

## SECTION 1: VISION

**State Goal: Meet the workforce needs of high demand sectors of the regional economy**

The City of Long Beach is the administrative entity for the Local Workforce Investment Area, Pacific Gateway Workforce Investment Network (Pacific Gateway). Pacific Gateway provides workforce services for the cities of Long Beach, Signal Hill, Lomita, and Torrance. This culturally and economically diverse LWIA is located in the southernmost coastal region of Los Angeles County, home to the nation's largest Ports complex, a hub of advanced manufacturing, a high concentration of health sector businesses, and strong educational institutions, including a California State University and two community colleges.

Pacific Gateway envisions itself as a forward-thinking, innovative Workforce Investment Board, continually seeking out opportunities to explore improved service strategies and new partnerships to address one of the highest urban unemployment rates in the State. This has included becoming one of the first WIBs to adopt an Integrated Service Delivery model, and continues with new strategies in development to extend the concept of integration into youth-based, educational, and economic contexts. This creative thinking has also extended to its role as the operator of the Harbor WorkSource Center, successfully serving adjacent Port communities for the Los Angeles City WIB. In 2012, Pacific Gateway adopted the tagline "Connect to Opportunity" to emblemize its role as a conduit to employment and resources for its job seekers and businesses.

Pacific Gateway sees its mission clearly: to connect jobseekers to the best possible career opportunities, and businesses to the services and skilled workers they need to remain competitive and thrive. To maximize outreach to its communities and leverage local and regional partnerships, services are administered through three comprehensive American Jobs Centers of California (AJJC): The Career Transition Center (Long Beach); the Torrance Career Center (Torrance); and the Youth Opportunity Center (Long Beach). Business Assistance efforts are provided throughout the LWIA, with job development staff positioned at all three American Jobs Center locations.

Our goal is to deliver high-quality services that assist job seekers in connecting to skills development, training and high-growth, high-demand employment opportunities within clearly defined career pathways. Our Business Assistance team works to connect local businesses with skilled, job-ready candidates, access available tax and hiring credits, and develop earn-and-learn training solutions.

- A. Describe the Chief Elected Official (CLEO)/Local Board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.**

Pacific Gateway has a longstanding record of partnering with Chambers of Commerce and industry associations, economic development entities, universities and community colleges,

adult education providers, K-12 educators, labor associations, veteran services providers, disabled services providers, and numerous other community-based organizations. These partnerships are proactively sought in order to maximize opportunities for job seekers and employers.

The WIB has institutionalized its sector-based convener role through its Industry Resources Committee (IRC). Formed in January 2010, the IRC is comprised of education, business, labor, and other representatives. Most notably, the IRC includes key members of the WIB, including a community college career technical education director, an economics department chair, a business owner, and corporate foundation director. Among its various responsibilities, the IRC is responsible for reviewing and making recommendations to the WIB on local and regional strategies to ensure effective response and alignment of the American Jobs Center system to business needs and defining skills needs, and gaps relative to key regional industry sectors. Meeting bi-monthly, the IRC reviews economic analysis trends alongside employers and industry champions in a focused groups of 10 – 30 employers, facilitating discussion around forecasting, policy impacts, and growth opportunities. This work has been largely modeled after the Regional Industry Clusters of Opportunity framework embedded from a 2009 RICO grant.

Engagement of organized labor has been a key focus of the past year and continues to help carve important connections between employment opportunities in the trades and our job seeking customers. This effort has included a series of meetings attended by multiple labor representatives to discuss impact of germane workforce policy and legislation, help unions access available contract and training opportunities, facilitate regional project-labor agreements on various large-scale construction projects in the LWIA, and secure full representation on the WIB. These meetings have, in fact, resulted in the WIB's recruitment of three additional labor WIB members, institutionalization of regular meetings with labor, the launch of a series of apprenticeship outreach sessions to connect job seekers to upcoming construction projects, and inclusion of a labor representative on the WIB's executive committee.

Pacific Gateway enjoys the support of its regional economic development resources, including the economic development teams of its largest cities, the California State University Long Beach Economics Department, and the regional powerhouse Los Angeles County Economic Development Corporation. Special projects in lay-off aversion, clean tech cluster development, and other areas have provided unique opportunities to collaborate with these agencies.

**B. Include in your response actions that support the following State priorities: preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill gaps created by retirements; and supporting the development of regional workforce and economic development networks that address workforce education and training priorities.**

The WIB has a number of existing and planned initiatives that advance the State's priorities. To begin, in October 2012 the WIB met for a strategic, full-day session in advance of the State's local planning guidelines, affirming its investments in key industry sectors and outlining new areas of focus. This activity, encapsulated in its Strategic Priorities framework, is organized in four domains: Business Solutions; Employment Services (Adults); Youth Development' and Board and Policy. This framework has guided the development (and enhancement) of targeted actions that directly align with the Governor's vision for local workforce planning.

