, and Orange County Workforce Development Boards (WDBs) to align and integrate workforce development services and resources in the region. The plan serves as a strategic roadmap for the period of July 1, 2025, through June 30, 2028, outlining the shared goals, strategies, and priorities of the three LWDBs in addressing the workforce needs of job seekers, businesses, and the community.

The WDBs have a long history of collaboration and partnership in serving the region's diverse workforce needs. By leveraging their collective resources and expertise, the WDBs aim to create a seamless, efficient, and effective workforce development system that supports economic growth, job creation, and individual prosperity. This Unified Local Workforce Development Plan builds upon the successes and lessons learned from previous plans while incorporating new strategies and approaches to address emerging challenges and opportunities.

The plan is grounded in the principles and objectives of WIOA, which emphasize the importance of regional collaboration, industry-driven strategies, customer-centered services, and data-driven decision-making. It also aligns with the California Workforce Development Board's strategic vision and goals, ensuring local efforts contribute to the statewide workforce development agenda.

The development of this plan involved extensive stakeholder engagement, including input from WIOA core and required partners, local businesses, educational institutions, community-based organizations, and job seekers. The insights and recommendations gathered through this inclusive process have shaped the strategies and priorities outlined in the plan.

The Unified Local Workforce Development Plan is organized into several key sections, each addressing critical aspects of workforce development in the region:

- WIOA Core and Required Partner Coordination
- State Strategic Partner Coordination
- WIOA Title I Coordination
- Collaborative Strategies to Address Environmental Sustainability

Throughout the plan, the WDBs demonstrate their commitment to creating an inclusive, accessible, and high-quality workforce development system that meets the needs of all residents and businesses in the region. By working together and leveraging partnerships, the WDBs aim to enhance economic competitiveness, support job growth, and promote shared prosperity.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

The Santa Ana, Anaheim, and Orange County Workforce Development Boards are committed to fostering a collaborative and integrated workforce development system that aligns with the Workforce Innovation and Opportunity Act (WIOA) vision. This vision calls for core and required partners to operate as a unified system, strategically assessing and responding to the evolving needs of workers and employers. Through coordination with WIOA core and required program partners, the local boards ensure that job seekers, including those facing barriers to employment, have access to comprehensive workforce, education, and support services tailored to their needs.

By leveraging the strengths and expertise of workforce system partners, the WDBs facilitate seamless service delivery across WIOA Title I (Adult, Dislocated Worker, and Youth), Title II (Adult Education and Literacy), Title III (Wagner-Peyser), and Title IV (Vocational Rehabilitation), in addition to other federally required partners such as Temporary Assistance for Needy Families (TANF), Carl Perkins Career and Technical Education, Trade Adjustment Assistance (TAA), and Veterans Employment and Training Services. The boards also work closely with organizations serving older workers, Native American populations, migrant and seasonal farmworkers, individuals impacted by the justice system, community-based organizations, and other specialized groups to ensure equitable access to employment and training opportunities.

This section of the Local Plan outlines the strategies and frameworks used by the WDBs and their partners to strengthen service coordination, improve referral processes, and enhance program alignment, ultimately working toward a cohesive workforce ecosystem that meets the diverse needs of job seekers and businesses throughout the region.

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

The Santa Ana, Anaheim, and Orange County Workforce Development Boards have established strong partnerships with America's Job Centers of California (AJCC) partners to coordinate workforce development services. These partnerships are formalized through Memorandums of Understanding (MOUs), which outline workforce system partners' roles, responsibilities, and resource-sharing agreements. The MOUs serve as a blueprint for collaboration, ensuring a seamless, integrated workforce system that effectively meets the needs of job seekers, workers, and employers.

Each MOU is reviewed and updated every three years, with an accompanying Infrastructure Funding Agreement (IFA) and system cost-sharing arrangements evaluated annually. This process ensures service coordination remains efficient, responsive, and aligned with the region's workforce priorities.

The following table summarizes the 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 | Career Teams LLC City of La Habra |
| WIOA Title II Adult Education and Literacy | North Orange County Continuing Education Huntington Beach Adult School South Orange County Community College District Tustin Unified School District Garden Grove Unified School District |
| 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 Rancho Santiago Community College District |
| Title V Senior Community Service Employment Program (SCSEP) | Office on Aging (MCS) |
| Job Corps | Long Beach Job Corps Center |
| Native American Programs (WIOA Section 166) | United American Indian Involvement |
| Migrant and Seasonal Farmworkers (WIOA Section 167) | Not applicable. The program is not present in the local area. |
| 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 | Not applicable. |
| Unemployment Insurance (UI) | Employment Development Department |
| Second Chance Act Grantee | Not applicable. The program is not present in the local area. |
| Temporary Assistance for Needy Families (TANF)/CalWORKs | County of Orange, Social Services Agency (SSA) |

| Santa Ana WDB | |
|--|---|
| <i>Federal Partner Programs</i> | <i>MOU Partner</i> |
| WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth | City of Santa Ana |
| 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 | Not applicable. |
| Native American Programs (WIOA Section 166) | United American Indian Involvement |
| Migrant and Seasonal Farmworkers (WIOA Section 167) | Not applicable. The program is not present in the local area. |
| Jobs for Veterans State Grants | Employment Development Department |
| Youth Build | Not applicable. |
| 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 | Not applicable. The program is not present in the local area. |
| Temporary Assistance for Needy Families (TANF)/CalWORKs | County of Orange, Social Services Agency |

| Anaheim WDB | |
|--|---|
| <i>Federal Partner Programs</i> | <i>MOU Partner</i> |
| WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth | City of Anaheim |
| WIOA Title II Adult Education and Literacy | North Orange County Continuing Education |
| 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 | Not applicable. |
| Native American Programs (WIOA Section 166) | United American Indian Involvement |
| Migrant and Seasonal Farmworkers (WIOA Section 167) | Not applicable. The program is not present in the local area. |
| Jobs for Veterans State Grants | Employment Development Department |
| Youth Build | City of Anaheim |

| | |
|---|---|
| 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 | Not applicable. The program is not present in the local area. |
| Temporary Assistance for Needy Families (TANF)/CalWORKs | County of Orange, Social Services Agency |

Through these formal agreements, the Anaheim, Santa Ana, and Orange County WDBs maintain a cohesive, effective service delivery model, leveraging resources and partnerships to enhance workforce development opportunities and ensure equitable access to services across the region.

To strengthen service coordination, the WDBs facilitate regular monthly and quarterly partner meetings, providing a platform for agencies to review shared goals, assess system performance, and identify opportunities for continuous improvement. These meetings also allow workforce staff to receive cross-training on available workforce programs and referral processes, ensuring job seekers and businesses can seamlessly access services. Through these collaborative meetings, partners work together to address service delivery challenges, identify best practices, and align workforce strategies with regional economic needs.

Several workforce partners maintain a co-located presence at the AJCCs, allowing them to work directly with job seekers, reduce service duplication, and strengthen inter-agency collaboration. Co-located partners participate in career planning, job search assistance, and employment workshops, ensuring that individuals receive comprehensive career development support. They also engage in general orientations, on-site hiring events, and case management activities that integrate WIOA and partner programs into individualized employment plans.

The three WDBs have established co-location agreements with key workforce partners to enhance employment, training, and supportive services. The Orange County WDB AJCCs house the Employment Development Department (EDD), DOR, County of Orange Office on Aging, and the City of La Habra, along with Career Teams, the contracted career services provider, and America Works, the AJCC operator. The Santa Ana WDB AJCC includes EDD, DOR, SER Jobs for Progress, Social Services Agency (SSA), Housing Authority, and city-administered youth programs (SAY Youth and CA4All). The Anaheim WDB AJCC partners with EDD, DOR, SSA, Working Wardrobes, and North Orange Continuing Education to provide targeted workforce development services.

To expand community outreach and increase public awareness of workforce services, the WDBs and AJCC partners coordinate promotional efforts across agencies. Partners actively refer job seekers to workforce programs, share information about employment

opportunities, and participate in community events, job fairs, and workforce development initiatives. Additionally, AJCC partners support the Orange County WDB's One-Stop mobile unit, which brings employment services to hard-to-reach communities, ensuring that job seekers who face transportation and accessibility barriers can connect with workforce resources.

