

Program Year 2025 - 2028 Local Plan

South Bay Workforce Investment Board



A WORKFORCE
DEVELOPMENT BOARD



America's **JobCenter**
of California™

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I. INTRODUCTION

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the South Bay Workforce Investment Board (South Bay WIB or SBWIB) has developed this four-year Local Plan covering program years 2025-28, with the plan's active dates being July 1, 2025 through June 30, 2029.

Pursuant to designation by the Governor, the following eleven cities comprise the South Bay Local Workforce Development Area (LWDA): Carson, El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lomita, Manhattan Beach, Redondo Beach, and Torrance. With this designation, WIOA Title I Adult Program, Dislocated Worker Program, and Youth Program formula funds are provided annually to SBWIB by EDD to serve residents and businesses within the eleven-city area.

The cities operate under Joint Powers Agreement to provide workforce development and related human services. The LWDA and its programs are overseen by the South Bay WIB (a workforce development board under WIOA) and the chief local elected official, which is represented by the City of Inglewood. SBWIB has served the South Bay region for more than forty years.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA represents the most recent iteration of federal workforce legislation that provides funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available, fosters regional collaboration within states through local workforce areas, such as the South Bay LWDA, and supports a nationwide network of career centers, which are branded within the state as America's Job Centers of California (AJCCs) and locally as South Bay One-Stop Business and Career Centers within the LWDA.

While the Program Years 2025-28 Local Plan addresses collaboration among many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the publication of the plan and that prescribes its core content.

B. South Bay Workforce Investment Board

WIOA requires that a workforce development board (WDB) be established in each LWDA. The area's chief local elected official appoint members to the SBWIB. Locally, the Mayor and City Council of the City of Inglewood fulfill this function. Boards are business-led and a majority of the SBWIB's members must come from the business community. Required members of the SBWIB also include representatives from labor, education, economic development, and specific federally-funded workforce programs. The chief local elected officials may also select representatives from other groups, such as community-based organizations, to sit on the local board .

Workforce development boards drive the vision for the workforce system and maintain the critical role of leading and providing oversight for local WIOA programs. These boards also play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match skilled workers with employers.

WIOA indicates that development of the local plan, along with its associated regional plan, is a primary responsibility of the workforce development board.

C. Local Plans and the WIOA Planning Structure

SBWIB's Local Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions encompassing one or more LWDAs, regional plans are required. Local WDBs within the region participate in a process to develop a plan that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. Along with six other local areas, the South Bay LWDA is

part of the Los Angeles Basin Regional Planning Unit (LABRPU), which is one of California's fifteen workforce regions. SBWIB serves as the Regional Organizer for the LABRPU.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's visions and strategic and operational goals. Features of the local plan include: coordination among economic, education and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that local plans be incorporated into the regional plan. Therefore, the PY 2025-28 South Bay WIB Local Plan is officially part of the PY 2025-28 Los Angeles Basin RPU Regional Plan.

D. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and Secretary for the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes access, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the CWDB pursues these aims is through its "High Road" programming. High Road refers to a "family of strategies" for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds on areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct "flavors" or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB's workforce efforts. They include: (1) lifting all workers to the "High Road;" (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and

no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the PY 2025-28 SBWIB Local Plan and the PY 2025-28 Los Angeles Basin RPU Regional Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within the local labor market and the regional economy.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

E. Development of SBWIB's Program Years 2025-28 Local Plan

This Plan replaces the PY 21-24 Local Plan which addressed a range of challenges and opportunities, including those brought about by the pandemic. Over the period covered by previous Local Plan, SBWIB and the local workforce system partners worked diligently on several priorities, which included strengthening the content and quality of services for businesses, development of career pathways, implementing virtual and hybrid service strategies, and making greater investments in foundational skills needed by all job seekers.

Development of the new Local Plan was the result of SBWIB leadership's ongoing internal planning and structured engagement with organizations and individuals throughout the South Bay who guide, contribute to, and benefit from workforce system services. SBWIB management secured the support of technical advisors to assist with the stakeholder engagement process and with crafting the content of the plan. Developing the plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. SBWIB's leadership led the planning process on behalf of the board. Development of the plan took approximately six months, after which it was made available for public review and comment, prior to being forwarded for state-level review. The Local Plan is formally adopted by both the South Bay Workforce Investment Board and the chief local elected official for the LWDA.

F. PY 2025-28 System Goals and Priorities

To identify priorities for the WIOA Title I program and for the local workforce development system, which encompasses many local programs and providers, SBWIB's leadership organized a community and stakeholder forum. The forum captured input from individuals representing various organizations and interests, including SBWIB representatives, educators, representatives of community-based organizations, and business leaders.

Based on input gathered from partners and stakeholders, the workforce system will address the following priorities during the period covered by the Local Plan.

- Make available work opportunities for youth
- Provide early exposure to careers and career exploration
- Use pre-apprenticeship training as a tool for career planning
- Expand the use of apprenticeships to connect workers to skills and employment
- Collaborate across systems to develop new programs and services
- Engage business as a partner in the design and delivery of training
- Prepare and promote under-resourced populations for careers
- Increase participants' proficiency in digital skills
- Identify and instruct in core employment skills
- Give greater attention to jobs that support climate resilience and environmental sustainability

Each of the preceding priorities is described in Section V of the Local Plan.

In addition, to priorities identified by system stakeholders, SBWIB management and staff have selected several areas on which to focus as the new Local Plan is implemented, these include:

- Train employees on the use of artificial intelligence (AI) in all aspects of work, data collection and analysis, reporting, communications, and design.
- Improve systems for intaking clients to allow for cross department collaboration and services.
- Develop a system for business/client contact management to be used across departments.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

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

A. Coordination with AJCC Partners and WIOA Memoranda of Understanding

The SBWIB has long-standing relationships with the majority of state and local agencies that comprise the network of AJCC partners required by federal regulations. The four years covered by the Local Plan will afford additional opportunities to deepen coordination and alignment of partner services, some of which are described in the following narrative, and others of which will evolve as the South Bay workforce system partners continue to expand upon collaboration opportunities.

Overview of Local One-Stop System Partners

Below is a summary of the local/regional organizations representing the nineteen (19) federal one-stop partner programs with which the SBWIB has developed MOUs.

Federal Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	South Bay Workforce Investment Board, through its network of America’s Job Centers of California (AJCCs)
WIOA Title II Adult Education and Literacy (AEFLA)	New Opportunities Charter School Inglewood Unified School District Torrance Unified School District Redondo Beach Unified School District DaVinci Schools
WIOA Title III Wagner-Peyser	Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation Act	California Department of Rehabilitation (DOR)
Carl Perkins Career, Technical Education	El Camino Community College District
Title V of the Older American Act Senior Community Service Employment Program (SCSEP)	SER-Jobs for Progress International Pre-Diabetes Center, Inc. (IPDC)
Job Corps	Los Angeles Job Corps Center

Federal Partner Programs	MOU Partner
Native American Programs (WIOA Section 166)	Southern California Indian Center United American Indian Involvement, Inc. (UAI)
Migrant and Seasonal Farmworkers (WIOA Section 167)	Not Applicable for South Bay Local Workforce Development Area
Jobs for Veterans State Grants	Employment Development Department
YouthBuild	SBWIB Youth Build
Trade Adjustment Assistance	Employment Development Department
Community Services Block Grant	L.A. County Department of Public Social Services (DPSS)
Housing and Urban Development Employment and Training	Inglewood Housing Authority
Unemployment Insurance (UI)	Employment Development Department
Second Chance	Friends Outside in L.A. County (FOLA)
Temporary Assistance for Needy Families (TANF)/CalWORKs	L.A. County Department of Public Social Services (DPSS)

Memorandum of Understanding with System Partners

The SBWIB has developed an MOU with each of its federally funded system partners to establish guidelines for shared customers, services, costs, resources, operations, and equal access. These MOUs are designed to uphold three state-level policy objectives:

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

The SBWIB also specifies goals for the effective development of career pathway training solutions that address the evolving skill demands of local and regional priority industries, including:

- Align education and training programs to help job seekers attain the skills and credentials required to secure and advance in high-wage employment.
- Expand work-based and earn and learn models, by integrating supportive services, through on-the-job training, pre-apprenticeship and apprenticeship programs.
- Foster accessibility and inclusion to promote access to high demand careers and income mobility.
- Implement quality business service strategies for priority industry employers to support local and regional economic growth and enhance local talent pipelines.
- Adopt data-driven evaluation and continuous improvement to inform an integrated service delivery system responsive to industry and job seeker needs.
- Engage in data driven planning to guide strategic planning and inform key decisions.

- Maximize efficiency through program integration driven by braided funds and public private partnerships.

