

# Local Workforce Development Plan

**2021 - 2024**

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## I. Introduction

Pacific Gateway Workforce Innovation Network (Pacific Gateway) is one of the seven local workforce development boards (LWDB) that make up the Los Angeles Basin Regional Planning Unit. The purpose of the Local Plan (Plan) is to articulate how residents of the local workforce development area (LWDA) will access the services and opportunities described in the Regional Plan. As these services are largely directed from the local America Job Center of California (AJCC), much of the Local Plan is centered on the activity and partnerships within the WorkPlace, the LWDA's comprehensive AJCC, and emerging online service portals.

The COVID-19 pandemic has radically altered the workforce landscape both locally and globally. Long Beach has experienced a high rate of job loss and unemployment caused by the pandemic, disproportionately impacting low-wage workers who are predominately people of color and women. It is abundantly clear, as witnessed on social media channels and other coverage, that the COVID-19 pandemic as well as the country's racial reckoning, have shined a light on structural inequities locally and across the country. As inoculation and community reintegration efforts ramp up, Pacific Gateway is strengthening partnerships and building staff capacity to address these inequities and ensure economic inclusion for all residents of our region.

The content of this Plan provides evidence of Pacific Gateway's compliance with all federal regulations under the Workforce Innovation and Opportunity Act (WIOA), namely the delivery of services to jobseeker customers of the system. Beyond this baseline of service, this Plan also describes Pacific Gateway's customization of Regional services to meet the specific needs of Long Beach and Signal Hill residents and businesses. Localized strategies work to ensure the competitiveness of businesses and the preparedness of the area's workforce, advanced through a strong network of economic, training, education and community partners. Building on the organization's reputation as a forward-thinking, agile workforce agency, the Plan also gives direction to Pacific Gateway's future development to meet new opportunities through 2024.

## II. WIOA Core and Required Partner Collaboration

<b><i>Services and Resources</i></b>	<b><i>Core Partner</i></b>
WIOA Title II – Adult Education and Literacy	Long Beach Unified School District Long Beach City College
WIOA III – Wagner-Peyser	California Employment Development Department
WIOA Title IV – Vocational Rehabilitation	California Department of Rehabilitation Long Beach Regional Center
Carl Perkins Career Technical Education	Long Beach City College Long Beach Unified School District
Title V <i>Older Americans Act</i>	N/A
Job Corps	Long Beach Job Corps (partnership only)

Native American Programs (WIOA Section 166)	United American Indian Involvement, Inc
Migrant Seasonal Farmworkers	N/A
Veterans	California Employment Development Department
YouthBuild	N/A
Trade Adjustment Assistance Act	California Employment Development Department
Community Services Block Grant	City of Long Beach, Development Services
Housing and Urban Development	N/A
Unemployment Compensation	California Employment Development Department
Second Chance	N/A
Temporary Assistance for Needy Families/ CalWORKs	LA County Department of Public and Social Services

**A. Service and Resource Coordination**

Pacific Gateway has a track-record of leveraging resources to match and advance WIOA and other workforce programs. This practice is built on the Local Board's strong network of partnership, enabling it to work closely with agencies to create collective impact and ensure that system resources are being used efficiently. This practice has included:

- Customized training partnerships with employers to share training costs.
- Collaboration with the School District, LA County Youth Jobs Program, Linked Learning and Long Beach City College to collectively fund youth employment and internships.
- Continued investment in the local ISD model, integrating EDD and other AJCC resources.
- Special employer partnerships to integrate hard costs, such as training space, supplies, and expertise to deliver quality programming.
- Leveraged supportive services from sub-recipients in WIOA youth programs to support specific needs.
- Collaborative training and supportive service models with Job Corps to provide shared customers with additional work experience opportunities.

**B. Co-Enrollment/ Common Case Management**

Pacific Gateway has made substantial strides in both integration and technology use in its outreach and service delivery. In recent years, it developed and began testing an online platform designed to place career services, skills development, and communication functions into an online modality, with three goals:

1. Expand access to thousands of individuals in and beyond the LWDA so that they may learn about, access, and enjoy WIOA services outside of the AJCC.
2. Guarantee consistent delivery of program and service information by making it accessible via online and via video in the AJCC.
3. Commit to non-sequential delivery by promoting greater customer choice in not just selecting options, but creating the sequence of services that makes the most sense for them.