Business engagement remains a key priority in service coordination, with the WDBs and AJCC partners collaborating to design customized business solutions, engage employers in sector strategies, and provide recruitment support. Partners work together on rapid response initiatives and layoff aversion strategies to help businesses retain their workforce while supporting employees affected by industry shifts and economic disruptions. Employer engagement efforts also focus on expanding work-based learning opportunities, such as on-the-job training (OJT), apprenticeships, and incumbent worker training programs, ensuring that businesses can build skilled, competitive workforces while offering career advancement opportunities to job seekers.

To further strengthen employer engagement, the WDBs will convene quarterly regional meetings for business services representatives and employer engagement teams across workforce system partners. These meetings will facilitate a coordinated regional approach to engaging businesses in workforce activities, aligning services with industry needs, and ensuring that employers are fully aware of the workforce services and resources available across the broader workforce development ecosystem.

Strategic Partnerships to Strengthen Workforce Development

Beyond the core and mandated partners, the workforce system in Orange County collaborates with business-serving agencies, organized labor, and community-based organizations (CBOs) to enhance workforce services and expand career opportunities. The WDBs work closely with organized labor to support apprenticeships, pre-apprenticeship programs, and sector-driven training initiatives. Labor unions are critical in connecting workforce system participants to quality jobs, ensuring job seekers have access to stable careers with competitive wages, benefits, and advancement opportunities.

Organized labor representation on the WDBs ensures that worker perspectives shape workforce policy and strategy. 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, and Laborers Union (LiUNA) actively engage in workforce training initiatives, apprenticeship programs, and industry awareness events. During National Apprenticeship Week, labor organizations, local WDBs, and the Orange County Labor Federation collaborate to host events showcasing registered apprenticeship programs, highlighting career pathways in industries such as construction, cybersecurity, and public health.

Employer engagement extends beyond traditional hiring and recruitment efforts. The WDBs actively collaborate with business-serving organizations such as local chambers

of commerce, the Orange County Inland Empire Small Business Development Center (SBDC) Network, and the Small Business Diversity Network (SBDN) to provide targeted workforce solutions for local businesses. These partnerships facilitate access to customized workforce training, entrepreneurship resources, and hiring incentives, strengthening the overall business climate in Orange County.

Community-based organizations (CBOs) play a vital role in expanding access to workforce services for priority populations, including justice-involved individuals, veterans, foster youth, and individuals with disabilities. The WDBs collaborate with key CBOs such as Orange County United Way, Goodwill of Orange County, 211 OC, Chrysalis, Working Wardrobes, Hope Builders, and Project Kinship to provide wraparound support services that help job seekers overcome employment barriers. These partnerships enable greater service alignment, increased workforce accessibility, and improved employment outcomes for Orange County residents.

Through coordinated service delivery, employer engagement, and community-based partnerships, the Anaheim, Santa Ana, and Orange County Workforce Development Boards remain committed to creating a streamlined, accessible, high-quality workforce system. These efforts ensure that job seekers have the support they need to secure meaningful employment and that businesses can access the talent required for economic growth and sustainability.

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

The local boards and America's Job Centers of California partners are committed to integrating service delivery through strategic co-enrollment and common case management. These approaches enhance coordination among workforce programs, leverage limited resources, and improve outcomes for job seekers. By strategically co-enrolling participants in multiple programs, the workforce system can streamline access to services, avoid duplication, and maximize participant success.

The WDBs and AJCC partners work collaboratively through ongoing coordination efforts to strengthen co-enrollment and common case management. At the point of intake, case managers assess participant eligibility across multiple programs to determine whether co-enrollment would provide additional benefits. Participants who authorize information sharing are referred to relevant partner programs, ensuring they receive comprehensive services tailored to their needs.

Regular partner meetings provide a platform for agencies to discuss co-enrollment strategies, review best practices, and address service delivery challenges. Cross-training sessions help ensure staff are knowledgeable about available workforce programs, eligibility requirements, and referral processes to facilitate seamless participant transitions between programs.

Co-enrollment is particularly beneficial for priority populations such as veterans, English language learners, individuals with disabilities, justice-involved individuals, and public

assistance recipients. For example, veterans may be co-enrolled in WIOA Title I programs and specialized veteran services. At the same time, English language learners may receive WIOA Title II services for ESL and skills training. The workforce system also collaborates with the DOR to support individuals with disabilities through dual enrollment in WIOA and DOR services, ensuring access to employment assistance and disability-related accommodations.

To further improve co-enrollment and case management, the WDBs and AJCC partners will focus on the following strategies:

- **Enhancing Referral and Tracking Systems:** The WDBs will explore technology-based solutions to streamline referrals, improve participant tracking, and enhance communication between workforce partners.
- **Expanding Co-Enrollment Opportunities:** The WDBs will work on strategies to strengthen co-enrollment with Title II adult education providers, community colleges, and regional occupational programs (ROPs).
- **Strengthening Workforce Staff Training and Collaboration:** The WDBs will continue to provide regular cross-training sessions for AJCC staff and workforce partners to ensure they fully understand co-enrollment processes, program eligibility, and best practices for integrated service delivery.

Through these strategies, the WDBs will enhance service coordination, improve participant outcomes, and create a more seamless workforce system that effectively supports individuals in achieving economic mobility and sustainable employment.

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

The COVID-19 pandemic catalyzed the adoption of remote and virtual service delivery strategies across the workforce system. The Santa Ana, Anaheim, and Orange County Workforce Development Boards quickly pivoted to online platforms to ensure continuity of services during stay-at-home orders. This experience underscored the importance of having robust technology infrastructure and digital capabilities to support workforce development in any environment.

While in-person services have resumed, the local boards recognize the value of maintaining a hybrid approach that combines physical and virtual access points. The boards continue to expand their offerings of online workshops, virtual job fairs, and remote case management to provide flexibility and convenience for job seekers and employers. One notable innovation in the region is the introduction of artificial intelligence (AI) tools in the AJCCs to assist staff and job seekers with tasks such as resume writing, cover letter development, and interview preparation. These AI-powered resources complement career counselors' high-touch, personalized services, allowing for more efficient and targeted support.

Several workforce system partners provide hardware resources, including internet hotspots, laptops, and Chromebooks, to program participants who need access to

technology. Others make these tools available through community-based locations such as libraries, community centers, and faith-based organizations. Establishing more neighborhood access points in collaboration with local partners will further expand workforce service accessibility.

Another key strategy for improving outreach and access is the Orange County WDB's use of a wheelchair-accessible mobile unit, which serves as a One-Stop on wheels. This mobile unit has twelve computers and an external monitor for outdoor orientations and workshops. It is regularly deployed to community events, libraries, partner agencies, and parks and to targeted areas of Orange County that lack convenient access to a comprehensive AJCC. The mobile unit also provides an essential touchpoint for engaging hard-to-reach populations and ensuring workforce services are widely available.

The local boards are also exploring ways to enhance the user experience and streamline access to workforce services through technology solutions. This includes redesigning websites and web portals to be more intuitive and user-friendly, with clear pathways for different customer groups to access the necessary information and resources. The boards are also investigating the feasibility of developing online chat features and virtual assistants to provide real-time support and guidance to users.

Other strategies to expand the reach and accessibility of services through technology include:

- Producing orientation and informational videos in multiple languages to help job seekers understand and navigate workforce programs
- Developing mobile-friendly versions of online resources and applications to ensure access for individuals who primarily rely on smartphones for internet access
- Exploring partnerships with libraries, community centers, and faith-based organizations to establish neighborhood access points where individuals can connect to workforce services using computer labs or loaner devices
- Leveraging social media and digital marketing to increase awareness of workforce programs and engage diverse populations

While technology can enhance access and efficiency, the boards recognize the importance of balancing virtual and in-person services. Some individuals, particularly those with limited digital literacy or access to technology, may struggle to benefit from online services fully. The boards are committed to ensuring an equitable and inclusive approach to service delivery that accommodates all customers' diverse needs and preferences. This will require ongoing investment in staff professional development, technology infrastructure, and partnerships to bridge the digital divide.