Examples of actions focused on preparation of skilled workers in specific regional sectors, and in filling gaps created by retiring workers include:

- i. **Focus on Health Care Sector:** In Spring 2013, the WIB began to leverage its success through its H1-B Health Care Training Grant to develop a more broad, multi-strategic effort that will engage multiple medical centers and employers in the LWIA. Grant funding has enabled the WIB to develop new partnerships, customized training curricula, and other business engagement tools focused on the area's largest medical provider. The WIB has plans to extend this work to engage additional partners, with the support and involvement of the initial employer, to develop a multi-strategic approach to job development and creation in the region's health sector.
- ii. **Apprenticeship Outreach Strategy:** The WIB recently launched a series of public sessions, coordinated with civic and non-profit partners, to expand access to upcoming, large-scale construction projects in the Ports complex and beyond. These events established a new system for labor engagement; each event included multiple labor representatives in a panel format, Port and City representatives, and other methods to connect workers with projects. These will continue throughout the life of these projects, expected to complete in 2017.
- iii. **Sector-based Planning and Services:** Enhancement of AJCCs to provide job seekers with more information and access to resources aligned with high-growth, high-wage industry sectors enhances the preparation of skilled workers for employment in competitive and emergent industry sectors. Similarly, new WIB policies requiring all Individualized Training Accounts be aligned with demand occupations and that all youth services providers ("Academies") include in their contracted services exposure to career pathways, occupational skill training and related support aligned with high-growth, high-demand sectors enhances the preparation of skilled workers.
- iv. **Emphasis on Sector-Readiness:** As part of a continuous improvement strategy, the AJCCs have adopted a new, internal method for qualifying readiness based on a chosen industry sector, which now accelerates targeted placement and better matches skills with opportunities.
- v. **Focus on Dislocated Workers:** The WIB will next focus on its DW efforts, looking at specific areas of program flow, including engagement levels, recruitment strategies, customer choice, and additive work-readiness training.

Examples of actions focused on building regional economic and workforce networks include:

- i. **IRC Roundtables:** The WIB's restructuring of the Industry Resources Committee Roundtables, as noted above, enhances connections to the business community to align employer needs with the skills of job seekers and to better identify skill gaps. Meeting formats, outreach, and co-hosting will expand participation, deepen discussion, and better-gage employer needs.
- ii. **Regional Collaboration:** Support continued discussion among the Southern California WIBs on effective means to form regional workforce and economic development partnerships and networks. This work will require an in-depth assets mapping of the multiple existing convening efforts by chambers, university and community college advisory groups, industry associations, human resource professionals and others so that WIB resources are efficiently used to fill gaps in these networks or support and expand existing networks.

- iii. **Economic Development Internship Program:** Pacific Gateway has conceptualized a formal graduate internship program that will place one or two economics graduate students at the WIB to fuel sector-specific strategies around job development. In partnership with a bordering WIB, Pacific Gateway is developing framework for the development of four or more semester-length projects that will enhance industry-engagement efforts and tether business assistance activity with more current economic data.
- iv. **Strengthened relationship with Civic and Entrepreneurial Centers:** The WIB has begun and will continue to tether its business engagement and economic research to existing networks in the region. In one example, the WIB will locate a job development staff person within the South Bay Entrepreneurial Center (Torrance, CA) to tie that center’s business acceleration activity with job seekers with applicable skills. In a separate effort, job development staff are working to establish a partnership with Long Beach Tech Incubator to also prepare and place job seekers. Increased integration with the four cities’ economic development leaders will also help streamline strategies and more-quickly capitalize on new business and lay-off aversion opportunities.
- v. **Clean Tech Leadership:** The WIB recently received funds through the CWIB’s RICO/AB118 funding, the fourth-consecutive award for its work in this area. Past efforts have helped expand the e-mobility Task Force, tethering the work of this group of international industry champions to workforce development, and funding multiple research efforts to explore ways to prepare current and future workforces for clean tech opportunities. This work has raised the profile of WIBs in this new environment, helped evaluate community college efforts and provided other tools to help WIBs make informed investments in this burgeoning sector.