This work is further advanced by the AJCC's full implementation of ISD, combining and bringing Wagner-Peyser, career services, training, workshops, and other information together for the benefit of the customer. Welcome Team functions are shared among WIOA staff and their partners.

Case management is also benefited by the development of a locally-developed case management and data sharing system that works in conjunction with CaJOBS to help customers access the services they need. This new system includes data collection and in-app communication tools to allow case managers to communicate directly with their customers.

### **C. Service Access**

Pacific Gateway is committed to assisting individuals with barriers to employment, and understands the need to work among partner agencies to expand access to career services and other opportunities. Foremost, the AJCC includes active integration of EDD programs and activities, through the ISD model, to combine services serving those with basic-skills deficiency, Veterans, the long-term unemployed and others. The AJCC's partnership with the local office of the Department of Rehabilitation is helping expand access among those with disabilities, through the cross-referral of clients, staff training, and shared resources, as well as limited co-location. Beyond these services, other AJCC partners with AbilityFirst, a national nonprofit providing services to individuals with disabilities, co-located at the AJCC. With each of these partners, the Local Board partners will co-case manage when appropriate, and make available supportive services, training, and career guidance that augments what any single partner is able to provide.

Beyond the walls of the AJCC, Pacific Gateway partners with a rich network of community-based organizations, educational institutions, and civic entities to carry out core programs. Examples include:

*City of Long Beach, Department of Health and Human Services* to deliver services to low-income individuals experiencing housing insecurity through collaborative case management and supportive services. As well as, two-generation service approaches that connect parenting jobseekers to childcare services and job training.

*Centro CHA (Community Hispanic Association)* partners with the AJCC and the youth services division to deliver core programs to English Language Learners and to refer individuals participating in their host of skills development, citizenship and restorative justice programs to WIOA services.

*Long Beach City College, and Long Beach Unified School District* to collaborate in serving English Language Learners and those with basic skills deficiencies.

*Long Beach Youth Services Network* to connect and engage in shared case management and resource building activities with over 100 youth-serving organizations in the city, including Kaiser Permanente, Mental Health-America, WomenShelter Long Beach, and the LGBT Center Long Beach.

*Goodwill of Southern Los Angeles County (Goodwill SoLAC)* to partner in the delivery of training and provision of support services for individuals of low-income and other barriers to employment.

These partnerships are codified in individual organizational MOUs outlining specific service objectives and target populations. Pacific Gateway regularly collaborates with the above-mentioned agencies and other service partners to conduct outreach and orientation efforts at sites that are centrally located and most accessible to high-need clients. Customers are also provided, as needed, supportive services such as gas cards and bus passes to facilitate access to the AJCC.

Additionally, since 2017, Pacific Gateway has made investments in technology to create online service portals that enable jobseekers and business customers to access resources, request and receive services, and track the progress of their AJCC activity. Pacific Gateway has a suite of localized content specifically designed to bring the AJCC experience online, expanding access exponentially. This was complemented by licensing of courseware through Bluedrop Learning Solutions, which included more than 100 courses related to workforce advancement. This deep resource will be further extended to include services from Metrix Learning, Coursera, and through a partnership with the City of Long Beach library system to access more than 40,000 courses through LinkedIn Learning, at no-cost. Leveraged support from the City of Long Beach's Digital Inclusion efforts provide AJCC customers no-cost equipment, mobile devices, and access to broadband internet connection. And while the doors of the AJCC have remained opened throughout the COVID-19 pandemic, these resources have allowed for the remote delivery of services to thousands of customers.

Pacific Gateway is actively engaged in fostering collaboration with and among service providers by serving as a backbone organization, lending coordination and capacity building support to several service collaboratives including the Long Beach Youth Services Network, and the Los Angeles Performance Partnership Pilot (LAP3) Harbor Collaborative. Both groups are convened regularly to share best practices, engage in shared case conferencing activities, refine referral processes, and explore the creation of shared metrics across organizations in education, employment, health, and housing.

#### **D. Supportive Services**

The Local Board utilizes a robust Supportive Services Matrix to provide system customers with the resources they need to obtain employment and complete training. Support services are provided to Adult, Dislocated Workers, and Youth, in the context of their overall employment plan, and in adherence to Local Board policy.