D. Coordination of Workforce Activities and Support Services

Supportive services are critical in ensuring job seekers can successfully participate in workforce and education programs. These services provide individuals with the

necessary resources to overcome barriers that may prevent them from completing training, securing employment, or advancing in their careers. Supportive services include but are not limited to, childcare, transportation assistance (such as bus passes, gas cards, or mileage reimbursement), work attire, occupational license fees, school supplies, and tools needed for employment. The WDBs collaborate with workforce and education partners to ensure participants have access to these essential services.

During the intake and case management process, WIOA case managers work closely with program participants to assess their needs and determine if supportive services are necessary. If a barrier is identified, participants are first referred to existing community resources to maximize available funding and avoid duplication of services. If no other options are available, WIOA Title I funds may be used to provide the needed support.

The WDBs collaborate with education providers, community-based organizations, and other workforce partners to ensure individuals can fully participate in training opportunities by collectively addressing supportive service needs. By working with K-12 school districts, community colleges, adult education programs, and training institutions, the WDBs coordinate efforts to connect participants with essential supportive services such as transportation, childcare, and financial assistance.

Additionally, partnerships with organizations such as the DOR for workplace accommodations, the Community Health Initiative of Orange County for publicly supported health insurance programs, Chrysalis for specialized counseling services, Goodwill of Orange County for ASL interpreting services, and Working Wardrobes for professional attire help reduce barriers to participation. These collaborations ensure individuals receive the necessary support to successfully engage in and complete workforce and education programs.

To further support job seekers, the WDBs coordinate with employer partners to expand pre-apprenticeships, apprenticeships, and other earn-and-learn models that provide hands-on training while allowing individuals to earn a wage. These initiatives reduce financial barriers to participation and help individuals gain the experience necessary for long-term career success.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

The WDBs comply with WIOA Section 188 and the Americans with Disabilities Act (ADA) of 1990, ensuring that all America's Job Center of California (AJCC) locations, programs, and services are physically, programmatically, and technologically accessible to individuals with disabilities. The WDBs follow the nondiscrimination and equal opportunity procedures outlined in Workforce Services Directive WSD17-01, implementing policies and practices that prevent discrimination on the basis of disability and ensure equal access to workforce development services.

All AJCC facilities within the local area meet ADA physical accessibility standards, allowing individuals with mobility impairments to navigate the centers independently. The

WDBs conduct a Biennial Local Area Self-Assessment to evaluate compliance with accessibility requirements and ensure that any identified issues are promptly addressed. To enhance accessibility beyond physical accommodations, the AJCCs provide assistive technology and alternative communication tools to support individuals with hearing, vision, or other disabilities. These resources include screen readers, magnification software, speech-to-text applications, video relay services, and adaptive keyboards.

The WDBs actively promote nondiscrimination policies and ensure equal opportunity information is communicated to all staff, job seekers, and employers. This includes displaying the required "Equal Opportunity is the Law" posters in prominent locations at AJCCs and on workforce system websites, integrating nondiscrimination language in program materials, and verbally informing participants of their rights during orientations and intake processes. All participants sign nondiscrimination forms, which are maintained in their records.

To maintain compliance with WIOA Section 188, all AJCC and partner staff receive ongoing training on nondiscrimination policies, disability rights, and accessibility best practices. Orange County WDB mandates annual equal opportunity training, while Santa Ana and Anaheim WDBs conduct training every two years to ensure all staff remain informed about ADA requirements and strategies for accommodating individuals with disabilities.

The WDBs also collaborate with the DOR and other disability service providers to strengthen accessibility efforts. These partnerships provide guidance on facility layout, assistive technology acquisition, and best practices for serving individuals with disabilities.

Through these efforts, the Santa Ana, Anaheim, and Orange County WDBs ensure an inclusive, accessible, and equitable workforce system, removing barriers for individuals with disabilities and fostering meaningful participation in workforce development programs.

III. STATE STRATEGIC PARTNER COORDINATION

The WDBs actively collaborate with state and regional partners to enhance workforce development efforts, ensuring alignment with industry needs and equitable access to career opportunities. Through these partnerships, the WDBs work to strengthen apprenticeships, expand career pathways, and develop industry-driven training programs that support high-demand sectors and economic mobility for job seekers.

Collaboration with state and regional workforce partners plays a critical role in advancing local workforce initiatives. These partnerships help integrate work-based learning opportunities, skills development, and supportive services to create seamless pathways from education to employment. Additionally, the WDBs engage with sector-focused initiatives and industry groups to identify emerging workforce trends, address skill gaps, and enhance access to quality jobs for Orange County residents.

The following section outlines the ongoing efforts and future strategies to leverage state partnerships, expand apprenticeship models, and strengthen career training programs that drive economic growth and workforce resiliency in Orange County.

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

The CalFresh Employment & Training (E&T) program is designed to help CalFresh recipients gain skills, training, or work experience to improve their ability to secure sustainable employment and economic stability. In Orange County, CalFresh E&T participation is mandatory for employable individuals receiving General Relief (GR), a temporary cash aid program for indigent adults who do not qualify for state or federal assistance.

The Orange County Social Services Agency administers CalFresh E&T, collaborating with the Anaheim, Santa Ana, and Orange County Workforce Development Boards, AJCCs, and CBOs to provide workforce development services aligned with WIOA programs. A key development in this partnership is the co-location of SSA staff in the same building as the OC Workforce Solutions Comprehensive Center in Brea, which streamlines referrals, enhances service coordination, and facilitates direct access to workforce resources for CalFresh E&T participants.

Expansion of CalFresh E&T Services Through Fresh Success

Fresh Success is a new program launching in Orange County in 2025, expanding the reach of CalFresh Employment & Training (E&T) services to provide workforce development opportunities for CalFresh participants. The program, which currently operates in 21 counties with 34 providers across California, is supported by the Foundation for California Community Colleges, which plays a key role in its implementation by providing:

- Recruitment and support for new providers, including workforce agencies and educational institutions.
- Tools, training, and technical assistance to enhance service delivery.
- Facilitated partnerships with local organizations to integrate job training and wraparound services.
- Program oversight and quality assurance to ensure compliance and alignment with workforce development priorities.

With the support of the Foundation for California Community Colleges, local partners such as Chrysalis and the Chef Ann Foundation will lead the implementation of Fresh Success in Orange County, providing workforce training and employment services to CalFresh E&T participants. These organizations will help participants gain hands-on job experience, develop employability skills, and transition into sustainable careers, reinforcing the program's goal of fostering long-term economic self-sufficiency.

Ongoing Collaboration and Service Coordination

The WDBs, SSA, and workforce partners collaborate to enhance CalFresh E&T service delivery. Regular partner meetings provide opportunities to:

- Improve service coordination and strengthen referral processes between SSA, AJCCs, and CalFresh E&T providers.
- Develop shared goals to increase access to workforce training and employment opportunities.
- Ensure alignment of workforce development strategies with the needs of CalFresh E&T participants.

Future Strategies for Strengthening CalFresh E&T Workforce Integration

To enhance CalFresh E&T workforce services, the WDBs and their partners will implement the following strategies:

1. Establishing and Strengthening Referral Processes

- Develop a standardized, two-way referral system between SSA, AJCCs, and CalFresh E&T providers to ensure seamless participant referrals and service tracking.
- Establish coordination between AJCCs and new Fresh Success partners to ensure frontline staff are informed about the program, understand available services, and can identify opportunities for co-enrollment when it supports employment and training outcomes for CalFresh E&T participants.

2. Expanding Training and Workforce Readiness Opportunities

- Develop earn-and-learn opportunities for CalFresh recipients to gain on-the-job experience while earning an income.
- Collaborate with partners to explore and develop more short-term training opportunities that enable participants to accelerate the acquisition of industry-recognized credentials.
- Collaborate with partners to develop and implement innovative solutions that enhance access to flexible training programs, ensuring they accommodate diverse work schedules and offer childcare and transportation support to better meet participant needs.

3. Enhancing Workforce Staff Training and Cross-Agency Collaboration

- Organize cross-training sessions for workforce development and SSA frontline staff to ensure they understand each other's services, referral processes, and program eligibility requirements.
- Develop shared goals between SSA, WDBs, and CalFresh E&T providers to align service coordination and workforce development efforts.