Coordination with AJCC Partner Programs

The SBWIB and mandated partners acknowledge that the local workforce system will evolve over time to coincide with changing local dynamics and in response to changes in employer and customer needs. Following is a summary of SBWIB coordination with federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The SBWIB directly administers three formula-funded programs delivering basic career, individualized career, follow-up, and training services through four America’s Job Centers of California (AJCCs): a comprehensive center in Inglewood and three affiliate centers in Gardena, Torrance, and Carson. Additionally, ProPath, Inc. serves as a contracted provider, offering a full range of basic and individualized career services for dislocated workers at the Carson and Torrance centers. Title I services may also be provided at community access locations, such as South Bay Adult School, El Camino College, and the Southern Regional Occupational Center.

WIOA Title II – Adult Education and Literacy: Adult Education programs are primarily funded through the Adult Education and Family Literacy Act (AEFLA), Title II of WIOA, with regulatory oversight by the U.S. Departments of Labor and Education. These programs are designed to enhance adult basic education skills, supporting individuals in obtaining secondary credentials and equivalency. For English Language Learners (ELLs), programs focus on language acquisition and the improvement of reading, writing, speaking, and comprehension skills.

An SBWIB adult education partner, New Opportunities Charter School, delivers a comprehensive range of services through AJCC partner referrals on-site at the Inglewood comprehensive AJCC and the Gardena affiliate center. Additional services include outreach, intake and orientation; literacy, numeracy and English proficiency assessment; aptitude and skills assessment; supportive services; expungement for re-entry customers; citizenship classes; integrated education and training programs for ELL customers; and referrals to and coordination of activities with one-stop delivery system and other workforce development programs.

In addition, SBWIB collaborates with several local K-12 partners’ Adult Education Programs including Inglewood Unified School District, Centinela Valley Union High School District, Torrance Unified School District, Southern California Regional Occupational Center, and Redondo Beach Unified School District to offer their ELL customers SBWIB’s workforce development services.

WIOA Title III – Wagner-Peyser: Wagner-Peyser and WIOA programs are seamlessly coordinated through the SBWIB’s Comprehensive AJCC, where staff from both systems are fully integrated around key service functions. Despite this integration, Wagner-Peyser

representatives maintain responsibility for specific services, including RESEA workshops, coordination of TAA activities, and operation of EDD's Youth Employment Opportunity Program. EDD is represented by staff at the Inglewood AJCC, providing basic and individualized career services to adults and dislocated workers. These services include outreach, intake and orientation; skills, abilities, and support service needs assessment; Job search placement assistance and career counseling; labor market information; referrals to supportive services; provision of information on filing unemployment insurance; and referrals to and coordination of activities with the one-stop delivery system and other workforce development programs.

Additionally, EDD serves as a core partner in the SBWIB's Regional Economic Development (RED) Team Business Taskforce, collaborating with the Department of Rehabilitation (DOR), local economic development entities, and other mandated partners engage with and respond to the needs of local businesses. The Regional Economic Development (RED) Team Business Taskforce is discussed further in section *IV.C. Coordination of Rapid Response and Layoff Aversion Activities* and *IV.D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs*.

WIOA Title IV – Vocational Rehabilitation: The Department of Rehabilitation (DOR) has staff co-located at the Gardena AJCC and rotates staff support to the Inglewood, Carson and Torrance AJCCs. This co-location model enhances communication and service coordination to assist clients navigate the workforce system. Additionally, DOR provides professional development to SBWIB staff and supports the acquisition of assistive technology.

Carl Perkins Career Technical Education: Coordination with Carl Perkins-funded Career and Technical Education (CTE) programs is facilitated by El Camino College, which provides career services and training opportunities for adults at its facilities. SBWIB has staff co-located at El Camino College. Perkins Act funding supports a range of skills training programs that align with local and regional priority industry sectors. Collaboration is achieved through a referral system, enabling seamless connection between AJCCs and El Camino College CTE staff.

The SBWIB, in partnership with other workforce development boards and community colleges across Los Angeles County, engages in multiple collaborative initiatives, aligned through industry engagement, sector strategies and career pathway programs, including apprenticeship and pre-apprenticeship programs.

Title V Older Americans Act: Specialized employment services for seniors are available through the SBWIB AJCCs in partnership with SER-Jobs for Progress's and IDPC's Senior Community Service Employment Program (SCSEP). This work-based training program offers subsidized, service-based training for low-income individuals aged 55 and older who are unemployed and face barriers to employment,

Job Corps: The Los Angeles Job Corps Center offers basic skills education, vocational training, and pre-apprenticeship programs for low-income youth ages 16 to 24, with enrollment facilitated through AJCC referrals.

Native American Programs (WIOA Section 166): United American Indian Involvement offers off-site services for unemployed, underemployed, or economically disadvantaged Native Americans through referrals from AJCC partners.

Migrant Seasonal Farmworker Program (WIOA Section 167): As acknowledged by the California State Workforce Development Board, there is no local provider of WIOA Section 167 services in the South Bay local workforce development area.

Veterans: Coordination with the Jobs for Veterans State Grant (JVSG) program is facilitated through full-time, co-located EDD staff at the Inglewood AJCC. The Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) specialists are funded through the JSVG program. *Section III.E* includes information on additional SBWIB partnerships and activities that provide support to veterans seeking employment and in preparing for careers.

YouthBuild: The SBWIB administers the local YouthBuild program, serving youth and young adults ages 16 to 24, with a focus on construction career pathways, job readiness, leadership development, and earn-and-learn training opportunities. The program also provides support for high school diploma attainment and college readiness training. During the 2025 WIOA MOU development process, SBWIB will enter into partnership with two neighboring YouthBuild programs, CRCD (South LA) and EntreNous (Compton).

Trade Adjustment Assistance Act: The TAA program is a federal initiative that provides support to workers who lose their jobs or experience reduced hours and wages due to increased imports. The program is administered by EDD staff co-located full-time at the Inglewood AJCC and offers a range of benefits and reemployment services designed to help displaced workers prepare for and secure suitable employment. Eligible workers may receive training, job search assistance, and other reemployment services. Coordination with TAA typically includes WIOA co-enrollment, which enhances service delivery by TAA covering all training costs. While TAA is still technically a mandatory partner program, it is currently an unfunded initiative.

Community Services Block Grant (CSBG): CSBG services are available off-site through referrals, utilizing the online Los Angeles CSBG Agency Resource Guide, which is administered by the L.A. County Department of Public Social Services. This Resource Guide connects individuals to a variety of programs and services across multiple categories, including child and family development, emergency, employment and employment support, senior and disabled adult, legal, and domestic violence.

Housing and Urban Development Employment and Training Program: The Inglewood Housing Authority provides application assistance for subsidized housing programs and offers workforce development resources and partner service information. The agency

also refers its customers to the AJCCs for employment assistance and career services. During the 2025 WIOA MOU development process, SBWIB will engage other housing-focused organizations to expand partnerships.

Unemployment Compensation: EDD's Unemployment Insurance (UI) program services are accessible to eligible individuals via phone or online. EDD representatives and AJCC staff assist center customers by facilitating connections to these services and providing guidance as needed.

Second Chance: Coordination with Second Chance Act services is facilitated through Friends Outside in L.A. County, which has on-site staff at the Inglewood AJCC providing basic and individualized services to individuals with criminal convictions. This target population also benefits from various state-funded initiatives, including the California Workforce Development Board's Prison to Employment (P2E) and the Department of Justice and the Department of Labor grant, Partners for Reentry Opportunities in Workforce Development (PROWD).

Temporary Assistance for Needy Families (TANF)/CalWORKs: Coordination and cross-referrals between the AJCCs and TANF-supported programs administered by the L.A. County Department of Public Social Services ensure seamless service delivery. Both systems conduct client assessments to determine eligibility for CalWORKs, WIOA, or other workforce development services. Many CalWORKs recipients are co-enrolled in WIOA and partner programs, enhancing access to employment and training opportunities. *Section III.A* details specific coordination efforts related to the CalFresh Employment and Training Program.

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

WIOA promotes collaboration among partner programs, encouraging the integration of resources from multiple programs to effectively meet the needs of individuals enrolled in WIOA and other publicly funded initiatives. To maximize access to available services, eligible individuals may be co-enrolled in multiple programs. The SBWIB and its system partners recognize the strategic value of co-enrollment to address their full range of customers' needs and to help them achieve all of their goals.

Co-Enrollment Initiatives and Strategies

The SBWIB has developed and implemented targeted initiatives and strategies to facilitate the strategic co-enrollment of job seekers across core programs, one-stop partners, and the broader workforce system. This includes referrals and coordinated service delivery with programs both within the one-stop delivery system and, when appropriate, other workforce development initiatives. These efforts include:

System Coordination via the One-Stop Operator Function: The AJCC/One-Stop Operator is responsible for ongoing training, facilitating communication across sites, delivering staff development, and ensuring consistent, coordinated, and high-quality service delivery. In

its role as Operator, ProPath, Inc. regularly convenes AJCC staff and system partners, providing a forum through meetings and daily communications to discuss shared customers, co-enrollment strategies, and coordinated case management.

