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# 2021 - 2024 Unified Local Plan

**ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD  
SANTA ANA WORKFORCE DEVELOPMENT BOARD  
ANAHEIM WORKFORCE DEVELOPMENT BOARD**

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## LOCAL PLAN CONTENT

### 2A. WIOA CORE AND REQUIRED PARTNER COORDINATION

*2AI. How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA Memorandums of Understanding.*

The local boards and AJCC partners coordinate the delivery of services and resources described in the local boards' memorandums of understanding (MOU), which delineates each MOU partner's responsibilities when it comes to helping plan, develop, and implement the local AJCC system. The MOU serves as a functional tool that outlines how the boards and AJCC partners will work together to create a unified service delivery system that best meets their shared customers' needs. The MOU is reviewed and updated every three years, and the infrastructure agreement and other system costs are reviewed annually.

Local boards hold AJCC partner meetings monthly, where each partner participates in helping strengthen the partnership across programs and works to improve the system's effectiveness that meets local customers' needs. Consistent recurring meetings allow the partners to review performance, shared goals, and address issues that impact service delivery. Partner meetings are also used to cross-train staff to maximize understanding of resources available in the AJCC system. The local boards and partner organizations share the responsibility of providing professional development training to staff.

Co-located partners are in the One-Stop Center, and they collaborate closely and avoid duplication of services. Staff from partner agencies interface with clients as necessary and support case managers in developing individual employment plans that may include partner agency services. They also participate in general orientations, host client workshops, support clients in the resource room, and support on-site hiring events.

Outreach efforts that support the AJCC programs are shared amongst partners. Partner agencies promote each other's programs to job seekers in the community to increase exposure to the One-Stop Center services. AJCC partners also assist in staffing the One-Stop mobile unit to reach a greater number of individuals out in the community. AJCC partners also coordinate employer services that support the training and retention of a skilled workforce. Coordination involves identifying and designing appropriate business and employment solutions, engaging businesses in sector strategies, and participating in rapid response events. Partners also support the promotion of work-based learning programs to the business community.

*2AII. How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - Strategic Co-Enrollment – Unified Plan Partners.*

Local boards support the integration of service delivery within the AJCC system, including strategic co-enrollment and common case management strategies. Local boards have strong

partnerships with system partners committed to collaborating to increase service integration as appropriate for the local area's needs and for improving participant experiences. These practices allow partners to leverage limited resources and eliminate duplication of services. Case management is a shared responsibility amongst partners. CalJOBS is used to facilitate communication between partners and document participant activities, outcomes, and referrals. During intake, case managers determine if participants can benefit from being enrolled in more than one partner program. The intake process includes participant's authorization to release information that allows sharing of information amongst partners. Co-located partners use a common enrollment application that all partners can use to assess basic eligibility. System partners are cross-trained and knowledgeable in the eligibility and program offerings of multiple programs, allowing them to make appropriate referrals and helping participants navigate and access resources across partner programs. In the community and stakeholder meetings, the local boards have identified the following areas to improve integrated service delivery and a seamless customer experience:

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

*2AIII. How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.*

In March of 2020, the local boards modified operations due to the COVID-19 pandemic. Santa Ana and Orange County AJCC/One-Stop Centers are open for in-person (by appointment) and virtual services. Anaheim provides phone and virtual services to clients and partners with the Anaheim Central Library to support clients who need access to computers and additional in-person support. The local boards have all made the necessary adjustments to continue facilitating access to services provided through the One-Stop system, simultaneously ensuring clients and staff remain safe.

The local boards are committed to working with AJCC partners to identify strategies to increase access during and after the pandemic. Hybrid and virtual methods utilized during the pandemic may be incorporated in the service delivery model post-pandemic to support individuals who prefer to access services without going into a One-Stop Center location. This delivery model can help individuals who may have barriers such as transportation and childcare. However, a virtual delivery model has also created obstacles for individuals who struggle with technology and do not have access to a computer or broadband service.