4. Improving Data Tracking

- Explore the feasibility of developing local codes or program activities in CalJOBS to improve the tracking of CalFresh E&T participant enrollment and service outcomes.
- Assess the need to enhance data-sharing agreements between SSA, WDBs, and CalFresh E&T providers to measure the effectiveness of workforce interventions and improve service coordination.

By implementing these strategies, the Anaheim, Santa Ana, and Orange County Workforce Development Boards will strengthen CalFresh E&T service coordination, and expand participant workforce opportunities.

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

The WDBs partner with the Orange County Department of Child Support Services (DCSS) to help non-custodial parents (NCPs) gain employment, increase economic stability, and meet child support obligations. This partnership ensures that NCPs have access to workforce training, job placement assistance, and career development services that help them achieve long-term financial independence and family-sustaining wages.

The WDBs and DCSS continue strengthening their collaboration by improving service coordination, referral processes, and workforce training opportunities for NCPs. Recognizing the unique challenges faced by this population, the workforce system aims to provide tailored employment solutions, including career workshops, legal assistance, and job readiness training, to help NCPs transition into stable employment.

Through stakeholder meetings, it was identified that many NCPs are also justice-involved individuals who face additional barriers to securing employment, highlighting the need for targeted strategies to support this population. Additionally, discussions emphasized that successfully connecting NCPs to career opportunities requires tailored workforce solutions that address their specific needs, including multilingual career workshops, targeted outreach to low-income gig workers, and expanded career pathways that provide financial stability and opportunities for advancement.

Ongoing Collaboration and Service Coordination

The WDBs, DCSS, and workforce system partners collaborate to enhance service delivery and workforce access for NCPs. Coordination efforts include:

- Providing cross-training between DCSS staff and workforce professionals to improve WIOA program knowledge and referrals.
- Increasing collaboration on job recruitment events, ensuring DCSS distributes job flyers and workforce information in client-facing settings.

- Expanding partnerships with community-based organizations to strengthen wraparound services for NCPs, including legal aid and employment readiness programs.

Future Strategies for Strengthening Workforce Support for Non-Custodial Parents

To further support NCPs in accessing workforce services, the WDBs and partners will implement the following strategies:

1. Strengthening Referral and Outreach Processes

- Fully implement a streamlined digital referral process, improving service coordination and tracking. The original plan to use CalJOBS for referrals has proven challenging to implement widely.
- The partnership will initially prioritize increasing overall referral volume, followed by an assessment of the need for non-English services and specialized workshops to support diverse NCP populations better.
- Designate liaison staff for warm handoffs between DCSS and workforce agencies.
- Enhance outreach efforts through text messaging, email guidance, and multilingual marketing materials.

2. Supporting Justice-Involved Non-Custodial Parents

- Develop and distribute child support informational guides for justice-involved individuals in collaboration with reentry partners.
- Expand early workforce and child support intervention efforts for incarcerated individuals, connecting them with employment resources pre-release.
- Develop strategies to strengthen engagement with reentry organizations to ensure justice-involved NCPs receive early intervention services for workforce and child support services.

3. Increasing Workforce System Engagement with Child Support Services

- Provide ongoing cross-training between workforce boards and DCSS staff to ensure a comprehensive understanding of available workforce programs and referral processes.
- DCSS will train AJCC frontline staff on addressing concerns non-custodial parents may have about employment, emphasizing that DCSS aims to support, not hinder, their employment goals and providing information on tools available to modify child support orders when necessary.
- Increase DCSS participation in workforce recruitment efforts, including job fairs and employment initiatives.

By implementing these strategies, the Anaheim, Santa Ana, and Orange County Workforce Development Boards will strengthen workforce service delivery, improve economic opportunities for non-custodial parents, and enhance collaboration with child support agencies and reentry partners.

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

The California Competitive Integrated Employment (CIE) Blueprint is a statewide initiative led by the California Department of Education (CDE), the California Department of Rehabilitation (DOR), and the California Department of Developmental Services (DDS), in partnership with a broad range of stakeholders, including Disability Rights California (DRC). Leadership for the Blueprint is provided by the California Health and Human Services Agency (CHHSA).

The CIE Blueprint aims to expand employment opportunities for individuals with intellectual and developmental disabilities (ID/DD) by strengthening pathways to CIE. CIE is defined under the Workforce Innovation and Opportunity Act (WIOA) as full-time or part-time work at minimum wage or higher, with wages and benefits comparable to non-disabled employees performing the same work in settings where individuals with disabilities work alongside those without disabilities.

The goals of the CIE Blueprint are:

1. Improve collaboration and coordination between CDE, DOR, and DDS to prepare and support all individuals with ID/DD who choose CIE.
2. Increase opportunities for individuals with ID/DD to access California's workforce development system and achieve CIE through available resources.
3. Support informed decision-making, ensuring individuals with ID/DD can explore career options, prepare for employment, and successfully transition into and retain CIE opportunities.

Ongoing Collaboration and Service Coordination

The Anaheim, Santa Ana, and Orange County Workforce Development Boards (WDBs) actively collaborate with DOR, the Regional Center of Orange County (RCOC), local education agencies (LEAs), community colleges, and workforce service providers to implement strategies that align with the Blueprint. These efforts are primarily coordinated through a Local Partnership Agreement (LPA) that streamlines workforce services, strengthens employment pipelines, and ensures that individuals with ID/DD have equitable access to workforce opportunities.

Through their participation in Orange County LPA meetings, WDB representatives work alongside DOR, RCOC, and community-based organizations (CBOs) to ensure a coordinated approach to service delivery for individuals with disabilities. The partnership has created new employment and training opportunities aligned with WIOA and CIE Blueprint initiatives, improving service integration, career development, and business engagement.

The WDBs and DOR also collaborate to engage businesses by participating in chamber of commerce events, diversity hiring fairs, and workforce networking events. This proactive employer engagement strategy is essential for:

- Educating businesses on the value of hiring individuals with disabilities.
- Providing training and technical assistance to create more inclusive workplaces.

Additionally, the WDBs are focused on enhancing the workforce system's capacity to support individuals with disabilities. Stakeholder discussions have highlighted a critical shortage of trained job coaches, employment specialists, and disability service professionals, which has made it difficult to provide comprehensive, long-term employment support for individuals with disabilities.

To address this gap, the WDBs will work with RCOC to explore workforce pipeline solutions, such as recruiting and training older workers who are re-entering the workforce due to the rising cost of living. Many older workers may be interested in part-time employment and could be trained as job coaches or employment specialists to support individuals with disabilities. Leveraging their experience and availability, this approach aims to bridge the service gap while creating meaningful employment opportunities for older workers.

The training and development of workforce staff is also a critical initiative. The WDBs, in collaboration with DOR, offer training sessions for frontline staff at AJCCs and partner organizations to help workforce professionals better understand the services available for individuals with disabilities. These training efforts focus on:

- Enhancing staff knowledge of DOR's extensive service offerings.
- Strengthening referral and case management systems.
- Ensuring workforce professionals are equipped to provide job seekers with disabilities the necessary guidance and support.

By leveraging regional partnerships, expanding employer engagement, and addressing workforce capacity challenges, the Anaheim, Santa Ana, and Orange County Workforce Development Boards remain committed to increasing competitive integrated employment opportunities for individuals with disabilities.

Future Strategies for Expanding Competitive Integrated Employment

To further advance Competitive Integrated Employment (CIE) opportunities and address workforce shortages in the disability employment sector, the Anaheim, Santa Ana, and Orange County Workforce Development Boards (WDBs) will implement the following strategies:

1. Expanding the Pipeline of Job Coaches and Employment Support Specialists

- Develop and promote clear career pathways for individuals interested in supporting people with disabilities by working as job coaches, employment specialists, and disability service professionals.
- Explore strategies to recruit and train older workers who are re-entering the workforce due to the rising cost of living, offering them part-time employment opportunities as job coaches.
- Map and explore various career pathways where entry-level job coaching and employment support roles can be stepping stones to higher-paying careers in human services, workforce development, and related industries. This approach will help promote these positions as viable career opportunities and improve recruitment and retention.