Coordination of Referrals: As part of the Los Angeles Basin Regional Planning Unit (LABRPU), the SBWIB participated in a Regional Co-Enrollment Workgroup representing all seven workforce boards in Los Angeles County. This workgroup developed policies and best practices, created a common application form, and established co-case management expectations to enhance outcomes for co-enrolled participants. These strategies have been applied to regional initiatives, such as the state's Prison to Employment (P2E) grants.

Clearly Defined Responsibilities: Partners are responsible for making appropriate referrals, ensuring proper documentation for participant files, and tracking referral outcomes.

Cross-Training: The SBWIB and the local workforce system are committed to cross-training to enhance common case management and expand opportunities for strategic co-enrollment. Cross-training is conducted through regular convenings and scheduled training sessions.

SBWIB/Re-Entry Co-enrollment Strategy: FOLA and Inglewood Comprehensive AJCC staff jointly facilitate regular information sessions, where clients are assessed, and appropriate service referrals are determined based on their supervision status (parole or probation), risk factors, and requested services. These factors help identify eligible grants and determine whether co-enrollment in multiple programs is appropriate to best support a job seeker's needs

Shared Case Management

The SBWIB routinely applies for special project grants, partnering with AJCC providers to serve common customers, including the re-entry population, veterans, and individuals with disabilities. Additionally, the SBWIB coordinates service plans and case management activities across both special grants and formula-funded programs to enhance service delivery. When appropriate, the SBWIB also develops new systems, such as the Foster Youth Bridge to Work Program, which it administers through a contract with the L.A. County Department of Children and Family Services (DCFS). As part of this initiative, the SBWIB established and branded a co-case management system, fostering collaboration between DCFS caseworkers, AJCC case managers, and—when applicable—parents, guardians, or independent living providers. This system is designed to develop, implement, and monitor case plans, supporting a seamless transition for foster youth into adulthood and self-sufficiency.

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

The SBWIB's service area encompasses both urban and suburban communities, including areas with limited internet access. To ensure accessibility, the system's four AJCCs, two teen centers, and YouthBuild facility are strategically located for convenient in-person services and are fully equipped with high-speed broadband internet access.

For eligible participants, the SBWIB may provide laptops and hotspots as a supportive service through its four AJCCs, enabling access to training, telework, and essential services. The SBWIB and its partners host virtual town hall sessions to educate the community on available services for vulnerable populations, including individuals with disabilities, foster youth, homeless and housing-insecure individuals, and others.

SBWIB will integrate AI-driven tools for workforce planning to predict labor market trends and tailor training programs.

Other key SBWIB strategies that enhance and promote online access include:

South Bay FIBER Network (SBFN): Started with seed funding from the SBWIB, the SBFN is the backbone of a comprehensive strategy to bridge the digital divide, drive job creation, stimulate economic development, support business retention, and invest in layoff aversion efforts across the region. With infrastructure upgrades complete, SBWIB AJCCs now offer robust digital access for participants and focus on leveraging the network for advanced digital training and telework opportunities.

D. Coordination of Workforce Activities and Support Services

For numerous WIOA participants, engaging in training, career exploration, job search, and other program activities would be impossible without financial and additional forms of support. Support services, by definition, are resources that help participants access workforce development services. The SBWIB and its partners, delivering services through the AJCCs, work diligently to identify the unique needs of each participant and ensure that the necessary resources are available to meet those needs.

Determining Participants' Needs for Support Services

Local supportive services policies and MOUs with local partners establish a framework for providing and coordinating support services. The determination of support service needs is made on a case-by-case basis, beginning with an initial needs assessment and considering factors such as an individual's employment and career goals, desired training and career development activities, and any barriers to participation. Staff evaluate needs at various stages of participation to ensure needs are addressed as they emerge. The need for support services and plans for delivering them are detailed in clients' individual employment plans.

Leveraging and Deploying Support Services

WIOA participants have access to a broad range of supportive services. Whenever possible, services are coordinated across partners and funding sources to maximize the system's resources and avoid duplication. Support services may be funded through various programs, including WIOA Adult, Dislocated Worker, and Youth Programs, the TAA program, DOR, Temporary Assistance for Needy Families, L.A. County Transitional Subsidized Employment Program, Bridge to Work Program (for foster youth, juvenile offenders, homeless or runaway youth, and gang-involved youth), Skills and Training to Achieve Readiness for Tomorrow (START) Program (Formerly known as GROW), and the Youth@ Work Program. Additional funding is available for specific populations and initiatives, such as pre-apprenticeship, apprenticeship, and re-entry grants, including the Prison to Employment (P2E) program.

Supportive services offered through the SBWIB and its local partners include, but are not limited to, transportation, childcare, healthcare, uniforms, tools, assistive technology, materials for individuals with disabilities, temporary shelter, counseling, and emergency financial assistance for essential bills to help secure or maintain employment.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

The SBWIB adheres to WIOA Section 188, Title 29 CFR Part 38, the Americans with Disabilities Act of 1990, the Rehabilitation Act of 1973, and other relevant codes and regulations. To ensure compliance, the SBWIB conducts annual monitoring of its local AJCCs and subrecipients to address any technical issues or staff and partner training needs. Additionally, on a biennial basis, the SBWIB performs a self-assessment of its one-stop facilities to confirm that access to program services and physical requirements are met. State guidelines and compliance monitoring checklists are utilized to guide these reviews. The checklists cover, but are not limited to, the following: designation of an Equal Employment Opportunity (EEO) Officer, Americans with Disabilities Act and Section 504 Coordinator, Limited English Proficiency (LEP) Coordinator, and collateral materials used in AJCC locations to promote EEO, equal opportunity employer/program, non-discrimination, and reasonable accommodations.

AJCC partners are dedicated to ensuring that their policies, procedures, programs, and services comply with the Americans with Disabilities Act of 1990 and its amendments, ensuring equal access for all customers with disabilities. The SBWIB fosters equal opportunity by enforcing non-discrimination standards, providing reasonable accommodations and modifications, administering programs in the most integrated setting possible, engaging in effective communication, and ensuring the accessibility of programs, facilities, information, communication, and assistive technology. Marketing and recruitment materials clearly describe services available to individuals with a wide range of physical, mental, cognitive, and sensory disabilities.

Technology Resources for Persons with Disabilities

Technology accessibility involves using available technologies to support and improve the ability of individuals with disabilities to fully engage in programs and services. The AJCCs provide a range of assistive technology and auxiliary resources to accommodate individuals with disabilities and regularly surveys available technology to upgrade capabilities and offerings. DOR is consulted whenever technology is required and plays a key role in offering guidance and training to SBWIB and AJCC staff.

Assistive technology and related services include, but are not limited to the following:

- Qualified interpreters on-site or through video remote interpreting (VRI) services.
- Real-time computer-aided transcription services.
- Open and closed captioning, including real-time captioning.
- Voice, text, and video-based telecommunication products and systems, including text telephones (TTY), videophones, and captioned telephones, or equally effective telecommunication devices.
- Hands-free mouse alternatives.
- Web readers and text-to-speech software.
- Software to convert PDF's, images, text in images, or scanned documents to file formats of choice

For individuals who are blind or visually impaired, effective communication is facilitated using the auxiliary aids and devices, including but are not limited to:

- Screen reader software
- Qualified readers
- Audio recordings
- Braille materials and displays
- Optical readers
- Large print materials

Some of the above services are made available upon request.

Information and Training for Staff and System Partners

Staff training and support for assisting individuals with disabilities is provided to all AJCC personnel, in accordance with state directives. Cross-training sessions are co-facilitated by DOR and AJCC representatives to foster relationship-building among partner agencies. The training covers topics such as:

- Universal access to services and activities.
- Nondiscrimination/equal opportunity, including confidentiality, privacy, and disclosure of disability.
- Effective outreach to the disability community.
- Job search techniques, job development, employer negotiation, and job support.
- Individualized employment services strategies; and

- Manuals, guidelines, resource directories, and other materials used by staff to facilitate their access to resources for customers with disabilities.

The SBWIB, in collaboration with DOR, created a Disability Access Services certificate program for staff working directly with participants. This training equips staff with the tools needed to effectively support participants with disabilities and help them identify strategies for working with individuals who may have hidden disabilities. The training is part of a regional initiative available to AJCC staff across L.A. County who provide services to participants.

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue four new partnerships within their jurisdictions. In the 2019 modification to the Local Plan, the SBWIB described these local level relationships, some of which were in an early stage of development. State guidance published in 2024 added requirements for two new strategic partnerships. Following is a summary of the evolution of these six strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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

The Los Angeles County Department of Public Social Services (DPSS) manages CalWORKS and other public welfare programs, including Medi-Cal, Welfare to Work, General Assistance, and CalFresh. As an AJCC partner, DPSS is an integral part of the local workforce development system's service delivery network. CalFresh participants have diverse needs and are supported by a variety of education, social services, and support organizations throughout the county, including SBWIB AJCCs.