Before the pandemic, Orange County Workforce Development Board started developing a comprehensive virtual One-Stop Center and is still working to that end. The virtual One-Stop Center delivery system will use a customized learning management system (LMS) that provides the local boards and AJCC partners with a single system for the online delivery of services. The LMS system will help jobseekers access job search assistance, training, and essential support services from the safety of their homes. Also, employers may conduct virtual hiring events and access AJCC support from virtually anywhere. The system provides an additional point of access to Orange County residents, including those in remote areas, increasing overall access to services. Currently, orientations, workshops, and rapid response events are delivered online. In some cases, in-person classes are conducted with limited numbers of people. AJCC educational partners are providing instruction online. During stakeholder meetings, some providers expressed that they will likely continue with a blended training model that includes online and in-person training. Some of the boards and AJCC partners have internet hotspots, laptops, and Chrome books available for program participants to use. However, there is a greater need for additional devices to support access. The boards continue to serve employers with modified hiring events that include controlled on-site hiring events and virtual job fairs using the Premier Virtual platform.

Lastly, Orange County has purchased a wheelchair-accessible mobile unit that will be a One-Stop Center on wheels. The mobile unit has twelve computers and a monitor on the outside used for outdoor orientations and workshops. It is available for the boards and system partners to use to serve the community. The unit will be dispatched to community events, libraries, partner agencies, and parks. It will also be used to outreach to targeted communities and reach remote areas that are not near a comprehensive One-Stop Center.

#### *2AIV. How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.*

The local boards have a supportive services policy that outlines resource and services coordination. Supportive services provide participants with assistance like child care, bus passes, gas cards or mileage reimbursement, work attire, occupational license fees, school supplies, and work tools. These are some of the supportive services provided that enable an individual to engage in WIOA career and training activities. Case managers work directly with clients to address any barriers to participating in career or training services, including barriers that can be mitigated through supportive services. If the case manager determines a need and supportive services cannot be obtained through other programs, they can provide the support. In that case,

a participant may receive the necessary support that would allow them to complete career or training services successfully.

The local boards work with AJCC partners and other community organizations to identify support services resources. The demand often exceeds the budgets of the local boards. Customers are referred to other organizations to obtain such services before the boards' limited support services are expended. The resources that the boards are usually able to obtain through other supporting organizations are clothing and food. The supportive services most needed are child care, transportation assistance, and work attire.

*2AV. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.*

The Orange County, Santa Ana, and Anaheim Workforce Development Boards comply with WIOA Section 188 and the applicable provisions of the Americans with Disabilities Act of 1990. All AJCC/One-Stop Centers are accessible and assistive technology is available for those who have a physical, visual, or hearing impairment. The local boards and AJCCs ensure all locations meet ADA requirements through the Biennial Local Area Self-Assessment checklist. The local boards also ensure all eligible training providers meet the standards necessary to allow participants to access training. The boards comply by following the nondiscrimination and equal opportunity procedures outlined in WSD17-01. More specifically, the boards ensure the following:

- Contracts, cooperative agreements, job training plans, and policies and procedures contain the nondiscrimination assurances
- The OC local AJCC/One-Stop Centers provide initial notice and continuing notice that it does not discriminate by posting the required "Equal Opportunity is the Law" poster with the EEO contact information for filing a complaint. Postings are in prominent places in the centers and on the websites.
- The nondiscrimination information is provided during verbal presentations, including participant's orientations.
- Enrolled clients sign a nondiscrimination form, and it is maintained in the participant's file.
- All staff members are provided with nondiscrimination policy information and training upon hire. Orange County repeats the training annually, and Santa Ana and Anaheim staff repeat the training every two years.
- Program flyers and program communication contain an EEO and auxiliary aid and services statement.