#### **E. WIOA Section 188**

The AJCC and its partners will continue to comply with WIOA Section 188, and applicable provisions of the Americans with Disabilities Act (ADA) of 1990 to ensure physical and programmatic accessibility. The AJCC is accessible and equipped with assistive technology to support the needs of all customers. Compliance with ADA and other regulations will be ensured, annually, through a review conducted by the EO Officer and reported to the Local Board. In accordance with regulations, physical access and ensured navigability includes visible signage at appropriate heights, accessible bathrooms, workstations that can accommodate wheelchairs and other assistive software. Emergency and evacuation procedures have been developed to be inclusive of disability considerations. Customers with disabilities are welcomed at the AJCC and treated with respect. Welcome Team staff are equipped with information and have access to assistance, as needed, including sign-language interpretation or assistive devices, including auxiliary aids, TTY, and magnifier for the visually impaired. Beyond compliance, Pacific Gateway is committed to facilitating broad access that is equal and meaningful. This is strengthened through the Local Board's collaboration with the Department of Rehabilitation, which has included cross-training of staff, and will include joint accessibility evaluation and a continued commitment to access.

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### **III. State Strategic Partner Coordination**

#### **A. Provision of Services for Individuals Who Access CalFresh**

The City of Long Beach's Health and Human Services Department is one of only three city-run health departments in California, and works closely with CalFresh recipients to ensure they receive all applicable benefits. Residents are connected to resources through various portals, namely the Central WIC Office, the Health Department Main Center, and the Multi-Service Center. A strong network of community organizations provide a variety of services to this constituency, including but not limited to: Long Beach Community Action Partnership, Goodwill SOLAC, Centro CHA, United Cambodian Community, Safe Refuge, Mental Health American/Los Angeles, Rescue Mission, and a multitude of faith-based organizations. Despite this strong net, many needs go unmet, due in part to gaps in alignment among WIOA and community partners.

Pacific Gateway will build from its network of partners to establish new or enhanced service agreements that more fully align the services required by CalFresh recipients. The Board will complete an asset-mapping exercise to quantify the value of resources available to CalFresh/qualifying residents, methods of access, and how these services and resources might be better coordinated. Pacific Gateway will work more closely with the Health Department, a sister-agency, to develop more direct access to employment resources among their constituency. In this way, resources can be effectively braided, particularly among WIOA system partners, including the community college system. To facilitate this system change, referral and co-enrollment systems are necessary to create collaborative opportunities. Within the RPU, one of the workforce boards has taken the lead in working with County leaders to create an effective system. Pacific Gateway looks forward to utilizing it, and the cross- collaboration in the system.

In order to keep individuals engaged and advancing along sector-based career pathways, additional supports must be in place. Pacific Gateway has developed a new framework for 'pathway persistence' to help those facing significant barriers meet short-term needs and

develop long-term career plans. The first in a series of staff development sessions focused on skills building and career pathways was held in February 2019, and identified opportunities for enhancement, namely: relevant labor market information that communicates pertinent information using testimonials and other relatable context, filling service gaps between training completions and employment, and developing stop-gap employment and parallel employment to help individuals earn funds while they progress.

## **B. Coordination with Local Child Support Agencies and Partners**

Future efforts to serve non-custodial parents (NCPs) will require enhanced service partnerships and agreements with those organizations most directly connected to the population. In the Long Beach/Signal Hill region, this will include new partnership agreements with programs serving parenting adults and older youth, to include Long Beach Community Action Partnership, Goodwill SOLAC, Centro CHA, United Cambodian Community, the LGBT Center Long Beach, Mental Health America- Los Angeles, Safe Refuge, as well as the network of faith-based group, many whom are members of the Long Beach Ministerial Alliance.