2. Increasing Training and Professional Development for Workforce Staff and Partner Organizations

- Explore training opportunities through institutions like the UCLA Tarjan Center to enhance workforce staff capabilities in serving individuals with disabilities.
- Conduct targeted surveys for individuals referred from DOR, RCOC, and other workforce agencies to assess service effectiveness and identify gaps.
- Provide professional development and cross-training for workforce staff, ensuring they are knowledgeable about DOR services, CIE programs, and available workforce resources for individuals with disabilities.

3. Strengthening Employer Outreach and Engagement

- Increase efforts to educate employers on the benefits of hiring individuals with disabilities and inform them about available hiring incentives.
- Continue to expand business outreach and engagement efforts, leveraging chamber of commerce networks, LinkedIn Recruiter, and direct employer outreach to increase CIE opportunities.
- Work with industry associations and business partners to promote inclusive hiring practices and support employer-driven workforce solutions for individuals with disabilities.

4. Expanding Access and Workforce Information

- Explore the creation of an online hub for disability workforce resources, providing job seekers, workforce professionals, and employers with centralized access to tools, training, and employment support services.
- Assess the potential for integrating disability workforce resources into the OC Works Online Hub Project, in partnership with the Orange County Regional Consortium (OCRC) to enhance accessibility and streamline information sharing.
- Increase participant referrals through targeted outreach efforts, identifying and partnering with CBOs to expand service reach and connect more individuals with ID/DD to workforce development programs.

By implementing these strategies, the WDBs will strengthen employer engagement, expand service accessibility, and create a sustainable workforce pipeline to support individuals with disabilities in securing competitive integrated employment.

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

The WDBs collaborate with community-based organizations, adult education providers, and immigrant-serving agencies to help English language learners (ELLs), foreign-born individuals, and refugees access workforce services and secure employment. These partnerships focus on reducing language barriers, providing culturally responsive employment services, and expanding access to training and career opportunities.

The WDBs work closely with local adult education programs, community colleges, and nonprofit organizations that offer ESL courses, vocational training, and job placement support. Recognizing the challenges these populations face in navigating the workforce system, the Boards are committed to improving outreach, strengthening referral coordination, and enhancing service accessibility.

Stakeholder meetings identified barriers preventing ELLs, foreign-born individuals, and refugees from fully accessing workforce services. Challenges include translating foreign credentials, unclear referral pathways, language barriers, and difficulty navigating workforce systems. Limited awareness, transportation, and childcare obstacles further restrict participation in training and job searches. Stakeholders emphasized the need for better service coordination to streamline referrals and avoid duplication. Additionally, culturally inclusive job readiness training is essential to help individuals adapt to U.S. workplace norms, hiring processes, and professional communication.

Ongoing Collaboration and Service Coordination

The WDBs, CBOs, and local workforce system partners collaborate to enhance workforce services for ELLs, foreign-born individuals, and refugees. Current efforts include:

- Partnering with libraries, adult education providers, and nonprofits to expand workforce resources and ESL learning opportunities.
- Providing cross-training for workforce staff and immigrant-serving organizations to improve understanding of WIOA eligibility, enrollment processes, and career services.
- Developing outreach materials in multiple languages to improve awareness and accessibility of workforce programs.
- Leveraging community spaces such as churches, cultural centers, and local nonprofits for culturally sensitive outreach and service delivery.

Future Strategies for Strengthening Workforce Support for English Language Learners, Foreign-Born Individuals, and Refugees

To improve service delivery and workforce access for these populations, the WDBs and partners will implement the following strategies:

1. Strengthening Referral and Navigation Support

- Improve the referral process between AJCCs, adult education providers, and community-based organizations to ensure seamless service coordination.
- Explore the creation of a workforce navigator role to help ELLs and foreign-born individuals understand available workforce services and complete enrollment processes.
- Create multilingual video guides and visual flowcharts explaining how to access workforce programs and eligibility requirements.

2. Expanding Workforce Training and Career Pathways

- Collaborate with education partners to expand career pathway programs, including Vocational ESL (VESL), that integrate language learning with workforce training and help ELLs earn industry-recognized credentials.
- Explore partnerships with employers to create work-based learning opportunities tailored to ELL populations.

3. Addressing Barriers to Workforce Participation

- Develop strategies to address transportation and childcare challenges that prevent ELLs from participating in training and job search activities.
- Increase culturally responsive job readiness training to help individuals understand U.S. workplace expectations, job applications, and interview processes.

4. Enhancing Outreach and Information Sharing

- Explore the possibility of integrating ELL workforce resources into the OC Works Hub site in collaboration with the Orange County Regional Consortium.
- Strengthen partnerships with culturally specific organizations to enhance outreach and better connect ELL communities with workforce services.

By implementing these strategies, the WDBs will enhance workforce access, improve employment outcomes, and strengthen collaboration with community partners serving ELLs, foreign-born individuals, and refugees.

E. Coordination with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.

The WDBs collaborate with veteran-serving organizations, community-based programs, and local Veteran Affairs offices to support veterans in successfully transitioning to civilian employment. These partnerships ensure veterans have access

to workforce services, career development resources, and employment opportunities that align with their military experience and long-term career goals.

The Orange County Workforce Development Board (OCWDB) operates the Veterans Reemployment Office (OC4Vets) in Santa Ana, a dedicated resource center providing employment assistance, career coaching, and job placement support for veterans. OCWDB also works closely with the Veterans Affairs Vocational Rehabilitation and Employment (VR&E) program, which helps veterans with service-connected disabilities gain employability skills and secure competitive integrated employment.

All three Workforce Development Boards are members of the Orange County Veterans and Military Families Collaborative (OCVMFC), which brings together public and private organizations to improve veteran service coordination and resource-sharing. Through this collaboration, the Boards participate in events, employer engagement initiatives, and workforce development strategies that enhance employment outcomes for veterans.

Stakeholder meetings highlighted several challenges veterans face in securing employment, including navigating workforce systems, translating military experience to civilian careers, and managing salary expectations. Additionally, stakeholders emphasized the need for expanded career exploration, mentorship, and job retention support.

A significant gap identified was the loss of funding for a program that provided wraparound mental health and employment services, leaving many veterans without critical support. While various services exist, they are often underutilized due to a lack of awareness and the complexity of accessing them. Stakeholders also stressed the need for better coordination among service providers to ensure warm handoffs, reduce service duplication, and improve veterans' access to essential resources and employment opportunities.

Strengthening partnerships and developing tailored solutions to address these barriers will improve service delivery and long-term employment success for veterans.

Ongoing Collaboration and Service Coordination

The WDBs, veteran-serving organizations, and workforce system partners collaborate to improve service coordination and ensure veterans receive comprehensive workforce support. Current efforts include:

- Providing cross-training between workforce staff and veteran service organizations to increase awareness of available workforce programs and referral pathways.
- Enhancing employer engagement through veteran-focused job fairs, hiring events, and business outreach initiatives.

- Expanding partnerships with community-based organizations to ensure wraparound services for veterans, including housing support, behavioral health resources, and career coaching.

Future Strategies for Strengthening Workforce Support for Veterans

To enhance workforce services for veterans, the WDBs and partners will implement the following strategies:

1. Strengthening Referral and Outreach Processes

- Increase veteran referrals to workforce services by streamlining communication between Veteran Affairs, workforce agencies, and community partners.
- Develop a structured referral system to ensure warm handoffs between veteran service providers and AJCCs.
- Create visual guides, decision trees, or flowcharts to help veterans and service providers navigate available resources and career pathways.

2. Expanding Workforce Training and Career Exploration

- Explore ways to increase job shadowing and informational interview opportunities by strengthening employer relationships and industry partnerships.
- Collaborate with partner organizations to develop strategies for connecting veterans with peer mentors who can provide guidance, share experiences, and support their transition into civilian careers.

3. Supporting Veterans with Employment Barriers

- Work with partners to develop strategies for enhancing workforce readiness programs, incorporating soft skills training, financial literacy, and job retention support to prepare veterans for long-term career success better.
- Leverage peer support specialists to provide mental health services alongside workforce training, addressing barriers to long-term employment.

4. Enhancing Employer Engagement and Job Placement

- Expand employer outreach efforts to educate businesses on the value of hiring veterans and the skills they bring to the workforce.
- Facilitate employer engagement initiatives such as veteran hiring events, industry roundtables, and veteran-focused apprenticeship programs.
- Develop strategies to bridge the gap between veteran skills and employer needs, ensuring better job matching and long-term career stability.