## 2B. STATE STRATEGIC PARTNER COORDINATION

*2B1. How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services.*

The boards and co-located AJCC partners will work with the Orange County Social Service Agency (SSA) to improve labor market outcomes for all recipients of CalFresh, including but not limited to participants in CalFresh Employment & Training services (CalFresh E&T). The Orange County CalFresh E&T program participation is mandatory for employable individuals who receive General Relief (GR). The GR program provides temporary cash aid in the manner of a loan to eligible indigent adults who do not have custody of any minor children and do not qualify for Federal or State funded cash aid programs. The CalFresh E&T program is not currently available to other CalFresh recipients. CalFresh E&T participants participated in work experience programs at worksites developed by SSA staff before the COVID-19 pandemic. The California Department of Social Services (CDSS) partnered with Cell-Ed to provide welfare to work and CalFresh E&T program participants with the opportunity to receive education and training online to build skills and engage in countable CalFresh participation hours while sheltering during the COVID-19 pandemic. As of July 2020, SSA has relied on the Cell-Ed online program to support CalFresh E&T program participants in obtaining their 20 hours monthly. This program has fulfilled an immediate program need during the pandemic. At this time, it is unclear if CDSS will extend the partnership or if the individual counties will have to develop a partnership directly with Cell-Ed in order to continue past the expiration of the agreement with CDSS.

The local boards provide priority service to recipients of public assistance referred to the centers or walk-in. Before the COVID-19 pandemic, the local boards were finalizing the program design and referral process for CalFresh E&T participants. SSA requires tracking of participant attendance in staff monitored job search and other WIOA program activities. Historically, AJCCs have not tracked hours and attendance except for WIOA funded training programs. A process to track hours and attendance was established but has not been used because of the AJCCs modified service delivery during the pandemic.

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

- Finalize the program and referral process and move forward with referrals to the AJCC for those CalFresh E&T participants who elect to be served through the AJCC instead of the Cell-Ed online platform.
- SSA will ensure CalFresh E&T participants who choose to utilize the Cell-Ed online platform receive AJCC service information so they can access a broader range of employment services.
- Provide SSA frontline staff training on the programs and services available through the one-stop delivery system's staff and partners.

- The boards, SSA, and community-based organizations will research program models and discuss expanding the CalFresh E&T program to additional CalFresh recipients by engaging partners that can provide a non-federal match.

*2BII. How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.*

Anaheim, Santa Ana, and Orange County boards, co-located partners, and Department of Child Support Services (DCSS) formal partnership arrangement was established during the WIOA local plan modification process in 2018. A bi-directional referral and consent process was established and is the current method used to refer non-custodial parents to the AJCC's. After instituting the partnership, the boards provided in-person and online training to 136 DCSS staff to ensure staff members understood WIOA programs and the new referral process. In addition to the training provided, the workforce board and DCSS managers met monthly to discuss program success and improvement opportunities. The partners will continue to meet monthly to discuss opportunities to improve the labor market outcomes of unemployed, underemployed, and payment-delinquent non-custodial parents. The partnership has experienced a moderate level of success, with 131 referrals to the AJCC. Of those non-custodial parents referred, 58% of them had driver's license holds released due to participation in the WIOA program.

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

- Grow participant referrals by focusing on outreach planning and new strategies to promote the program to a broader population of non-custodial parents.
- AJCC staff will provide additional training to front-line DCSS staff on WIOA eligibility and detailed program information.
- AJCC staff will work with DCSS staff to develop WIOA talking points for front-line DCSS staff to discuss WIOA services with non-custodial parents.
- DCSS will train AJCC front-line staff on how to address concerns non-custodial parents express about going to work. Training will include educating staff on DCSS's goal not to be a barrier to the non-custodial parent's employment goals and the tools they have to modify child support orders.
- AJCC will work with DCSS to develop a separate referral process for justice-involved non-custodial parents to the prison to employment program.
- DCSS will start participating in the Orange County Leadership council bi-monthly meetings so the partnership can develop a broader range of support and participation from other community-based organizations and education providers.
- Board staff will explore additional options to provide workshops to non-custodial parents who are English language learners. DCSS serves a large population of Spanish-speaking and Vietnamese-speaking non-custodial parents who could benefit from career workshops taught in their language. One-Stop Center staff currently offers language-

specific workshops one-on-one to individuals when necessary. The centers do not currently have any group language-specific workshops.