Ample opportunity exists in developing strong linkages with those organizations serving justice-involved populations, mental health and substance abuse. While Pacific Gateway has established partnerships with many, no partnership models specifically focus on NCPs, their needs and opportunities. These new or enhanced partnerships will collectively address the local issues and barriers that often stall their success. This can include the aforementioned issues, as well as others that typically fall outside of the workforce domain, such as: relationship and conflict issues with the other parent and how to resolve these; mandated participation in other activities that limit focus or time availability for career development; reoccurring substance abuse issues or other non-productive habits and affiliations. The bedrock of this work must be a new referral system between AJCC staff/partners and outside groups, and the local agency. A referral form and process has been developed, but requires collaborative refinement to ensure it is useful and efficient. The County's Workforce Development, Aging, and Community Services (WDACS) is providing leadership in developing a universal tool that will streamline and align referral processes regionally. Cross-training of staff on respective processes and program supports, as well as direct staff-to-staff connection will aid the use of such tools. Integration of data systems, including the development of appropriate case-noting protocols will be developed and utilized. Beyond warm referrals and data-sharing, Pacific Gateway will develop formal structure and partnership agreements to facilitate meaningful and efficient co-case management so that two or three agencies may work collaboratively to serve a NCP. These systems exist, but require further development to track progress and add services from a host of network resources.

## **C. Service Provision in Partnership with Competitive Integrated Employment**

The California Department of Rehabilitation (DOR) is a required partner within the WIOA system. In 2015, DOR developed a partnership with the State Board to align a host of services with the goal of integrating these systems and improving outcomes for individuals. Four pillars of this work were established: services to youth, employer engagement, capacity building and Competitive Integrated Employment (CIE). The CIE Blueprint identifies a number of strategies Local Boards and other partners can utilize to help serve individuals with Intellectual Disabilities (ID) or Developmental Disabilities (DD).

The WorkPlace staff and partners will continue to comply with WIOA Section 188, and applicable provisions of the Americans with Disabilities Act (ADA) of 1990 to ensure physical and programmatic accessibility. The AJCC is accessible and equipped with assistive technology to support the needs of all customers. Compliance with ADA and other regulations will be ensured, annually, through a review conducted by the EO Officer and reported to the Local Board. In accordance with regulations, physical access and ensured navigability includes visible signage at appropriate heights, accessible bathrooms, workstations that can accommodate wheelchairs and other assistive software. Emergency and evacuation procedures have been developed to be inclusive of disability considerations. Customers with disabilities are welcomed at the AJCC and treated with respect. Welcome Team staff are equipped with information and have access to assistance, as needed, including sign-language interpretation or assistive devices, including auxiliary aids, TTY, and magnifiers for the visually impaired. Beyond compliance, Pacific Gateway is committed to facilitating broad access that is equal and meaningful. This is strengthened through the Local Board's collaboration with the Department of Rehabilitation, which has included cross-training of staff, and will include joint accessibility evaluation and a continued commitment to access. Other improvements for access are planned, including use of Braille in signage and increased access to assistive equipment. Pacific Gateway continues to develop a partnership agreement to include partial co-location of DOR staff at the WorkPlace.

*Engagement Plan with CIE Blueprint.* Pacific Gateway is in discussions to establish a Local Partnership Agreement (LPA) with the Long Beach DOR Office. The local DOR office has been a close collaborator of Pacific Gateway. A member of its leadership staff serves on the Workforce Development Board, and has been an active member of the Youth Committee. In accordance with the CIE Blueprint, this agreement and plan will work to expand the capacity of the pathways to employment in supporting individuals to achieve meaningful employment, create new linkages and strengthen existing ones improve transitions, service delivery, and accommodations and supports, including assistive technology, and the coordination of mandatory services and documentation for adult workers related to limitations on subminimum wage employment.

#### **D. Service Provision for English Language Learners (ELLs), Foreign-Born and Refugees**

Pacific Gateway continues to support ELLs in Long Beach and Signal Hill through a variety of programs and services. This target population has been of particular focus for Pacific Gateway and its local partners, supported through a recent grant from State to support ELL service partnerships.

Pacific Gateway continues to work with local partners to integrate services and link resources to serve this population. With ESL providers, Pacific Gateway has piloted a number of new areas for collaboration. These include: a) presentations by AJCC staff to ESL classes, on or near the end of their semester to encourage WIOA utilization/enrollment and to provide an overview of AJCC and partner services; b) co-location of ESL/Adult Basic Education courses at the the WorkPlace in the evening hours to help integrate resources; c) the co-development of an ELL-specific Job Fair at the AJCC; d) mock interviewing and 'elevator- pitch' sessions at the Long Beach School for Adults, organized and staffed by Pacific Gateway career services and business engagement staff.