F. Collaboration with the Strategic Planning partners to address environmental sustainability.

The WDBs recognize the critical role of workforce development in advancing environmental sustainability and climate resilience. Aligning with the California

Workforce Development Board's High Road Training Partnerships (H RTP) framework, the WDBs collaborate with strategic planning partners, industry leaders, and community organizations to integrate sustainability into workforce programs. These efforts aim to reduce environmental impact, create career pathways in green industries, and ensure economic opportunities for disadvantaged populations.

California's High Road vision emphasizes equity, climate adaptation, and job quality, ensuring workers and businesses can transition to a carbon-neutral economy while addressing economic vulnerabilities. The WDBs are committed to developing training programs, sector partnerships, and industry-driven strategies that align workforce development with climate action goals.

Stakeholder discussions and research on high-road workforce strategies have identified key challenges and opportunities in expanding sustainable workforce initiatives. There is a need for more apprenticeship and job placement opportunities in climate-resilient sectors such as renewable energy, energy efficiency, green construction, and environmental technology. However, limited awareness and access to green career pathways, particularly for historically disadvantaged workers and underserved communities, create barriers to entry.

Additionally, as California transitions away from fossil fuels, some industries face potential job losses, highlighting the urgency of reskilling and workforce training programs to support displaced workers. Strengthening partnerships between workforce agencies, sustainability-focused employers, and climate-focused community-based organizations will be essential in ensuring that green workforce initiatives are accessible, inclusive, and aligned with industry needs.

Ongoing Collaboration and Service Coordination

The WDBs collaborate with regional planning partners, industry leaders, and training providers through the Jobs First initiative (formerly the Community Economic Resilience Fund - CERF) to develop workforce strategies that support environmental sustainability and climate adaptation. These efforts focus on aligning workforce development with equitable and sustainable economic growth, ensuring that regional workforce strategies create climate-resilient industries and green job opportunities.

As part of the Jobs First initiative, the WDBs are engaging in regional workforce planning efforts to ensure that training investments promote economic mobility, expand equitable job access, and strengthen workforce resilience in response to climate and economic shifts.

Future Strategies for Advancing Environmental Sustainability in Workforce Development

To strengthen workforce initiatives that support environmental sustainability, the WDBs and partners will implement the following strategies:

1. Expanding Green Career Pathways and Apprenticeships

- Develop industry-driven training programs in renewable energy, sustainable construction, and climate-resilient infrastructure.
- Increase paid apprenticeship and work-based learning opportunities in green sectors to ensure a skilled workforce pipeline for sustainable industries.
- Partner with employers to create upskilling programs for workers transitioning from fossil-fuel-based industries to climate-conscious jobs.

2. Strengthening Employer Engagement and Business Sustainability Practices

- Engaging industry associations, labor unions, and economic organizations to identify emerging opportunities in clean energy and green infrastructure.
- Exploring ways to help businesses adopt sustainable workforce practices, including upskilling, incentives, and strategies aligned with California's climate goals.
- Work with businesses to develop industry-specific green training programs, ensuring workforce strategies align with sustainability and climate action goals.

3. Increasing Access and Awareness of Green Workforce Opportunities

- Develop targeted outreach efforts to increase awareness of green careers among underrepresented populations.
- Explore the possibility of integrating green workforce resources into the OC Works Hub site, providing a centralized platform for environmental sustainability job opportunities.
- Facilitate convenings with sustainability-focused employers to discuss industry skill needs and workforce development opportunities.

By implementing these strategies, the Anaheim, Santa Ana, and Orange County Workforce Development Boards will support the transition to a carbon-neutral economy, expand access to green careers, and strengthen partnerships with industry leaders driving environmental sustainability.

IV. WIOA TITLE I COORDINATION

The Santa Ana, Anaheim, and Orange County Workforce Development Boards (WDBs) are committed to delivering high-quality WIOA Title I services that effectively support job seekers, workers, and employers. To achieve this, the WDBs prioritize staff preparation, training, and ongoing professional development to ensure workforce system professionals remain knowledgeable about evolving labor market trends, program requirements, and best practices in service delivery. Through continuous improvement efforts, the boards align WIOA Title I services with regional workforce priorities, fostering a system responsive to participant needs and promoting economic mobility. This section outlines the strategies for workforce staff development, service delivery approaches, and administrative coordination that guide the implementation of WIOA Title I programs across the region.

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

The WDBs recognize the growing importance of digital fluency in workforce development and are committed to equipping frontline staff with the necessary skills to navigate an evolving digital landscape. To enhance service delivery and more effectively support job seekers, the WDBs provide ongoing training and professional development opportunities focused on digital tools, virtual engagement, and emerging technologies.

Frontline staff receive regular training on core workforce technology platforms, including CalJOBS and Microsoft Office, ensuring they can efficiently manage case files, track participant progress, and facilitate job search activities. Additionally, staff are trained in using virtual communication tools such as Zoom and Microsoft Teams to conduct remote sessions, facilitate online workshops, and engage job seekers in a hybrid service model that blends in-person and virtual interactions.

Recognizing the increasing role of artificial intelligence (AI) in workforce development, staff have also participated in AI training to improve their ability to use large language model tools for administrative support, job seeker assistance, and personalized service delivery. These AI tools help streamline resume writing, job matching, and interview preparation, enhancing staff efficiency and participant outcomes.

Beyond their own skill development, staff are also trained to support job seekers in improving their digital literacy and confidence with technology. As digital skills become essential for employment, AJCC staff guide job seekers on navigating online job applications, using video conferencing for virtual interviews, and leveraging digital tools for career advancement. The WDBs continue assessing training needs and integrating new digital learning strategies to ensure staff and job seekers can successfully adapt to a technology-driven workforce.

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

Workforce programs support individuals from a wide range of cultural, socioeconomic, and linguistic backgrounds, including immigrants, refugees, justice-involved individuals, and those who have experienced trauma. The WDBs provide ongoing training in cultural competency and trauma-informed care to foster a more inclusive and supportive service environment.

The WDBs host dedicated training sessions and leverage partner-led training opportunities to equip staff with the knowledge and skills to serve diverse populations effectively. Cultural competency training focuses on recognizing implicit bias, understanding the unique needs of multilingual and multicultural communities, and ensuring workforce services are accessible and inclusive.

Trauma-informed care training helps staff recognize the impact of adverse experiences on employment readiness, emphasizing de-escalation techniques, supportive communication strategies, and approaches to fostering trust with job seekers who have experienced trauma. Additionally, staff participate in motivational interviewing training to enhance their ability to engage and empower individuals in overcoming employment barriers.

The WDBs will continue to offer training in trauma-informed care, motivational interviewing, and cultural competency to strengthen service delivery and ensure workforce professionals are prepared to provide equitable and supportive assistance to all job seekers. By maintaining these ongoing professional development efforts, the WDBs create a workforce system that is responsive, inclusive, and equipped to meet the evolving needs of the communities they serve.

C. Coordination of Rapid Response and Layoff Aversion Activities

The WDBs actively support statewide rapid response efforts by providing services to businesses facing layoffs and offering outplacement support to dislocated workers. Rapid response teams work closely with businesses and affected employees to facilitate a smooth transition and minimize disruptions. The teams become aware of large layoffs through California's Worker Adjustment and Retraining Notification (WARN) system, while smaller layoffs are identified through AJCC partners, chambers of commerce, industry associations, and local news sources.

Once notified, rapid response teams, which include WDB staff, EDD representatives, education and training providers, and community-based organizations, coordinate immediate support. The three WDBs collaborate on regional rapid response events when a layoff affects multiple areas within Orange County, ensuring consistency and efficiency. If businesses in neighboring workforce areas are impacted, the local boards work with adjacent WDBs to provide coordinated assistance. Affected workers are connected to career services, job placement support, unemployment insurance information, and retraining programs through on-site and virtual rapid response events. Workers also receive guidance on navigating health benefits, rolling over retirement plans, and accessing available public resources.