**C. Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth, high-demand, projecting skills shortages (due to replacements and/or growth) and/or vital to the regional economy.**

The Los Angeles County Economic Development Corporation has drafted *Industry and Labor Market Intelligence for Los Angeles County*, a comprehensive, commissioned economic analysis tailored to the needs of the County’s seven regional WIBs. The report presents a number of critically important ‘take-aways,’ including a list of the top industries projected to add a substantial number of new jobs to the Los Angeles County economy between 2012 and 2017. These are reflected in the following table:

Industry	Number of New Jobs	Annual Average % Change
Administrative and Support Services	52,050	4.3
Food Services and Drinking Places	48,500	3.2
Local Government	30,810	1.5
Professional and Technical Services	30,320	2.3
Ambulatory Health Care	24,780	2.6

Services		
Motion Pictures and Sound Recording	18,150	2.9
Specialty Trade Contractors	16,020	4.3
Hospitals	15,150	2.6
Educational Services	12,720	2.5
Nursing and Residential Care Facilities	9,630	2.6
Credit Intermediation	9,550	2.6
Social Assistance	8,230	2.6
Accommodation	6,750	3.2
Retail: General Merchandise	6,420	1.8
Insurance Carriers	5,910	2.6
Retail: Food and Beverage Stores	5,730	1.3
Retail: Clothing and Accessories	5,370	1.9
Real Estate	5,140	1.9
State Government	5,040	1.5
Wholesale Electronic Markets	4,100	3.6
Wholesale: Nondurable Goods	4,070	0.9
Management of Companies	3,740	1.3
Construction of Buildings	3,680	2.7
Manufacturing: Fabricated metal products	3,560	1.7
Personal and Laundry Services	3,550	1.5
Amusements, Gambling and Recreation	3,380	1.8
Heavy and Civil Engineering Construction	3,160	5.0

Source: Estimates by LAEDC

And the occupations projected to add the most total openings (new and replacement) in Los Angeles County between 2011 and 2017 are:

Occupational Group	New Openings	Replacement Jobs	Total Openings*
Management occupations	22,850	23,400	46,250
Business and financial operations	22,110	21,440	43,550
Computer and mathematical science	12,720	11,630	24,360
Architecture and engineering	6,720	9,040	15,760

Life, physical and social science	3,320	4,420	7,740
Community and social services	6,890	6,440	13,330
Legal occupations	4,020	3,140	7,160
Education, training and library	34,920	29,470	64,390
Arts, design, entertainment, sports, media	12,400	14,320	26,720
Healthcare practitioners and technical	31,640	23,690	55,330
Healthcare support	17,120	8,870	25,990
Protective services	11,810	11,520	23,330
Food preparation and serving	66,110	76,450	142,530
Building/grounds cleaning and maintenance	24,400	13,460	37,860
Personal care and service	17,690	22,640	40,330
Sales and related	36,030	74,910	110,940
Office and administrative support	81,410	84,030	165,440
Farming, fishing and forestry	230	1,200	1,430
Construction and extraction	21,060	12,040	33,100
Installation, maintenance and repair	12,180	18,520	30,710
Production	20,680	29,780	50,460
Transportation/material moving	24,530	38,890	63,420
<b>Total*</b>	<b>490,840</b>	<b>539,290</b>	<b>1,030,130</b>

\* May not sum due to rounding

Source: Estimates by LAEDC

Based upon this data and an analysis of the attached report, the high-growth, high-demand industry sectors and occupational clusters and/or those vital to the regional economy include:

### **Administrative and Support Services**

Establishments in these industries provide support to the day-to-day operations for other organizations, such as management, personnel administration, clerical activities and cleaning activities. The sector is expected to continue growing and will add 52,050 new jobs in Los Angeles County from 2012 to 2017 as businesses follow the trend of contracting with outside services for administrative and support services rather than conducting them in-house.

### **Health Care**

This is a large and growing industry sector which includes establishments providing health care, including: ambulatory health care services such as doctors' offices, dentistry practices, medical

laboratories and home health care services; hospitals; and nursing and residential care facilities. This sector employed almost 360,000 workers in Los Angeles County in 2011, with average earnings of \$54,500, and is expected to add almost 50,000 new jobs from 2012 to 2017. In fact, the City of Long Beach's largest private employer is the Long Beach Memorial Medical Center and serves as the WIB's strongest employment partner.

### **Manufacturing (Selected Products)**

Although employment in manufacturing as a whole has been on a long term decline over the past two decades, several manufacturing industries continue to be promising targets for employment growth in the county based on upon their performance. These include: transportation equipment, computer and electronic products, apparel, beverages and tobacco products, leather products, textile mills, and fabricated metal products. Small concentrations of manufacturers reside in the LWIA, including advanced manufacturers in the aerospace, automotive, and logistics sectors foremost in Torrance, Long Beach, and Signal Hill.