Currently, AJCC staff have fluency in Spanish, Tagalog, Arabic, and Khmer. The AJCC receives supplemental translation services from the City's Language Access Program, however, gaps persist. To help address this, Pacific Gateway is working with cultural organizations to help partially co-locate services in the AJCC. The goal of this work is to provide career services in a native language, and to build a strong programmatic bridge between community programs and AJCC services. In addition to community-based partnerships, through public programs, many refugees are served regionally through the Refugee Employment Program (REP) which is the jurisdiction of the Bureau of Program and Policy, GAIN, and CalWORKs, delivered in alignment with DPSS' Refugee Social Services and Targeted Assistance Plan.

In response to understanding local ELL barriers and environment, Pacific Gateway adopted a Limited English Proficiency (LEP) Policy that goes beyond State mandate to address important issues in the administration of workforce services. Developed with input from community-based organizations and a partner coalition focused on language access and immigrant rights, the Policy outlines a number of commitments and targets, including the provision of training and career services in languages other than English, rules around translation, and general commitment to high levels of language/immigrant access. Pacific Gateway has made other changes to the AJCC to ensure access. The WorkPlace also now includes a video space with Orientation/program information; one of those videos is a Spanish language testimonial. In addition, a mural was painted as the center-piece of the One-Stop, with the images of Spanish and Khmer-speaking residents prominently displayed. A new sign prominently displays partner services provided by ELL partners in the community. As the AJCC moves to online program orientation, that information will be translated into Khmer and Spanish.

Pacific Gateway staff regularly engages with service partners and reports progress on LEP policy and language access-related efforts to the Local Board.

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## **IV. WIOA Title I Coordination**

### **A. Staff Proficiency in Digital Fluency and Distance Learning**

Pacific Gateway staff and partners are regularly trained on how to utilize enhanced technology to maintain and enhance the customer experience online and remotely. This includes learning opportunities that are directly related to their work, productivity, and engagement in a way that meets remote work expectations. These learning opportunities include step-by-step instructions on how to effectively use computer apps and programs, addressing customer needs remotely, self-leadership, and how to set up home offices, and maintain relationships with colleagues and customers.

Since 2017, Pacific Gateway has been engaged in the City of Long Beach's Digital Equity Inclusion efforts, providing staff and customers a wide array of training opportunities designed to increase digital literacy, connection, and device access. The Local Board has been an active participant in the City's COVID-19 Digital Inclusion Response Group, further strengthening and expanding access to multi-language training and resources that keep the AJCC connected to customers amid the pandemic.

## **B. Cultural Competency and Trauma-Informed Training**

Pacific Gateway recognizes that a crucial point to interrupt the cycle of re-traumatization in customers seeking services is supporting staff in addressing the vicarious trauma they might experience regularly in the workplace. In 2019, Pacific Gateway convened over 15 experts in physical and mental health to explore how the AJCC could incorporate human-centric practices that are more responsive to the needs of customers. The end result was a redesigned customer experience that incorporates elements of trauma-informed service delivery and culturally-informed practices that take into consideration intersectionality, diversity, and the ever changing needs of our customers across all aspects of their lives. These conversations and observations have resulted in changes on how the AJCC onboards staff and trains existing staff, measures team performance, and how it approaches service delivery and procures partners.

This work is further enhanced by the AJCC's partners at the City of Long Beach's Office of Equity. This office led the development of an Equity Toolkit that includes equity-based principles that help guide the Local Board's services and programs, ensuring an equity lens is applied across the AJCC – from hiring, training of new and existing staff, to service delivery design and implementation. The AJCC has two onsite staff that have been trained to serve as Equity Champions that are entrusted to elevate equity and inclusion practices and proactively work toward AJCC's at minimum treat all people with respect, and create a welcoming workplace and provide high quality services for customers. Equitable practices related to job training and employment access are priorities of the City's Racial Reconciliation Initiative, which the AJCC fully supports and works in collaboration with.