SBWIB and other workforce boards in the L.A. Region collaborated early on with DPSS and representatives of L.A. County CalFresh Employment and Training (E&T) Program to develop an MOU formalizing referral and co-enrollment processes between WIOA and CalFresh E&T programs. However, the execution of the MOU became stalled as operations were halted due to the onset of COVID-19. The CalFresh E&T program is back to regular operations and SBWIB is in the process of engaging in discussions with their counterparts who manage the program about how best to coordinate Title I programs with CalFresh E&T. SBWIB's AJCCs serve many individuals who are eligible for the program and center staff are positioned to promote the program on behalf on DPSS.

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

The state-level partnership between the California Workforce Development Board and the California Department of Child Support Services (CSSD) created opportunities for dialog between the SBWIB and the local child support agency and resulted in an MOU establishing a local partnership to improve service delivery for targeted non-custodial parents (NCPs). The MOU between the SBWIB and Child Support Services outlines roles and responsibilities and confidentiality requirements. It also includes provisions for referrals of NCPs from Child Support Services to the AJCC and from the AJCC to Child Support Services, a consent and release form pertaining to sharing specific types of

information between the two agencies, and mechanisms for AJCCs to report workforce program activities and employment outcomes to Child Support Services.

Through the MOU, the Child Support system is connected to the entire South Bay workforce system, including WIOA-mandated partners and a host of local government programs, community agencies, and faith-based organizations that are stakeholders in and contributors to workforce service delivery. AJCC staff function as the principal case managers for NCPs enrolled in workforce programs. Given the diversity of the NCP population and spectrum of support needs that are likely to exist, AJCC staff work individually with NCPs to determine supportive service needs and connect them with appropriate AJCC system partners and other local organizations to address their specific needs. AJCC case managers promote co-enrollments to training and service partners to access and leverage additional support resources. Benefits-focused messaging, as opposed to leading with enforcement tools that can discourage program participation, is key to the successful partnership that steers NCPs towards workforce services and paths to in-demand jobs, careers, and good wages.

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

In 2018, during the process of preparing the 2019 Local Plan Modification, SBWIB convened stakeholders from the disability services community in a forum focused on the use of Competitive Integrated Employment (CIE) opportunities for individuals with intellectual or developmental disabilities (ID/DD). Participating agencies included the DOR District Office; the Harbor Regional Center; and the Los Angeles Unified School District. Following that forum, the School District, DOR, and the Harbor Regional Center entered into an MOU that specifies referral and intake processes, details roles and responsibilities, lists transition services, and identifies barriers to inter-agency collaboration with proposed remedies. The MOU mirrors the State-mandated Competitive Integrated Employment Blueprint Los Angeles Local Partnership Agreement that includes the SBWIB is a listed community partner.

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

English language learners (ELLs), foreign-born individuals, refugees and immigrants make up a substantial share of the South Bay area's population and they are diverse in their experience and skills, including individuals who have completed college in their home countries, as well as immigrants with limited literacy in their native languages. Workforce system partners and stakeholders understand the importance of balancing immediate income needs and the need to develop language and technical skills that will qualify individuals from this target group for well-paying jobs. As a result, many individuals

in these categories of job seekers simultaneously engage in both work and educational activities.

In addition to allocating WIOA Title I resources for various supports, SBWIB's AJCC staff, including bilingual individuals, collaborates closely with partners to secure support services for English language learner, foreign-born, refugee and immigrant customers. The SBWIB collaborates with local adult schools to enroll participants in ESL courses and coordinates with Jewish Vocational Services (JVS) to host an on-site refugee program. The JVS Refugee Employment Program (REP) is designed to assist refugees in attaining self-sufficiency by providing culturally and linguistically sensitive employment and specialized services to assist them through the initial adjustment period following arrival into the United States for up to five years.

SBWIB has also enhanced partnerships with faith-based organizations and cultural associations to expand outreach to these underserved populations. Services available from these community-based partners include language skills training, translation services, resettlement services, and support in gaining access to public and private support resources.

E. Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners That Serve Veterans

Over two decades ago, the Jobs for Veterans Act (JVA) was enacted to enhance employment, training, and job placement services for veterans. JVA mandates priority of service for veterans and eligible spouses who meet the eligibility criteria for programs administered by the U.S. Department of Labor. California has consistently emphasized outreach and service delivery to veterans through the public workforce system and in 2019, EDD issued an initial WIOA Workforce Services Directive on "Priority of Services for Veterans and Eligible Spouses," updating guidelines to align with WIOA requirements. The SBWIB has fully implemented federal and state mandates by establishing its own policy on priority services for veterans.

As outlined in Section II of this plan, *WIOA Core and Required Partner Coordination*, the SBWIB actively collaborates with the Jobs for Veterans State Grant program administered by EDD. To enhance this partnership, the SBWIB implements various programs and has established key partnerships that strengthen WIOA Title I efforts in recruiting, serving, and securing employment for veterans and their eligible spouses. Programs include the Military Veteran to Civilian Career Pathway Program and the Construction and Utilities Pathway Program affiliated Veteran Construction Career Pathway Program. SBWIB's AJCC staff is co-located twice a week at the Los Angeles Air Force Base (LAAFB) in El Segundo under an MOU to support transitioning military personnel. Additionally, they coordinate a quarterly job fair on the LAAFB campus, featuring Northrop Grumman, Raytheon, SpaceX, and other leading aerospace and advanced manufacturing companies.

In addition to these partnerships and programs, the SBWIB coordinates a comprehensive network of veteran services through strategic partnerships with local organizations. Veterans Stand Together (VST), based in South Gate, is one such partner providing outreach and recruitment, intake and case management, assessment and resource referrals, skills training, business engagement, and job placement services for veterans in collaboration with SBWIB One-Stops. US Vets, based in Inglewood, is another key partner with which SBWIB is in the process of developing an MOU to re-establish formal collaboration. US Vets offers housing and dedicated workforce development services. SBWIB has also maintained a longstanding partnership with Wounded Warriors, whose Executive Director is a member of the South Bay Workforce Investment Board.

To support veterans directly, the SBWIB employs an on-site Veteran Service Navigator, who plays a crucial role in facilitating access to services. This individual is responsible for completing the Veteran Intake Form (VIF), which helps to prescreen for the specific services needed by the veteran or their spouse. Based on the outcome of this assessment, veterans are referred to specialized services provide by a DVOP or LVER representatives for more in-depth assistance.

Through these integrated services, SBWIB ensures a streamlined, supportive process to address the unique needs of veterans and their families. Over the course of program years 2025 through 2028, SBWIB will look to strengthen relationships with existing partners, seek out new partnerships to improve services for veterans, and continuously assess opportunities to improve services and increase outcomes for this important target group.

F. Collaboration with Strategic Planning Partners to Address Environmental Sustainability

SBWIB is aware of and regularly tracks State initiatives and priorities, including those of the California Workforce Development Board, the California Energy Commission, the California Office of Research and Planning, and GO-Biz concerning environmental sustainability, carbon neutrality, and climate resilience. The PY 2025-28 Local Plan reflects the first formal statement of intent by SBWIB to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services.

Research, Learning, and Adoption of Local Priorities

SBWIB leadership aims to deepen its engagement in state-administered projects and programs related to environmental and climate issues, enhancing the organization's knowledge and capacity in this space. Additional efforts to strengthen system capacity will include participation by management, staff, and board members in state and regional conferences, as well as online seminars and training. SBWIB will seek opportunities to learn from organizations that can share models and best practices for adapting workforce development services to align with the evolving job requirements of environmental sustainability.

Coordination with Local Partners and Their Efforts

As outlined throughout this plan, SBWIB operates within a complex network of organizations, programs, and services. Leadership has the privilege of facilitating regular discussions among system partners and stakeholders and these exchanges provide valuable insights into each participant's priorities and activities. Increasingly, discussions among partners include topics related to climate and environmental issues and their effects on jobs and the economy. SBWIB remains committed to leading and collaborating on partner-led programs and initiatives that support communities and industries in achieving their environmental goals.

SBWIB's Green Energy Initiatives include Green Workforce Programs providing training for solar panel installation, electric vehicle (EV) maintenance, and energy efficient construction. In addition, SBWIB collaborates with the California Energy Commission and local trade schools to deliver certificated training in renewable energy fields. Energy-Flex is one such program. It uses an apprenticeship model focused on preparing workers for careers in renewable energy, energy efficiency, and utility sectors. Through partnerships with energy companies, training providers, and community organizations, the program delivers hands-on experience and instruction in emerging fields such as solar power, electric vehicle infrastructure, and sustainable building technologies.