*2BIII. How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.*

Competitive integrated employment (CIE) is defined within the Workforce Innovation and Opportunity Act (WIOA, 2014) as full-time or part-time work at minimum wage or higher, with wages and benefits similar to those without disabilities performing the same work, and fully integrated with co-workers without disabilities. The Act requires that states ensure employment is offered as a priority outcome for people with intellectual and developmental disabilities (IDD). In furthering the state and federal laws, programs that provide sheltered workshops are being phased out and moving to competitive integrated employment, eliminating sub-minimum wage jobs.

The Orange RPU boards coordinate workforce development services with local partnership agreement partners and other local partners who serve individuals with developmental and intellectual disabilities. The RPU board staff participate in the Orange County Local Partnership Agreement meetings that include the education providers, Regional Center of Orange County, Department of Rehabilitation (DOR) regions one and three, and other community-based organizations. The partnership has created new employment and training opportunities that align with WIOA and CIE Blueprint initiatives.

The latest employment and training programs include Addressing Barriers to Employment (ABE) for adults and the STEPS to Employment (STEPS) programs for youth. Orange County Workforce Development Board and Goodwill Industries of Orange County are the lead program partners. The program gives Orange County region IDD students and adults facing challenges more opportunities to achieve their greatest levels of personal and economic independence. Program participants are provided opportunities to participate in soft skills training, vocational preparation and social adjustment training (VPsA), work experience, and permanent placement into competitive integrated employment. This program partnership is an excellent example of partners working together and braiding funds to improve targeted populations' outcomes. The local boards and DOR also work together to engage employers in business engagement activities such as chamber events, diversity job fairs, and other network business events. Another initiative is training and development on resources for helping persons with disabilities better understand their role in searching, obtaining, and retaining competitive, gainful employment. This course is taught to front-line staff at the local One-Stop Centers and partner organizations that are a part of the Orange County Leadership Council.

To strengthen the partnership and improve outcomes for the target population, the boards, DOR, core partners, and community-based organizations are committed to the following:

- DOR will expand student services to the One-Stop Centers for eligible youth program participants.
- DOR will provide local board front-line staff with cross-training and professional development to ensure they understand DOR's vast offerings.
- Local boards and DOR will improve closing the loop on referrals and consider using the CalJOBS referral system to provide referral feedback.
- Increase participant referrals by focusing on targeted outreach and identifying other community-based organizations serving the target population.

*2BIV. How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.*

The local boards have a long-standing and effective partnership with the community colleges and adult education partners in the Orange County region. The Rancho Santiago, South Orange County Regional, North Orange County Regional, and Coast Consortiums serve a diverse population of English language learners, foreign-born, and refugee students. The English language learner, foreign-born, and refugee community and stakeholder meeting was well attended by the OC educational providers and community-based organizations. The conversation helped all parties gain insights and ideas on improving services and addressing gaps for the target population.

To strengthen the partnership and improve outcomes for the target population, the boards, educational providers, and community-based organizations are committed to the following:

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

- Local boards will provide training to teachers and instructors on WIOA programs and services.

## 2C. WIOA TITLE I COORDINATION

*2CI. Training and/or professional development that will be provided to front-line staff to gain and expand proficiency in digital fluency and distance learning.*

The onset of the pandemic and stay-at-home orders, has resulted in staff using more digital tools out of necessity. These immediate changes have dictated that local boards move quickly, and many of these tools were adopted by individual staff members with very little training or direction. All staff members were required to use technology and were digitally literate before the pandemic, and as they have engaged in immersive learning they are moving towards digital fluency. The local boards have supported current efforts by providing an environment that allows staff time for self-directed learning with online videos created for product use. Staff members have taken the time to master products and delivered and produced training videos to help their co-workers gain knowledge. Staff is encouraged to support each other in navigating new digital tools.

As we advance, the local boards will add digital tools to the existing training and professional development strategy. Digital fluency is a foundational aspect of productivity, which can enable staff to perform more effectively. The local boards will work towards creating a culture of digital fluency with increased training in this area. They will provide targeted assistance and training to staff who need more help in adopting or contextualizing the use of digital tools within their job duties.