## **C. Coordination of Rapid Response Activities**

The Local Board administers Rapid Response (RR) activities through the AJCC and its partners. The goal of RR is to assist workers that have been impacted by staff reductions and/or business closures in Signal Hill and Long Beach. In instances of significant workforce reductions, the AJCC deploys a team of professionals to provide on-site, on-going dislocation 'triage' to help individuals connect to the resources they need right now, and plan for the support they will need as they transition into new jobs. The AJCC works to connect with employers and affected workers as quickly as possible, and to equip individuals with two things: a) immediate information about resources available to them and b) a meaningful connection to specific staff and opportunities within the AJCC system. RR activities are delivered in partnership with EDD staff at the AJCC and other staff representing State resources.

In alignment with WIOA and Pacific Gateway's mission, Layoff Aversion activities will be deployed as part of an overall strategy of Business Assistance, working alongside businesses to help them navigate necessary reductions or equip them with resources, such as technical assistance of Job Sharing, to eliminate or minimize the impact of such steps. This work will continue to be deployed in concert with partners such as the Small Business Development Center and the City's Economic Development/ Business Assistance team. Activities include assessments, workforce surveys, labor market information analysis, incumbent training if appropriate, and access to regional resources.

## **D. Adult and Dislocated Worker Training Opportunities in the Local Area**

Services are directed through the WorkPlace, the LWDA's comprehensive AJCC. The WorkPlace operates through an Integrated Service Delivery (ISD) model that includes 41 WIOA staff and more than 15 EDD personnel. More than 1,300 customers are enrolled in WIOA services annually, and supported through a variety of special programs that connect them to training and career services. A sampling of special programs at the WorkPlace include:

- *Strengthening Working Families* – A WIOA program designed to assist jobseeking and underemployed parents as they complete training and connect to employment. The program provides participants with no-cost childcare and redesigns existing programs to be more responsive to the needs of parents in training programs.
- *Prison 2 Employment* - A partnership with the California Workforce Development Board (CWDB), South Bay WIB, and the California Department of Corrections and Rehabilitation (CDCR) to provide employment opportunities to Long Beach residents who are justice-involved. Referrals come directly from CDCR, and Pacific Gateway assists participants with paid work experience, training, supportive services, career guidance, and connection to permanent employment opportunities.
- *Measure H* – Homeless Initiative (HOME) - Provides transitional subsidized employment to adults who are currently, formerly, or at-risk of experiencing homelessness. Additional services include, but are not limited to supportive services, career guidance, skills development, and job placement assistance.
- *Invest* - A partnership between Pacific Gateway, WDACS and County of Los Angeles Probation Department (Probation), in collaboration with the County Office of Diversion and Re-Entry (ODR), to create employment opportunities for Adult Probationers in L.A. County. Pacific Gateway receives referrals directly from Probation to assist Long Beach residents with paid work experience, training, supportive services, career guidance, and connection to permanent employment opportunities. Within the next six months, Pacific Gateway anticipates receiving over 100 referrals, and serving approximately 70 residents.
- *COVID-19 Employment Recovery National Dislocated Worker Grant* - Serves eligible WIOA Dislocated Workers who were laid-off due to the COVID-19 pandemic. Services include, but are not limited to job placement assistance, training, paid work experience, supportive services, and follow-up services.
- *COVID-19 Additional Assistance (Aerospace)* - Serves eligible WIOA Dislocated Workers who were laid-off from companies within the aerospace industry, including Boeing, Gulfstream, Weber Metals, and Neill Aircraft. Provides career counseling, job placement assistance, training, and supportive services.

## **E. Youth Services**

COVID-19 social distancing guidelines have intensified feelings of isolation that can increase negative mental health impacts, such as increased anxiety, depression, distress and low self-esteem. Research shows that fostering connectedness to peers, family, mentors and friends can strengthen youth resilience and promote positive mental health. Youth workforce programs are critical to not only engaging youth in prosocial activities, but also

addressing projected lifelong wage gaps. Pacific Gateway's youth services are strategically designed to establish connections both virtually and in-person, build social capital, and place youth on career pathways that could lead to family sustaining earnings.