Moving forward into the new four-year planning cycle, SBWIB will also partner with climate resilience training programs to offer courses in urban forestry, water management, and environmental monitoring to align with California's climate action goals and emerging green job markets.

Involvement in Regional Initiatives

SBWIB leadership expects that regional priorities and projects may also guide local efforts to align workforce development programs with environmental sustainability strategies. This has already begun within California's broader *Job First Regional Investment Initiative* with its *Catalyst Program* funding projects targeting the creation of quality jobs and enhanced economic resilience in response to climate and global challenges affecting the region's economy. Within the LA Basin region, extensive collaboration among stakeholders has led to the adoption of a framework that prioritizes *climate solutions as economic development* while aligning with the state's broader climate goals. Key regional industry sectors include clean/renewable energy with plans for expanding clean energy generation infrastructure; and transportation and logistics targeting infrastructure upgrades and strategies aimed at reduced carbon emissions and greater efficiencies in the movement of people and goods throughout the vast region.

As noted in the *Introduction and Overview*, the SBWIB's Local Plan is part of the PY 2025-28 Regional Plan developed by the L.A. Basin RPU. Like SBWIB, the six other local boards in the region are beginning to integrate climate and environmental sustainability into workforce development strategies. Throughout Los Angeles County, challenges such

the transition away from fossil fuels, fires, air quality, and water conservation are influencing the design and focus of workforce programs. The Regional Plan outlines opportunities to test workforce strategies that support public and industry-led sustainability initiatives.

IV. WIOA TITLE I COORDINATION

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

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

The widespread adoption of AI and Generative Pre-trained Transformer, commonly referred to as General Purpose Technology (GPT), is quickly transforming all aspects of the global economy and society. Recognizing the importance of equipping staff to function in the emerging landscape, SBWIB has begun plans to invest in AI tools and provide training to all employees in the use of AI and GPT. As previously noted, SBWIB plans to incorporate AI-driven tools into workforce planning with particular focus on predicting market trends and customizing training programs to align with industry trends. This effort to adopt AI complements the internal IT workgroup's existing focus on expanding the use of virtual tools and services and their on-going, as-needed, one-on-one IT support, including tutorials from Adobe and IBM/Kenexa. Further supporting these approaches, the Special Projects and Marketing Department conducts training sessions for staff on new programs and participant training opportunities as they become available.

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

Training and professional development to increase cultural competency and effectiveness in working with individuals and groups exposed to trauma is an on-going priority for SBWIB. Guardian HR, a contracted service, will continue to provide an array of relevant training topics on an on-going basis, virtually and in-person, allowing for asynchronous and self-directed training options.

Frontline staff will benefit from on-going capacity building training from Los Angeles County Department of Public Social Services (DPSS) CalWORKS and GAIN Divisions and Los Angeles County Development Authority with respect to serving common clients.

SBWIB will also continue participation in the Department of Economic Opportunity's Offender Workforce Development Specialists training for staff serving former offenders to strengthen the County's efforts to connect the reentry population to employment services and careers while reducing recidivism and disrupting cycles of trauma.

C. Coordination of Rapid Response and Layoff Aversion Activities

For over three decades, the SBWIB's Rapid Response program has assisted thousands of workers displaced from hundreds of companies. When a WARN notification is received

from the state, the SBWIB's Rapid Response Coordinator takes the lead in contacting affected businesses to assess their needs and assembles a team to provide support services. The goal is to minimize the impact of layoffs and reduce the duration of unemployment. The response team may include representatives from the AJCC, state EDD, Department of Labor, Office of Immigrant Affairs, Covered California, and local partners. When layoffs affect businesses with multiple locations or impact neighboring local areas, WDBs collaborate to implement a coordinated regional strategy.

Impacted workers have access to a range of services, including assistance with filing unemployment insurance claims, career counseling, job search and placement support, workshops, financial planning, healthcare options, retirement account management, specialized veteran services, and rapid reemployment assistance.

While SBWIB's Rapid Response system is highly effective, preventing business closures and layoffs remains a top priority. SBWIB collaborates with partners such as the Los Angeles County Economic Development Corporation (LAEDC), GO-Biz (the California Governor's Office of Business and Economic Development), Southern California Edison, local chambers of commerce, and municipal economic development directors. Together, they conduct business assessments and develop retention plans for companies facing financial difficulties, potential downsizing, or relocation considerations.

Layoff Aversion strategies include customized and incumbent worker training to enhance employee skills, leading to promotions and a stronger talent pipeline. Businesses are also connected to reimbursement programs, tax incentives, small business development resources, and other available support. These efforts help boost economic productivity, retain businesses, and mitigate the negative impacts of unemployment within the local area.

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

The SBWIB's adult and dislocated worker programs encompass WIOA formula-funded initiatives, as well as a diverse array of additional programs and services supported by various funding streams and delivered through a broad network of partners, including those managing core programs.

WIOA Adult and Dislocated Worker programs are designed to be employment-focused, aligning with priority industries that demonstrate a strong demand for skilled talent. Key strengths of the local workforce system include, but are not limited to:

- Strategic focus and investment in key economic sectors, including construction, healthcare, utilities, manufacturing, information technology, aerospace, and bioscience.
- Strong local partnerships that maximize resources, enhance efficiency, and foster collaboration for more effective service delivery.

- Regular strategic convenings of system partners through monthly and quarterly meetings to ensure alignment and coordination.
- Integrated service delivery across multiple funding sources and programs, supported by cross-trained staff, strategic teams, and effective communication strategies.
- Innovative, sector-based earn and learn career pathway models that provide hands-on experience and skill development.

Approach to Adult and Dislocated Worker Service Delivery

The SBWIB career center network is comprised of four AJCCs located in Inglewood, Carson, Gardena, and Torrance. Locally co-branded as “South Bay One-Stop Business & Career Centers,” these locations serve as the primary hubs for delivering WIOA Adult and Dislocated Worker programs. They also facilitate collaboration among core partners and system stakeholders in providing comprehensive services. As stated in Section II, these services are also available at various community-based sites, including facilities operated by local education and training agencies.

Upon arrival, individuals receive an overview of available services, followed by basic skills assessments and surveys to evaluate their employment status, educational background, barriers to employment, service needs, and WIOA eligibility. This assessment process helps determine the appropriate level of service and support for each participant.

SBWIB plans to track quarterly performance metrics, including an 85% job placement target within six months, a 25% increase in participant earnings post-program, and employer satisfaction ratings above 90%.

Career Services

Basic Career Services must be made available to all individuals seeking services offered through the one-stop delivery system and do not require enrollment into WIOA programs. Basic career services include:

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

Individualized Career Services are made available when they are necessary for an eligible individual to secure or retain employment. AJCC staff rely primarily on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments.
- Development of an individual employment plan.
- Group and/or individual counseling and mentoring.
- Career planning (e.g., case management).
- Short-term pre-vocational services.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

Recognized as one of the most innovative and entrepreneurial workforce boards in the state, SBWIB and its partners offer a variety of specialized programs designed to support individuals facing barriers to employment. These programs include, but are not limited to:

Greater Avenues for Independence Program (GAIN): Funded by the Los Angeles County Department of Public Social Services, GAIN helps CalWORKS participants achieve self-sufficiency through employment-related services, including job search assistance, job retention support, and career advancement opportunities. Additional employment services are provided to CalWORKS homeless participants in collaboration with L.A. County.

Transitional Subsidized Employment Program (TSE): A component of the L.A. County DPSS GAIN Program, TSE serves individuals facing barriers to employment who remain unemployed. Participants engage in fully supervised Paid Work Experience (PWE) and On-the-Job Training (OJT) to develop skills and gain work experience, with the ultimate goal of securing unsubsidized employment. In addition to CalWORKS participants, the program supports START Transitional Aged Youth (TAY), Non-CalWORKS Refugees, and youth from the Department of Children & Family Services (DCFS) and the Department of Probation, including both older and younger foster care and probation-involved youth. SBWIB administers the foregoing services on a countywide basis.

Re-Entry Programs: SBWIB's reentry programs staff work closely with community-based partners and criminal justice system representatives to develop intervention and prevention initiatives aimed at reducing justice system involvement. Through regular convenings, SBWIB brings together key stakeholders and employers to implement a collaborative, multi-layered approach that includes partnerships with police departments, the Sheriff's Department, school districts, the District Attorney's Office, the County Office of Education, school police, the Probation Department, and various community-based organizations. Recognizing the unique challenges faced by justice-involved individuals, SBWIB proactively identifies barriers to education and employment and provides

resources to support their successful reintegration. SBWIB plans to expand partnerships with community-based non-profit organizations offering entrepreneurship and technology training programs for justice impacted individuals.