In addition to responding to layoffs, the WDBs implement layoff aversion strategies designed to help businesses retain workers by identifying at-risk companies and providing early intervention. Using business intelligence tools such as EconoVue, the boards proactively assess financial distress indicators and intervene with targeted support. Employers receive guidance on cost containment strategies, including accessing tax incentives, restructuring operations, reducing overhead expenses, and participating in employer-driven training initiatives that help retain employees while adapting to shifting industry demands. The Santa Ana WDB further supports businesses by partnering with the local Chamber of Commerce, conducting business needs assessments to identify early warning signs and develop retention strategies.

The WDBs also participate in Southern California Rapid Response Roundtable meetings, fostering regional collaboration and sharing best practices. These meetings enable workforce partners to refine strategies for layoff aversion, improve employer engagement, and align services with economic trends. Moving forward, the WDBs will continue strengthening rapid response and layoff aversion efforts by enhancing coordination with businesses, economic development agencies, and education partners, ensuring that Orange County remains resilient in the face of workforce disruptions while providing comprehensive reemployment support for displaced workers.

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

The WDBs provide a comprehensive range of employment and training services for adults and dislocated workers through the America's Job Center of California (AJCC) system. These services support job seekers at various skill levels and career stages, helping them access employment opportunities, build career pathways, and obtain industry-recognized credentials. The AJCC system delivers workforce services through in-person locations, virtual platforms, and a mobile unit that brings career services to communities throughout Orange County.

AJCC/One-Stop Delivery System

The AJCC facilities listed below provide in-person services, complemented by virtual offerings that are an integral component of the hybrid workforce development system implemented by all three local boards in Orange County.

Orange County WDB AJCCs

Orange County Workforce Solutions Center
675 Placentia Ave, Suite 330
Brea, CA 92821

OC Workforce Solutions South County
28202 Cabot Road, Suite 140
Laguna Niguel, CA 92677

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.

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 AJCC system offers career services and training opportunities that meet the diverse needs of job seekers in the region. Services are delivered through a hybrid model, combining in-person assistance at AJCC locations, virtual career services, and mobile workforce outreach to increase accessibility across Orange County.

Career Services

1. Basic Career Services:

- Job search assistance and access to labor market information.
- Initial assessments to evaluate skill levels, career interests, and barriers to employment.
- Assistance with resume development, job applications, and interview preparation.
- Information on eligibility and referrals to training and supportive services.

2. Individualized Career Services:

- Comprehensive skills assessments to determine career readiness.
- Individual Employment Plans (IEPs) developed with case managers to outline career goals and training pathways.
- Career counseling and one-on-one support for employment navigation.
- Job placement assistance and direct referrals to hiring employers.

Training Services

To equip job seekers with in-demand skills, the WDBs offer various training programs tailored to regional industry needs. These programs include:

- Occupational Skills Training through approved providers on the Eligible Training Provider List (ETPL).
- On-the-Job Training (OJT), where participants gain hands-on experience with employers while earning a wage.

- Apprenticeships and pre-apprenticeships in construction, healthcare, advanced manufacturing, and clean energy.
- Incumbent Worker Training to help current employees upskill for career advancement.
- Short-term certification programs in fields such as information technology and logistics, and other regional demand occupations.

Follow-Up Services

WDBs provide up to 12 months of follow-up services to support job retention and career growth for WIOA Adult and Dislocated Worker participants. Case managers maintain regular contact to address challenges and provide:

- Career counseling and job retention support to help participants navigate workplace expectations and advance in their careers.
- Skills development and refresher training to enhance job performance and career mobility.
- Financial literacy assistance to support budgeting and financial planning.
- Continued access to supportive services, such as transportation, childcare, and mental health resources.
- Employer mediation to help resolve workplace concerns and prevent job loss.

Follow-up services ensure participants remain employed, access additional training, and receive ongoing support for long-term career success.

The WDBs have established priority of service policies, ensuring that priority for career and training services is given to:

- Veterans and eligible spouses (highest priority).
- Recipients of public assistance, low-income individuals, and individuals who are basic skills deficient.

During intake and assessment, AJCC staff determine priority status, document eligibility in CalJOBS, and ensure priority populations receive access to career counseling, training funds, and supportive services before individuals who do not meet priority criteria. The WDBs also conduct targeted outreach to ensure that those most in need are informed about available workforce services. AJCC partners are made aware of the local board's priority of service policy and actively assist in identifying and referring individuals who meet the priority service criteria.

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

The WDBs provide a comprehensive range of workforce investment activities for eligible in-school and out-of-school youth. Services are delivered through contracted service providers and partner organizations, supporting youth in career exploration, education, skills development, and employment. These programs are designed to equip young

individuals with the necessary tools and experiences to transition successfully into the workforce or further education, ensuring they have access to meaningful career pathways and long-term economic stability.

Youth Workforce Investment Activities

WIOA Title I Youth programs offer the 14 required program elements designed to help young individuals overcome barriers and successfully transition into post-secondary education, training, and employment. These services include tutoring, dropout prevention, paid and unpaid work experiences, occupational skills training, financial literacy education, leadership development, and follow-up services for at least 12 months after program completion. Youth also receive supportive services such as transportation assistance, childcare, and work-related tools to ensure they can fully participate in training and employment opportunities.

The WDBs prioritize serving out-of-school youth, with the following service ratios:

- **Orange County WDB:** 25% in-school, 75% out-of-school
- **Santa Ana WDB:** 20% in-school, 80% out-of-school
- **Anaheim WDB:** 0% in-school, 100% out-of-school

Core Features of Youth Services

Case Management: Case managers guide youth in developing Individual Service Plans (ISPs) that outline career and education goals. They coordinate services with AJCC partners, track progress, and modify plans as needed to ensure youth stay on their career pathways.

Work Experience: Paid and unpaid work experience placements provide valuable exposure to the workforce. Opportunities include pre-apprenticeship programs, summer and year-round employment, internships, job shadowing, and on-the-job training.

Occupational Skills Training & Job Readiness: Short-term training programs lead to industry-recognized credentials, equipping youth with the vocational skills needed for employment. Job readiness workshops help participants develop essential employability skills.

Educational Services: Youth programs offer tutoring, ESL training, and academic support to help individuals earn a high school diploma or equivalent and prepare for post-secondary education.

Support Services: Youth receive assistance such as transportation, childcare, and work attire to eliminate barriers to participation. Whenever possible, the WDBs leverage non-WIOA funding sources before utilizing WIOA funds.

Digital Literacy & Technology Integration

Recognizing the growing demand for digital literacy, WDBs have expanded efforts to ensure youth gain proficiency in essential technology skills. Many youth successfully adapted to virtual services during the pandemic, and the boards continue to integrate digital tools into programming. Through partnerships with public libraries, youth have access to digital literacy training, online career coaching, and homework assistance. Additionally, AJCC staff connect youth to adult education and community college non-credit programs that offer digital literacy instruction.

By providing a structured framework of education, training, and employment services, the WDBs help youth gain the skills and experience necessary to transition into self-sufficient careers, aligning with the regional workforce development strategy.

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 fiscal agent for the Orange County Workforce Development Board, overseeing the disbursal of grant funds. Likewise, the City of Santa Ana acts as the fiscal agent for the Santa Ana Workforce Development Board, and the City of Anaheim fulfills this role for the Anaheim Workforce Development Board, ensuring proper management and distribution of WIOA funds.

To award sub-grants and contracts for WIOA Title I activities, the three local boards utilize a competitive procurement process for awards exceeding the required threshold. Each board adheres to the competitive procurement policies and procedures established by its respective governing entity, ensuring compliance with state and federal regulations. Additionally, the local boards follow all requirements outlined in EDD Directive WSD17-08 concerning 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

The selection of AJCC Operators for the Santa Ana, Anaheim, and Orange County Workforce Development Boards was conducted through an open and competitive procurement process in alignment with EDD Directive WSD22-13. Additionally, the Career Services Provider for Orange County was selected through a competitive procurement process. The Santa Ana and Anaheim Workforce Development Boards have received state approval to directly provide Career Services for the WIOA Title I Adult and Dislocated Worker programs.