The Local Board operates most programs remotely and from the AJCC, with plans to open a strategically located full-service youth development and employment space, FutureLB, in Fall 2021. Youth and services that administered by the Local Board include:

- *WIOA Youth Programs* – Provides eligible WIOA out-of-school youth ages 18-24 work readiness workshops, career counseling, basic skills remediation, industry-recognized skills training, paid work experience, and supportive services. Youth services are provided by youth subcontractors United Cambodian Community, Centro CHA, and Pacific Gateway youth services staff.
- *Youth@Work* - The Los Angeles County-funded employment program, provides paid work experience and workforce readiness workshops for hundreds of youth, 14-24 years old in the Long Beach area. The program introduces youth to the workplace to gain valuable employment skills, earn an income, and learn about viable career pathways.
- *CDBG Work Experience* – Subsidized employment and job placement for youth living within the City boundaries.
- *Mayor's Internship Challenge* – a partnership-led effort to increase the number of internships provided to young adults in the City.
- *Career Pathway Programs* - the Local Board continues to invest in work-experience/Linked Learning strategies alongside the Long Beach Unified School District, Linked Learning, Long Beach Promise, Long Beach City College and Cal State Long Beach, and others.

Most recently, the Local Board played a critical role in informing the development of the City of Long Beach's Strategic Plan for Youth and Emerging Adults, a plan that identifies goals and critical steps needed to support the development of young people in the city. Pacific Gateway is committed to supporting early implementation of the plan, including the launch of the City's Office of Youth Development and accompanying Youth Fund, which includes provisions that will supplement funding for youth workforce development and training services.

## **F. Competitive Procurement**

The Local Board employs a full time Contracts and Procurement Manager who manages a competitive procurement process for all contracts of more than \$25,000. Procurement is coordinated with and under the auspices of the City of Long Beach Purchasing Department, and is under the review protocol of the independent office of the City Auditor. The Local Board currently utilizes fixed-cost, cost-reimbursement, and pay-for-performance models. Request for Proposals (RFP) and Request for Qualifications (RFQ) are used in identifying subrecipients. These documents are developed by Pacific Gateway staff and approved by City Purchasing and deployed through the City Bid System. It is common practice for Pacific Gateway to include a brief Q&A period, and to host a mandatory bidder's conference or

programmatic review prior to procurement conclusion. Applications and proposals are reviewed by a team of non-conflicted individuals, often from standing committees of the Board, fellow workforce professionals in the region and other stakeholders. Review processes and scoring is facilitated by the Contracts & Procurement Manager.

RFP and RFQ opportunities are communicated in a number of ways, including the organizational website [www.pacific-gateway.org](http://www.pacific-gateway.org), the City site [www.longbeach.gov](http://www.longbeach.gov), and through Board notices. Efforts are made to ensure access to small businesses, community-based organizations and first-time applicants. This includes distributing information widely among AJCC partners and announcements and public meetings. For purchases or contracts of less than \$2,500, the Contracts and Procurement Manager must obtain three quotes and identify the item/contractor of best value. The lowest price estimate serves as the basis criteria for selection, though proposers offering contextualized value may be selected based on additional factors. Exceptions to Policy are drafted by Pacific Gateway staff and submitted to City Purchasing for approval.

**G. AJCC Operator and Career Services Providers**

*i. AJCC Operator*

Pacific Gateway procures an AJCC Operator every four years through the City of Long Beach’s contract and procurement process as detailed in the Competitive Procurement section above. The Local Board is in the process of procuring a new AJCC Operator to be selected and in place July 1, 2021. The Operator scope of work will include the aggregation of satisfaction data for presentation and consideration by the Local Board. Operators will have access to customer data for random selection and in-depth interviews for system improvement. This information will be shared with the Local Board annually. Annual aggregates will be supported by regular, continuous surveying as previously described, shared and peer-reviewed at monthly Adult and Youth program staff meetings to identify trends and opportunities.

*ii. Career Services Providers*

Pacific Gateway is committed to developing and strengthening partnerships with service providers to uplift services that are culturally relevant and responsive to the unique needs of Long Beach’s diverse job seeker and employer communities. These partnerships, in addition to professional development opportunities for staff, are critical to actualizing goals and recommendations set in place in this plan but also other community-informed plans such as City of Long Beach’s Blueprint for Economic Development, Racial Reconciliation Initiative, and Strategic Plan for Youth and Emerging Adults.

<b><i>Provider</i></b>	<b><i>Role</i></b>
Pacific Gateway Workforce Development Board	Career Services Provider
Performance Excellence Partners, Inc	AJCC Operator