As a complement to existing reentry programs, SBWIB was selected to lead the Los Angeles Basin Region's Prison to Employment (P2E) Initiative. This program allocates resources for direct services, supportive services, and employment opportunities for formerly incarcerated and justice-involved individuals reentering the workforce. In partnership with seven workforce development boards, the initiative established "reentry hubs" across 15 AJCC locations in the region. These hubs foster collaboration between vocational training providers, pre-apprenticeship programs, and Transitional Subsidized Employment (TSE) programs, ensuring access to career pathways and alternative opportunities for justice-involved individuals.

Starting in 2024, SBWIB and partner LABRPU Workforce Boards kicked off the Partners for Reentry Opportunities in Workforce Development (PROWD) initiative, an innovative collaboration between the California Workforce Development Board, local Workforce Development Boards, County Probation Departments, California Division of Corrections and Rehabilitation, community-based organizations, adult schools, community colleges, and America's Job Centers of California across the region. PROWD is helping people impacted by the justice system overcome the complex barriers they face, and enter a path to a rewarding career, self-sufficiency, and a better life. The initiative runs through Spring, 2026.

Training Services

The SBWIB makes available a wide variety of training to help participants prepare for jobs and careers in key sectors. For nearly thirty years, the SBWIB has maintained the Intrastate Training Resource and Information Network (I-TRAIN) as a way for customers to maximize choice and access services in a more convenient and user-friendly manner while alleviating administrative burdens that can impede rapid access to quality training opportunities. The I-TRAIN system is utilized throughout the vast majority of Los Angeles County and by more than a quarter of the local boards in California.

A new model to identify and inform training opportunities is SBWIB's Employer-in-Residence Program. SBWIB plans to expand this model through which employers and SBWIB staff co-develop curriculum and the employers host trainings for participants on-site at their facilities.

Additional training modalities include:

Off-the-Shelf Training Using Individual Training Accounts: During the initial assessment, AJCC staff provides participants with an orientation to all available WIOA services, including occupational skills training offered by providers and programs listed on the Eligible Training Providers List (ETPL). In collaboration with AJCC staff, individuals receive guidance on approved training programs, program quality, and provider

performance. Participants are encouraged to visit schools to gather additional details such as start dates, course curricula, and other program-specific information. SBWIB prioritizes training programs that lead to industry-recognized credentials and align with in-demand occupations within the region's targeted industry sectors. Training programs and courses are funded through Individual Training Accounts (ITAs), which are established to support participants in their career development.

On-the-Job-Training (OJT) is a work-based learning model that provides training in an employment setting. Based on size, businesses may be reimbursed fifty percent or more of the participant's wages to cover training costs. Job-specific training plans are developed to provide structure and specify skills development outcomes.

Incumbent Worker Training: To support incumbent worker training, the SBWIB operates a California State Employment Training Panel (ETP) Multiple Employer Contract (MEC). This state funding provides a valuable resource for area employers to upskill their workforce and ensure their employees remain at the top of their skill levels. The SBWIB MEC targets the manufacturing and healthcare industries along with small businesses. This program is a key component of the SBWIB's layoff aversion activities.

In addition, SBWIB routinely identifies, applies for, and leads innovative sector-based training programs. Examples include:

Construction and Utilities Pathways Program (CUPP): The Construction Utilities Pathway Program (CUPP) aims to provide the local construction industry with a steady supply of qualified candidates. Over time, it has become a reliable pipeline of skilled labor for key local development projects, while offering residents a pathway to high-paying careers in the field. Participants receive case management, "Blueprint for Workplace Success" workshops, assessments, supportive services, and hands-on training to ensure they are fully prepared for the workforce. Once work-ready, they are connected with union representatives, job coordinators, partner contractors, developers, and owner/agencies for placement on major construction projects throughout the local area and region.

AERO-Flex Apprenticeship and Pre-Apprenticeship: The U.S. Department of Labor (DOL) awarded a \$12 million Scaling Apprenticeship Grant to the South Bay Workforce Investment Board (SBWIB) and West Los Angeles College to support the Growing Advanced Manufacturing Apprentices Across America (GAMAAA) initiative. This program aims to enroll and prepare 5,000 apprentices and pre-apprentices across California and the nation for careers in aerospace, advanced manufacturing, bioscience, and IT.

Designed as a non-traditional, employer-centric, earn-and-learn model, GAMAAA allows participating employers to customize curriculum to meet their specific workforce needs. The program has successfully registered multiple DOL- and California Department of Apprenticeship Standards-approved apprenticeships and pre-apprenticeships, including the nation's first aerospace engineering apprenticeship.

A key component of the AERO-Flex pre-apprenticeship career pathway model is the Blueprint for Workplace Success program, which focuses on work readiness and retention. Offered in English and Spanish, and delivered virtually, as needed, this program provides participants with an industry-recognized, stackable credential and a pathway to employment, college completion, or a registered apprenticeship.

Bio-Flex Apprenticeship and Pre-Apprenticeship: Building on the AERO-Flex model, the Bio-Flex registered apprenticeship and pre-apprenticeship programs integrate the same work readiness and on-the-job training components to cultivate a skilled workforce for the biosciences industry. This program can be delivered virtually.

Health-Flex: SBWIB's Health-Flex apprenticeship program focuses on creating career pathways in the healthcare sector, addressing the critical workforce shortages in nursing, allied health, and medical technology fields. The program works with hospitals, clinics, and training providers to offer participants real-world experience and education, ensuring they gain the competencies required to succeed in various healthcare professions while improving patient care outcomes in the region.

IT-Flex: The IT-Flex apprenticeship initiative targets the growing demand for skilled professionals in information technology and cybersecurity. Partnering with tech companies, community colleges, and workforce training organizations, the program provides practical training in areas like programming, network administration, and data security. IT-Flex ensures participants develop the technical expertise and certifications needed to excel in the competitive IT industry.

Energy-Flex: The Energy-Flex apprenticeship program is focused on preparing workers for careers in renewable energy, energy efficiency, and utility sectors. Through partnerships with energy companies, training providers, and community organizations, the program delivers hands-on experience and instruction in emerging fields such as solar power, electric vehicle infrastructure, and sustainable building technologies. Energy-Flex supports the transition to a greener economy while creating equitable opportunities for career advancement.

Space-Flex: SBWIB's Space-Flex apprenticeship initiative is tailored to meet the workforce needs of the growing space exploration and satellite industries. By partnering with space technology companies, research organizations, and academic institutions, the program offers specialized training in fields such as satellite manufacturing, propulsion systems, robotics, and mission operations. Space-Flex equips participants with cutting-edge skills and certifications, ensuring a pipeline of talent to support Southern California's leadership in the space industry.

Climate Resilience Training Programs: In collaboration with training partners, SBWIB plans to offer courses in urban forestry, water management, and environmental monitoring to support California's climate action goals and meet the growing demand in green job markets.

Gig Economy Training: The SBWIB plans to explore specialized training for participants entering the gig economy, with a focus on marketing, e-commerce platforms, and sustainable self-employment strategies.

Adoption of Advanced Training Technology: In addition to the training programs above, SBWIB plans to adopt technological innovations in training models by incorporating virtual reality (VR) and augmented reality (AR) tools for simulated hands-on learning in the manufacturing, construction, and healthcare sectors.

Los Angeles World Airports (LAWA) Ambassador Project: SBWIB is implementing a pilot project in which participants with disabilities are being trained at Los Angeles International Airport (LAX) to be ambassadors who greet and assist arriving visitors. This project holds the potential for expansion to be utilized during the 2028 Los Angeles Olympics.

Identifying and Focusing on In-Demand Occupations

Through data-driven planning, employer engagement, and strategic investments in training programs, the SBWIB will continue to focus on sectors that drive regional growth and ensure access to opportunities in high-demand occupations. In so doing, the SBWIB will continue to align workforce development efforts with the region's evolving labor market and targeting initiatives to support high-growth sectors. Two sectors critical to the region's economic vitality and community development in which SBWIB has expanded training are transportation and logistics and education.

Transportation Sector: With the increasing reliance on supply chain efficiency and infrastructure expansion, the SBWIB is focusing on occupations in transportation, warehousing, and logistics. This includes roles such as commercial drivers, logistics coordinators, dispatchers, and equipment operators. Collaborating with industry leaders, training providers, and educational institutions, the SBWIB is developing sector-specific programs to address skills gaps and create pathways to stable, well-paying careers in transportation.

Education Sector: The SBWIB recognizes the urgent need for qualified professionals in education to meet the demands of a growing student population and workforce pipeline. The board is emphasizing training for roles such as teachers, teacher assistants, early childhood educators, and administrative support staff. By working closely with school districts, community colleges, and training organizations, SBWIB aims to enhance the accessibility and quality of education-related jobs, fostering both individual career growth and broader community benefits.