*2CII. Training and/or professional development that will be provided to front-line staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.*

Staff training and professional development is a high priority for the local boards. The local boards and AJCC partners work together to provide front-line staff training. The Orange RPU has a training plan that includes a host of training, including cultural competence and trauma-informed care. The Orange RPU has successfully collaborated with partners and other organizations and leveraged training in the region. Any training hosted by the local board is open to partner staff and organizations in the Orange County Leadership Council.

*2CIII. How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 - Rapid Response and Layoff Aversion Activities.*

The Anaheim, Santa Ana, and Orange County Workforce Development Boards continue to support statewide rapid response activities by providing rapid response and layoff aversion services to businesses and outplacement services to dislocated workers in the region. Rapid Response teams offer services to employers and workers affected by layoffs and mass closures in the Orange County region. The rapid response team is made aware of large layoffs through

California's Worker Adjustment and Retraining Notification (WARN) system. Local boards also receive notice of smaller layoffs from AJCC partners, chambers of commerce, industry association meetings, and news outlets.

The rapid response team includes the local board, Employment Development Department, and other educational and community-based organization staff. Local board staff are responsible for making initial and follow-up contact with employers and coordinating with partner agencies to organize rapid response events. The three regional boards coordinate rapid response events when a large regional employer has notified them of a mass layoff that affects residents throughout Orange County. The board rapid response teams convene regularly and have developed a common rapid response presentation that ensures the boards' teams deliver a consistent message throughout the county. The boards' rapid response teams also participate in the Southern California Rapid Response Roundtable meetings.

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

- Online or on-site outplacement services for affected workers
- Coordination with Employment Development Department on Trade Adjustment Assistance and Work Sharing programs
- Customized training or Incumbent worker training
- Conducting individual needs assessment of companies "business retention" needs
- Assistance with securing tax credits, incentives, and cost containment programs
- Coordination of utility and technology services
- Assistance in accessing public financing programs (local, state, and federal) and Industrial Development Bonds
- Identification of traditional financing opportunities
- Assistance with obtaining Employment and Training Panel (ETP) funding to assist in upgrading the skills of existing workers
- Coordinating with educational and job training institutions to satisfy the precise skills needs of one or more businesses

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

*2CIV. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14 - WIOA Adult Program Priority of Service.*

The adult and dislocated worker employment and training activities offered through the AJCC One-Stop system is a comprehensive array of employment services that includes career workshops, classroom training, on-the-job training, and transitional job opportunities. The following is a more detailed description of the program's services that are offered through local boards:

- Comprehensive Employment Services: Career counseling and tools for job search preparation include training referrals, job listings, resume preparation assistance, interview workshops, access to on-site employer recruitments, and labor market information.
- Career Pathway Programs: Career pathway programs have a clear sequence, or pathway, of education coursework and may include stackable training credentials aligned with employer-validated work readiness standards and skills. AJCCs offers programs that include a full range of post-secondary education options that may involve attending programs at local adult education, community colleges, and private educational institutions. As appropriate for the individual, Career pathway programs combine occupational skills training with adult education services, give credit for prior learning, and adopt other strategies that accelerate the participant's educational and career advancement.
- On-the-Job Training Program: Each of the One-Stop career centers offers on-the-job training (OJT) for job seekers whose occupational interests or learning styles are best suited to work-based learning. The OJT program is a work-based learning program where the company provides training based on their specific needs.
- Collaboration with Apprenticeship Programs: Santiago Canyon Community College (SCC) is one of the leading community colleges in Orange County that offers apprenticeship and journeyman training in various trades. The local boards make referrals to SCC for apprenticeship programs. The local councils plan to work closer with SCC to explore additional partnership opportunities for pre-apprenticeship programs.

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

*2CV. A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WSD17-07- WIOA Youth Program Requirements. This includes any strategies the Local Board has on how to increase the digital literacy and fluency of youth participants, including youth with disabilities.*

The local boards serve eligible in-school and out-of-school youth through contracted service providers and partner organizations, assisting them in their career and educational development.

The program for youth includes the following fourteen required WIOA program elements:

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

The following WIOA youth services are available in the Orange County region:

#### Case Management

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

#### Work Experience

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

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

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

#### Job readiness training

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

#### Occupational skills training

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

#### Educational services

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

#### Support Services

Youth are provided support services when necessary to support their participation in other WIOA activities. Supportive services include but are not limited to linkages to community services, transportation assistance, child care assistance, and work-attire and work-related tools.