### **Professional and Technical Services**

These industries include establishments that specialize in performing professional and technical activities for others, such as legal services, accountants, bookkeepers and auditors, architectural and engineering services, interior and industrial design, computer design and programming, management and environmental consulting, advertising and market research. These activities typically require a high degree of expertise and training, and can be highly-compensated. However, there is a wide range of occupations within these industries that can be filled by workers with some college training, some technical training, or on-the-job experience, such as clerical positions, receptionists, draftsmen, legal assistants, bookkeepers, accounting clerks, and so on.

### **Hospitality and Tourism**

One of the region's major industry clusters, hospitality and tourism will continue to provide employment opportunities for a wide range of job entrants and incumbent workers. Food services is a large industry with a wide range of establishments serving food and beverages to customers. It is projected to add almost 50,000 new jobs from 2012 to 2017. The accommodation industry is projected to add 6,750 new jobs over the period. The Long Beach Convention Center and surrounding hospitality sector is one of the region's strongest, with a Conventions complex that has seen growth despite the economic downturn, and with a decade-long series of investments in infrastructure and attractions, including Southern California's only aquarium, arena and performance halls, a cruise ship terminal, the Queen Mary and other major sector anchors.

### **Trade (Logistics, Transportation and Warehousing)**

Trade-related employment is the region's largest traded industry cluster, one in which the region has competitive advantage, and one that will continue to dominate our export-oriented economic activity. Despite the movement of warehousing inland, transportation will continue to grow as the ports of San Pedro Bay handle increasing trade volumes and as goods are delivered to inland warehouses. Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly and the sector will add approximately 9,100 jobs from 2012 to 2017.

**Construction**

As credit conditions improve and the housing market recovers, construction industries (including building construction, specialty trade contractors and heavy and civil engineering) are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years, and will be needed to meet pent-up demand. In addition, many of the existing infrastructure projects currently planned will come on line, employing thousands of workers in highway, transit, infrastructure and other projects. Finally, continuing incentives and mandates related to energy efficiency and greening of existing buildings have the potential to drive employment in retrofitting and energy efficient implementations. Together, the sector is projected to add almost 23,000 jobs between 2012 and 2017.

Collectively, these programs, Jobs Centers, and special initiatives demonstrate Pacific Gateway's commitment to continuous improvement and exploration of new, research-based models for engagement of employers, readying job seekers for future employment, and making meaningful impact on the economic health of communities it serves.

## SECTION 2: ECONOMIC & WORKFORCE INFORMATION ANALYSIS

**System Goal: Support system alignment, service integration, and continuous improvement, using data to support evidence-based policymaking.**

Pacific Gateway has long utilized economic data and analyses to guide its decision-making around placement and training strategies, sector convenings, and other investments. This work has regularly included the contributions of regional, nationally-respected economic development firms and university resources that have provided aggregated analysis about areas of economic opportunity.

Pacific Gateway's strategy of data utilization is aligned with the Governor's vision for a system that is "committed to sector strategies based on data-driven decision making, policy development, strategic planning, and investment."

### **A. A description of the data gathered and the method of analysis and review.**

Data was gathered from multiple sources to provide an accurate and full picture of the LWIA's current economic situation. These included widely used sources, such as: State of California Labor Market Information ([www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)); US Census Bureau ([www.census.gov](http://www.census.gov)); and Bureau of Labor Statistics, US Department of Labor ([www.bls.gov](http://www.bls.gov)), as well as regionally-specific sources, including:

- Los Angeles County Economic Development Corporation (LAEDC) Economic Data and report, *Industry and Labor Market Intelligence for Los Angeles County*. This LAEDC report, released in April 2013 and commissioned by the Los Angeles County WIB to provide a regional outlook for all seven Los Angeles area WIBs, analyzed residential and industrial activity in areas within the region to identify target industries and workforce opportunities.
- *Long Beach Regional Economic Analysis*, California State University, Long Beach. Presented each year at a regional economic forum, this analysis looks at economic trends and employment trends in and around the greater Long Beach area, identifying high-growth areas as well as sectors where growth has not been robust, and offers guidance for investment by economic stakeholders.
- *LAEDC 2013-2014 Economic Forecast and Industry Outlook*. This annually presented document provided most-current information about economic trends across various sectors and sub-regions in the County.
- First hand workforce intelligence, provided by employers through sector-specific Industry Resources Council Roundtable discussions. Here, employers organized by sector share insight into their hiring plans, workforce needs, and changes in their industries.
- *Goods Movement and Alternative Fuels Study*, produced by ICF International and commissioned by Pacific Gateway to study impacts and opportunities of alternative fuels on the sector and hiring plans for employers in Goods Movement.