Southern California Apprenticeship Network (SCAN): SBWIB acts as a central hub for collaboration among employers, educators, labor organizations, and community partners. Through the SCAN network, SBWIB fosters the creation of innovative apprenticeship and pre-apprenticeship programs that align with the region's workforce needs. SBWIB offers technical assistance, organizes networking events, and shares best practices to broaden access to apprenticeship opportunities, regionally, helping expand access to training for

individuals to acquire in-demand skills, secure long-term employment, and enhance Southern California's economic resilience.

Priority of Service

SBWIB maintains a priority of service policy that aligns with the Adult WIOA Program Priority of Service mandates outlined in state guidance (WSD 24-06). Additionally, local area MOUs reflect these priority service requirements, including commitments from each partner to comply with the Americans with Disabilities Act of 1990 and its amendments, ensuring equal access for all customers with disabilities. The SBWIB further ensures that all AJCC staff, partners, and contractors are trained on these procedures to promote compliance across the local service delivery system.

Public Assistance Recipients and Other Low-Income Individuals: An individual must meet one of the following criteria to be considered low-income:

- Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) program, supplemental security income program, or state or local income-based public assistance;
- Is in a family with total family income that does not exceed the higher of the following: beneath the Poverty line or 70 percent of the Lower Living Standard Income Level;
- Is homeless; or
- Is an individual with a disability whose own income does not exceed the income requirement but is a member of a family whose total income does exceed the maximum.

Individuals Who Are Basic Skills Deficient: Priority for individuals in this category is determined during the eligibility assessment and remains unchanged throughout participation. The criteria for basic skills deficiency include:

- Lacking a HS Diploma or equivalency and is not enrolled in postsecondary education;
- Enrolled in a Title II Adult Education/Literacy program;
- English, reading, writing, or computing skills at an 8.9 or below grade level;
- Is determined to be limited English skills proficient through staff-documented observations; or
- A standardized test may be used to assess basic skills that includes reading, writing, or computing skills.

Customers requiring basic skills development are referred to New Opportunities Charter School before being referred for training services or enrollment.

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

Guided by the Youth Development Council Committee, SBWIB offers services to both in-school and out-of-school youth ages 14 to 24, with 75% of WIOA youth funds dedicated to those who are out of school. Youth programs are available at all four AJCCs, two teen centers (Inglewood and Hawthorne) operated by SBWIB in partnership with education and community organizations, and at the SBWIB's YouthBuild site.

South Bay WIOA Youth Services

WIOA outlines 14 youth elements or service categories that must be available in all Youth programs. The specific services provided to each participant are based on individual assessments and typically focus on core areas such as pre-employment training, work experience and internships, career preparation, occupational skills training, project-based high school diploma instruction, academic enrichment, and job placement assistance.

Assessment: All enrolled WIOA youth program participants undergo an objective assessment, which serves as a baseline for determining appropriate activities and training. This assessment includes a review of education, work history, employability, interests, aptitudes, and the need for supportive services. The TABE assessment is used to evaluate grade-level equivalents in reading and math, which may indicate a basic skills deficiency to be addressed by the program. Other tools, such as CA Career Zone, are used for career exploration.

In addition to activities funded through WIOA formula funding, special projects and youth initiatives are supported by a variety of other resources. Examples include, but are not limited to:

Youth@Work Program: Offers first-time work experience to youth and young adults ages 14-24 through various city government agencies and community-based organizations.

Bridge to Work (BtW): Bridge-to-Work is a regional initiative aimed at intervening, preventing, and reducing gang involvement among high-risk youth, including juvenile offenders, homeless and runaway youth, and gang-affiliated youth in the South Bay. The program provides employment and training services to both in-school and out-of-school youth, with the goal of helping them achieve self-sufficiency through career ladder employment. Services offered include work readiness training, paid work experience, and job placement assistance, with specialized opportunities for foster youth and youth on probation.

Maxine Waters Foster Youth Grant: With funding from Congresswoman Maxine Waters, the SBWIB administers the Community Project Foster Youth Grant. This program provides a range of career pathway opportunities, including occupational training, paid internships, pre-apprenticeships, and apprenticeships, for current and former foster youth aged 18 to 24. Participants can choose from the SBWIB's extensive network of providers to train in high-demand industries, gaining valuable skills for career growth. The grant ensures that all training is provided at no cost to the foster youth participants, who also receive employment assistance throughout the program. The grant will serve 100 youth.

Serving Youth with Disabilities

Similar to all youth, individuals with disabilities undergo a comprehensive assessment to identify their skills, interests, barriers, and goals. Based on the assessment results, these participants receive services tailored to their individual needs, which may include activities leading to competitive integrated employment opportunities. DOR staff at the Carson, Gardena, Inglewood, and Torrance AJCCs offer appropriate services and provide training to staff. Additionally, the SBWIB partners with the Workability program to leverage funds and provide career awareness and paid work experience opportunities for individuals with disabilities, both in high school and those transitioning after high school.

Student Training and Employment Program: The Student Training and Employment (STEP) Program supports students with disabilities in securing paid internship opportunities. Participants have the chance to work 120 hours with various employers in the South Bay, earning \$17.27 per hour. Eligible students, aged 16-21, must be enrolled in a recognized educational program and receive services from the Department of Rehabilitation. The current program will serve 90 students with disabilities by December 31, 2026.

Strategies to Promote Digital Literacy

The pandemic accelerated SBWIB's digital literacy strategies. A completed FIBER network has addressed the lack of internet access impacting many South Bay residents and enabled an increase in virtual program offerings and usage.

Peer Mentoring: Sustaining a best practice developed during the COVID-19 pandemic, SBWIB maintains a peer mentoring model that empowers peer-to-peer mentorship and training in advanced technical skills, focusing on cloud computing and software proficiency.

Social Media/Digital Marketing Fellowship: In collaboration with META and through the AJCCs, SBWIB is training young adult Social Media/Digital Marketing Fellows. Each Fellow receives paid work readiness training, short-term vocational training from Facebook, and a mentor from Facebook's team. Upon completion, Fellows gain paid work experience, applying their skills with local employers.

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

The SBWIB is responsible for distributing WIOA grant funds and awarding contracts for Title I activities across the eleven-city local area it serves. This authority is granted through a Joint Powers Agreement (JPA) among the eleven cities, authorized by the Chief

Local Elected Official, represented by the City of Inglewood. The JPA was last amended on May 12, 2015.

The SBWIB utilizes a competitive procurement process to award grants and contracts for activities outlined in this plan, adhering to all relevant federal, state, and local guidelines. Procurement for WIOA Title I Adult, Dislocated Worker, and Youth programs occurs every four years, and during the four-year period covered by this plan, contracts for Title I programs will be awarded.

All procurement transactions by the SBWIB, its service providers, and subcontractors are conducted to ensure full and open competition, in compliance with the standards outlined in the Uniform Guidance at 2 CFR part 200. Bidders, proposers, or offerors are given an equal opportunity to secure contracts, with the procurement requirements being directly related to the needs being addressed.

The process for a competitive procurement includes the following:

- A Request for Proposal/Quote (RFP/RFQ) is prepared that includes response timelines, ensuring sufficient time for all phases of the procurement process to be carried out.
- Proposal evaluation procedures are established.
- A public notification of the procurement is issued through an announcement in a local public medium (e.g., newspaper) or media that, at a minimum, covers the entire service area. A copy of the RFP/RFQ is provided to any party requesting it. Notification is made through dissemination of RFP/RFQ to entities included on the current, applicable proposal list. A record (e.g., log) is made of all inquiries received regarding the procurement and the submission requirements. All inquiries are responded to in writing, except those, which are clearly answered in the solicitation. Copies of all inquiries and written responses are distributed on a timely basis to all parties to whom the solicitation has been distributed. Clarification updates are issued on a weekly basis to ensure that timely and accurate information is distributed to all potential bidders.
- A proposers' conference is held after the distribution of the RFP. When such a conference is held, all parties to whom the solicitations have been distributed are notified of the date, time and place of the conference. This notification is included in the RFP itself. Each question answered at the conference is documented in writing and this information is provided as an addendum to the solicitation package to any subsequent requesters of the RFP.
- The date and time proposals are received is noted in order to ensure that only proposals received by the due date and time qualify for the evaluation process.
- Competitive negotiation requires that at least two responsive proposals for the same scope of work and service area are received in response to the RFP. If only one responsive proposal is received, the competition may be determined inadequate and the SBWIB has the option to re-compete the procurement or proceed. The SBWIB's definition of a failed or inadequate competition and its rights and options in the event of such are included in the RFP. The SBWIB will consider a competition inadequate when less than two responsive proposals have been received to a solicitation.

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 SBWIB competitively procures the AJCC/One-Stop Operator (OSO) function every four years. The current OSO contractor is ProPath, Inc.

Career Services Provider

The SBWIB provides services across its four AJCCs, two teen centers, and YouthBuild program, and procures additional resources as necessary. In April 2021, SBWIB received a renewal of its state waiver to continue serving as the WIOA Title I Adult and Dislocated Worker career services provider. In 2025, SBWIB submitted a new application requesting approval to further continue to fulfill the function of the career services provider.