#### Digital Literacy for youth

Since the onset of the pandemic, youth services have moved to an online service delivery model. Youth participants have adapted to the online model with youth providers' support and have been learning through immersion. Over the past couple of years, the local boards have been working to strengthen the collaboration with the Anaheim Public Library and the Orange County Public Library system. The local boards have leaned on their library partners to support

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

*2CVI. The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

The Orange County Workforce Development Board is designated by the Orange County Board of Supervisors, chief local elected official, to serve as the local board and as the fiscal agent responsible for grant funds' disbursement. Similarly, the City of Santa Ana serves as the Santa Ana Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursement. The City of Anaheim serves as Anaheim's Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursement.

The competitive procurement process used to award sub-grants and contracts for WIOA Title I activities depends on the award amounts. The local boards follow the competitive procurement processes of their respective fiscal agents and board procurement policies. These written policies adhere to state and federal procurement regulations. Also, the local boards follow EDD directives WSD17-08 related to the procurement of equipment and related services.

*2CVII. A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13 - Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.*

Consistent with WSD19-13 for Selection of AJCC Operators and Career Services Providers, AJCC operators and career services providers were selected for the local boards through an open and competitive procurement process.

The following are the names and roles of the entities each board has a contractual relationship with:

Local Board	Provider	Role
Orange County	America Works	One-Stop Operator
	Managed Career Solutions	Career Services
	City of La Habra	Youth Services Ready. Set. OC Program
	Goodwill Industries of Orange County	Youth Services for in-school youth with disabilities
Anaheim	ProPath	One-Stop Operator
	Hope Builders	Youth Services
	Orange County Conservation Corps	Youth Services

Local Board	Provider	Role
Santa Ana	Orange County Children's Therapeutic Arts Center	Youth Services
	Project Kinship	Youth Services
	Orange County Conservation Corps	Youth Services

DRAFT

**APPENDICES:****3A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY**

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners	76 individuals registered and 43 attended	The meeting was well attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, conservation corps, job corps, community-based organizations, and housing authorities, EDD.
Email, phone, social media, local board websites, Eventbrite	CalFresh Employment and Training Partners	38 individuals registered and 27 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Child Support Services Partners	27 individuals registered and 18 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Competitive Integrated Employment Partners	34 individuals registered and 28 attended	The meeting was attended by representatives from the local boards, community colleges, ROP programs, Goodwill Industry, City of Irvine Disabilities, and other community-based organizations.

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

### 3B. PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

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## ORANGE COUNTY UNIFIED LOCAL PLAN

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

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

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**Signature**

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Teri Hollingsworth

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**Name**

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Chair, Orange County Workforce Development Board

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**Title**

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**Date****ANAHEIM WORKFORCE DEVELOPMENT BOARD**

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**Signature**

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Joe Paquette

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**Name**

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Chair, Anaheim Workforce Development Board

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**Title**

---

**Date****SANTA ANA WORKFORCE DEVELOPMENT BOARD**

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**Signature**

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Stacey Sanchez

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**Name**

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Chair, Santa Ana Workforce Development Board

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**Title**

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**Date****APPROVED AS TO FORM  
COUNTY COUNSEL**

DocuSigned by:



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**Signature**

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John Cleveland

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**Name**

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Deputy County Counsel

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**Title**

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3/18/2021

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**Date****LOCAL ELECTED OFFICIALS****COUNTY OF ORANGE BOARD OF SUPERVISORS**

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**Signature**

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Andrew Do

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**Name**

---

Chair, Orange County Board of Supervisors

---

**Title**

---

**Date****CITY OF ANAHEIM COUNCIL**

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**Signature**

---

Harry Sidhu

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**Name**

---

Mayor, City of Anaheim

---

**Title**

---

**Date****CITY OF SANTA ANA COUNCIL**

---

**Signature**

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Vicente Sarmiento

---

**Name**

---

Mayor, City of Santa Ana

---

**Title**

---

**Date**