The following tables summarize the entities with which each board has a contractual relationship, along with their respective roles:

| Local Board | Provider | Role |
|-------------|----------|------|
|-------------|----------|------|

| | | |
|--------------------------|--|---|
| Orange County WDB | America Works | One-Stop Operator |
| | Career Teams, LLC | Career Services Provider |
| | City of La Habra | Youth Services – "Ready. Set. OC" Program |
| Anaheim WDB | Workforce Development Solutions, Inc. | One-Stop Operator |
| | Anaheim WDB | Career Services Provider |
| | Hope Builders | Youth Services |
| | Orange County Conservation Corps | Youth Services |
| Santa Ana WDB | Workforce Development Solutions, Inc. | One-Stop Operator |
| | Santa Ana WDB | Career Services Provider |
| | Orange County Children's Therapeutic Arts Center | Youth Services |

Each local board ensures compliance with WIOA and state directives by maintaining rigorous oversight of its contracted providers and evaluating service delivery effectiveness.

V. STAKEHOLDER INPUT AND CONSIDERATIONS FOR PY 25 - 28

The development of the Local Plan was guided by an inclusive and collaborative approach, ensuring that key workforce stakeholders and community representatives had meaningful opportunities to provide input. The Santa Ana, Anaheim, and Orange County Workforce Development Boards engaged diverse partners, including residents, employers, labor organizations, education providers, human services agencies, and community-based organizations (CBOs) that serve populations with barriers to employment.

To ensure broad participation, the local boards hosted eight stakeholder meetings, four in-person and four online. These meetings provided a platform for direct engagement with workforce system partners, job seekers, and employers, facilitating discussions on workforce challenges, service delivery improvements, and strategies for expanding equitable access to employment and training opportunities. Additionally, an online form was made available for individuals and organizations unable to attend the meetings, ensuring that all interested parties had a chance to contribute their insights.

Throughout the stakeholder engagement process, input was sought from organizations and representatives serving key workforce populations, including English language learners, justice-involved individuals, refugees, older adults, veterans, people with disabilities, and historically underserved communities such as BIPOC, Latinx, and LGBTQ+ individuals. Invitations were extended to organizations specializing in worker rights, worker centers, and advocacy groups to ensure diverse perspectives addressing systemic employment barriers were considered.

The feedback collected from these engagement efforts has been instrumental in shaping the priorities and strategies outlined in the Local Plan. By fostering collaboration with a diverse array of stakeholders, the local boards remain committed to a person-centered approach that aligns workforce investments with the needs of both job seekers and

employers while ensuring equitable access to resources and opportunities across the region.

The stakeholder meetings identified key priorities for improving workforce services, emphasizing referral processes, training, outreach, service delivery, collaboration, and targeted support for specific populations.

Referral System Improvements:

There is a need to streamline and standardize referral processes across workforce agencies. The current reliance on paper-based referrals and challenges using CalJOBS for tracking require exploring alternative digital solutions such as a unified referral form or Microsoft Forms. Additionally, enhancing two-way referrals between AJCCs and partners and addressing barriers to CalJOBS account creation were noted as areas for improvement.

Training and Cross-Training:

Stakeholders highlighted the importance of ongoing training for frontline staff on WIOA programs, eligibility criteria, and available services. This includes cross-training between workforce agencies, social service providers, and child support services and developing easy-to-use talking points and information guides for staff to improve client interactions.

Outreach and Engagement:

Efforts to increase awareness of workforce services were a recurring theme, focusing on targeted outreach to low-income workers, gig economy workers, veterans, justice-involved individuals, and English language learners. Expanding collaborations with community-based organizations, libraries, and non-profits was seen as essential for improving access. Additionally, there is a need for more culturally inclusive and accessible service information, potentially through a centralized resource hub or video content.

Enhancing Service Delivery:

Expanding access to workforce programs through extended service hours, off-hour resources, and digital tools was identified as a priority. Stakeholders also emphasized the importance of increasing paid apprenticeships and internships, providing transportation assistance, and enhancing career exploration services. Key recommendations were also supported for underemployed individuals, gig workers, and seniors, including digital literacy training and career advancement pathways.

Stronger Collaboration & Communication:

To foster a more coordinated workforce system, stakeholders called for regular meetings between workforce boards, industry leaders, and education partners to strengthen alignment with employer needs. Other recommendations included creating a shared

leadership model, improving employer engagement strategies, and designating liaison staff to ensure effective service handoffs between agencies.

Addressing Specific Population Needs:

Stakeholders identified English language learners, veterans, justice-involved individuals, and individuals with disabilities as priority groups requiring customized workforce strategies. Expanding language accessibility, developing veteran transition resources, and enhancing re-entry services were among the key recommendations. Additionally, there is a recognized need to address staff shortages in roles such as job coaches and employment specialists to improve service delivery for individuals with disabilities.

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VI. APPENDICES

The following items are included as part of the Unified 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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A. Stakeholder and Community Engagement Summary

The local boards hosted a series of discussions outlined in the table below to facilitate stakeholders' engagement in planning for the local workforce development delivery system and in the development of the PY 2025-2028 Local Plan.

The insights and recommendations gathered from these discussions have been incorporated throughout the Regional and Unified Local Plan to inform strategies and initiatives.

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
|---|---|-------------------------------|--|
| Email, phone, social media, local board websites, Eventbrite | Community, Businesses, Chambers, Core Partners, Climate action partners | 17 Registered and 13 attended | Regional workforce development strategies that focused on identifying programs, services, and approaches aligned with community priorities and industry sector partnerships to address talent pipeline needs. |
| Email, phone, social media, local board websites, Eventbrite | English Language Learners | 14 Registered and 12 attended | Developing strategies to strengthen services to English language learners, foreign-born individuals, and refugees. |
| Email, phone, social media, local board websites, Eventbrite | Community, Businesses, Chambers, Core Partners | 5 Registered and 5 attended | Strengthening partnerships and coordination with industry leaders and workforce organizations to support the transition to a climate-neutral future, ensuring regional workforce partners meet evolving workforce needs. |
| Email, phone, social media, local board websites, Eventbrite | WIOA Core Program Partners | 16 Registered and 11 attended | Coordination with the WIOA core program partners operating as a unified system, assessing strategic needs and aligning them with service strategies to meet needs of workers and employers. |
| Email, phone, social media, local board websites, Eventbrite | Child Support Services Partners, Re-entry partners | 16 Registered and 7 attended | Strengthening partnerships and coordination with local child support agencies and partner community-based organizations to serve non-custodial parents. |
| Email, phone, social media, local board websites, Eventbrite | Competitive Integrated Employment Partners | 17 Registered and 13 attended | Improving services to individuals with disabilities through competitive integrated employment. |

| | | | |
|---|---|-------------------------------|--|
| Email, phone, social media, local board websites, Eventbrite | Veterans Serving Organizations | 19 Registered and 10 attended | Strengthening partnerships and coordination with Veterans Affairs and partner organizations to better serve veterans and connect them to essential resources and services. |
| Email, social media, local board websites, Eventbrite | CalFresh Employment and Training Partners | 18 Registered and 13 attended | Strengthening partnerships and coordination with county health, human service agencies, and other local CalFresh employment and training partners to serve CalFresh consumers. |

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B. Public Comments Received that Disagree with the PY 25-27 Unified Local Plan.

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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, 2025, through June 30, 2028, in accordance with the provisions of WIOA.

LOCAL BOARD CHAIRS

LOCAL ELECTED OFFICIALS

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

COUNTY OF ORANGE BOARD OF SUPERVISORS

Signature

Anna Lisa Lukes

Name

Chair, Orange County Workforce Development Board

Title

Date

Signature

Donald P. Wagner

Name

Chair, Orange County Board of Supervisors

Title

Date

ANAHEIM WORKFORCE DEVELOPMENT BOARD

CITY OF ANAHEIM COUNCIL

Signature

Joseph Paquette

Name

Chair, Anaheim Workforce Development Board

Title

Date

Signature

Ashleigh Aitken

Name

Mayor, City of Anaheim

Title

Date

SANTA ANA WORKFORCE DEVELOPMENT BOARD

CITY OF SANTA ANA COUNCIL

Signature

Daisy Campos

Name

Chair, Santa Ana Workforce Development Board

Title

Date

Signature

Valerie Amezcuca

Name

Mayor, City of Santa Ana

Title

Date