Some of the career services provider functions are delivered through contracts, with procurement for these services taking place every four years. ProPath, Inc. is currently contracted to provide career services to dislocated workers at the Carson and Torrance one-stop centers.

AJCC Operator Function

The OSO is responsible for coordinating service delivery, responsibilities, and contributions of required WIOA partners as agreed upon in the SBWIB WIOA Partner MOU. Specific duties and responsibilities include the following:

- Serve as the point of contact regarding issues that are substantive to the partners regarding operations in the Inglewood comprehensive AJCC;
- Convene and facilitate regular partner meetings;
- Coordinate the AJCC partners to support:
 - Implementation of the SBWIB's MOUs between WIOA One-Stop Partners;
 - Adoption of innovative methods and best practices in the delivery of required services;
 - Enhancement of the workforce development system through a fully coordinated, integrated, and demand-driven service delivery model;
 - Improvement of client flow system for AJCC shared services including cross-training, policies and procedures training, development of marketing and/or educational tools, creation of a partner directory, and collaborative efforts for process improvement;
 - Communication to all partners and periodic updating of each partner's services and procedures;
- Act as a liaison between SBWIB and AJCC and Youth Program partners;

- Fulfill other duties that may be necessary to fulfill WIOA requirements of and maintain compliance as a One-Stop Operator.

V. PROGRAM YEARS 2025-28 SYSTEM PRIORITIES

As the Local Plan concerns not just the work of the WIOA Title I programs administered by SBWIB, but all of the organizations, programs, and services that comprise the local workforce development system, SBWIB leadership sought input from a range of system partners and stakeholders. As described in Attachment I, a public input session was held to gather input on key issues affecting the delivery of services to job seekers and businesses.

The priorities described below capture key issues, ideas, and recommendations expressed during the community input sessions. These ten priority areas will be addressed by SBWIB and partner representatives throughout the four-year period covered by this plan.

A. Make Available Work Opportunities for Youth

First jobs matter and are essential to youth's development of foundational skills and work habits that will shape their success throughout their careers. Many challenges exist to making youth employment opportunities widely available. Chief among these challenges are: an insufficient number of suitable part-time and entry-level jobs, as many are now occupied by adults; insufficient funding to subsidize all or part of needed work experience programs; and the increased elimination of such jobs as they are replaced by automation. SBWIB and the workforce system partners should develop long-term strategies and options to promote access to first jobs for local youth. Such options may include opportunities for youth to participate in or try out various positions to help inform their knowledge of jobs and the labor market.

B. Provide Early Exposure to Careers and Career Exploration

An array of strategies and approaches are needed to prepare youth and young adults for a lifetime of employment and for career advancement that enables self-sufficiency, provides a family-supporting income, and creates opportunities for stability and prosperity. Information on jobs and careers should be available to children at an early age and more detailed information should be available to them as they progress through grade school, middle school, and high school. SBWIB and the local workforce development system partners should work closely with schools to provide information that supports career exploration and students' decisions on career-related programs and content available at the middle and high school levels. Workforce programs should also continue to provide opportunities for disconnected youth and young adults to re-engage with education, training, and work.

C. Use Pre-Apprenticeship Training as a Tool for Career Planning

While the primary aim of pre-apprenticeship programs is to prepare individuals to move into registered apprenticeships, for job seekers, especially youth with little work experience, these programs can also serve as an effective method of exposing workers to the tasks, work environment, processes, and other features of a set of jobs. This information and practical experience enables participants to make informed decisions about employment preparation and training for a career.

D. Expand the Use of Apprenticeships to Connect Workers to Skills and Employment

Registered apprenticeship programs are exceptionally valuable because they provide a structured pathway for individuals to gain in-demand skills while earning a wage, leading to increased career opportunities and higher earning potential, while simultaneously offering employers a reliable pipeline of highly-trained, industry-specific workers with reduced turnover rates and improved productivity; essentially creating a "win-win" situation for both apprentices and companies. While SBWIB has been a leader in developing and implementing successful apprenticeships, additional opportunities exist to work with community colleges, labor, and other partners to expand this work into other registered apprenticeship programs.

E. Collaborate Across Systems to Develop New Programs and Services

WIOA prescribes specific partner relationships for the public workforce system that include coordination with complementary federally funded programs. SBWIB has expanded its partnerships to include many state and locally funded programs and organizations, as well as community partners. Workforce systems can benefit from collaborations with a wide range of organizations that have not traditionally been viewed as partners. Stakeholders suggest additional collaboration and partnerships that could enhance the system and add significant value for customers include public agencies and their programs, non-profit organizations, and private commercial enterprises.

F. Engage Business as a Partner in the Design and Delivery of Training

While businesses are a clear end-user of the full range of workforce development services provided by local boards and many system partners, too often career services, training, and even direct services for businesses are designed without significant business input. Business leaders should be the "managing partners" in the design of workforce services and, especially, programs that train candidates for employment in the skills companies need most. The full range of system partners should consider opportunities to expand existing sector partnerships and to develop new ones as a structure for securing business intelligence and direction on services and training. At the same time, the partners should develop strategies

that encourage businesses to become more active as trainers of new and current workers, using models such as customized training, on-the-job training, and apprenticeships.

G. Prepare and Promote Under-Resourced Populations for Careers

With the need for talent continuing to outstrip supply, local boards and system partners must develop strategies to expand the pool of available workers. Stakeholders have identified individuals from various under-resourced populations as strong candidates for jobs, even in positions for which they have not traditionally been hired in large numbers. These populations include, but are not limited to, individuals with disabilities, older workers, justice-involved individuals, English language learners, and young workers. Business and workforce leaders should work together to identify the training and services that will best prepare such individuals to be strong candidates for in-demand jobs.

H. Increase Participants' Proficiency in Digital Skills

A focus on developing the digital skills of job seekers has been ongoing for several years. However, stakeholders point out that the type and range of skills needed to apply for, secure, and succeed in a job is ever evolving. The ability to utilize digital processes is now a requirement to apply for employment with most companies. Even for job classifications that require few digital technology skills, companies utilize digital processes for time and record keeping, payment of wages, human resources functions, and more. In addition, technology tools themselves are changing and the introduction AI tools is altering the ways jobs are done and skills required to secure and keep jobs. SBWIB, One-Stop managers, training providers, and partners must regularly reexamine and update the content of and approach to digital skills training.

I. Identify and Instruct in Core Employment Skills

Some businesses express an interest in candidates who may lack job-specific skills but demonstrate strong underlying skills and abilities that can be built upon through training and experience in the workplace. These core skills likely include a combination of essential work readiness skills (e.g., critical thinking, teamwork, time management, problem solving, job retention) and basic skills, such as English literacy, numeracy, communication, and digital literacy. SBWIB leadership and system partners should consider what core skills would make job seekers strong candidates for employment and how development of these skills could best be incorporated into the system's portfolio of career services. While a focus on core skills will not replace the need for many candidates to develop job-specific skills, developing such skills will enable job seekers to compete more successfully for employment and to achieve greater success on the job.

VI. ATTACHMENTS

The following items are included as part of the PY 2025-28 Local Plan.

- Attachment 1: Stakeholder and Community Engagement Summary
- Attachment 2: Public Comments Received that Disagree with the Local Plan
- Attachment 3: Signature Page

STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the original PY 2025-28 Local Plan, the SBWIB hosted a community and stakeholder forum focused on topics affecting strategies and services across the system. The theme for the session was “*Priorities for Developing the Local Workforce.*”

Questions/topics addressed include, but were not limited to:

- What services are most needed by individuals who are new to the workforce and those who are unemployed and looking to return to work?
- What are the training programs of most interest to local job seekers and how do these align with jobs available in the local labor market?
- Are there opportunities for local workforce, education, and community service agencies to work together to more effectively serve job seekers?
- In what ways do services need to be “modernized” to meet the evolving needs of workers and businesses?
- Other ideas about the development of the local workforce.

The session via videoconference on December 12, 2024.

The information in the table below summarizes those invited to and who attended the forum.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
		<p><i>December 12, 2024</i></p> <p>37 Individuals (non-SBWIB staff) representing state mandated partners, priority industries, education, training, youth-serving, disability-serving and labor organizations</p>	

**PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE
PY 2025-28 LOCAL PLAN**

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

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

SIGNATURE PAGE

The following signatures represent approval of the Program Years 2025-28 Local Plan by the South Bay Workforce Investment Board and the Chief Elected Official for the South Bay Local Workforce Development Area.

For the **South Bay Workforce Investment Board**:

Glenn Mitchell, Chairman	Date

For the **South Bay Local Workforce Development Area**:

James T. Butts, Jr., Mayor, City of Inglewood	Date