Data such as this is regularly reviewed by WIB analysts and shared more broadly with WIB members and partners, helping to validate or add to findings. Information is often compared with baseline data sets to assess trends, or considered using a number of comparative metrics.

**B. An assessment of the current economic situation and projected trends of the local area economy, industries, and occupations, including major economic regions and industrial and occupational sectors.**

The Pacific Gateway LWIA lies in a uniquely strategic economic position, one that has ensured a base of economic stability despite a disproportionately low-skilled resident base, major fluctuations in key sectors, and the reverberated effects of the national economic downturn. The four cities of Long Beach, Signal Hill, Lomita, and Torrance are situated in the southernmost corner of Los Angeles County, along the coast, wrapping the nation’s largest Ports complex. Not surprisingly, major sectors continue to be Goods Movement/Logistics and Tourism. Other sectors are also major contributors, however, including Advanced Manufacturing, Healthcare, and Professional Services. In fact, within the LWIA lies:

- the nation’s largest and world’s eighth-busiest Port complex;
- the automotive headquarters for companies such as Honda and Toyota, and smaller alternative fuels designers and manufacturers;
- large aerospace employers, including Boeing, and supporting manufacturing businesses; and
- the greatest geographic concentration of hospital beds and doctor’s offices among all LWIAs in Los Angeles County.

Despite these strong economic indicators, the LWIA includes some serious economic and employment hurdles with unemployment rates of its largest city, Long Beach, consistently above the National, State and County average:

Area	Unemployment Rate
Long Beach	11.2%
Pacific Gateway LWIA	9.6%
Los Angeles County	10.2%
California	9.8%
U.S.	7.8%

The City of Long Beach is the seventh-largest city in the State of California and the second largest within the greater Los Angeles area, after Los Angeles. The unemployment rate for Long Beach has been consistently higher than the State and County since before the beginning of the economic recession. The LWIA’s second-largest city, Torrance, has a population of 145,438 residents and one of the lowest unemployment rates in the State. The comparative employment health of these two distinct communities is cause for great study.

	Long Beach	Torrance
Unemployment Rate	10.2%	4.6%
High School Diploma	79%	92.5%
Bachelor’s Degree or Higher	28.7%	43.7%

Not surprisingly, significant disparities exist in educational attainment among the two cities, a delta that aligns with industry employment, job growth and availability, and other economic indicators.

The 2013 *Long Beach Regional Economic Analysis*, covering Long Beach and thirteen surrounding communities and cities<sup>1</sup> provided the following ranking of top industries by total employment (2011):

1. Manufacturing, 12.8%
2. Travel and Entertainment, 11%
3. Retail Trade, 10.6%
4. Health and Social Assistance, 10%
5. Local Government, 8.9%
6. Administration and Support – Waste Management, 8.2%
7. Professional Services, 7.9%
8. Wholesale Trade, 6.9%
9. Transportation and Warehousing, 6.6%
10. Construction, 4.5%
11. Finance and Insurance, 3.0%

i. **Trend analysis of the top sectors (Manufacturing, Hospitality, Retail, and Health, Transportation and Warehousing)**

**Manufacturing** employment in the research area has fallen from its most recent high of 2008 (82,000 jobs) to just below 70,000 in 2011 – a significant drop, shadowing much of the great recession. However, manufacturing has seen a rise in the past two years and even the first half of 2012, led by transportation manufacturing, a sub-sector well positioned within Long Beach. Some of this is due in part to Boeing's continued manufacturing of the C-17 airplane and recent announcement of 300 engineering jobs coming to the area. Interestingly, this bucks the national trend, which saw a 5.7% drop in defense and aerospace spending in the first part of 2013, due in part to the Sequestration. While the manufacturing sector is stabilizing, significant new job growth is not expected.

Since 2008, the **Hospitality** (Travel and Entertainment) sector has seen significant drops as discretionary spending and corporate investment in convention spending and entertainment declined during the economic downturn. This sector, too, however, is showing growth or stabilization in the first half of 2012, including a growth of about 4,000 Food and Drink Establishment jobs in the research area. This bodes well for Long Beach, which for the past two decades has made substantial investments in its waterfront performing arts and conventions center. While the Convention industry has seen serious challenges - nationally convention space has increased by 35% and demand has declined by 5% since 2007 – Long Beach has performed well, keeping its market share through the recession and now buoyed by recent multi-million dollar improvements in its convention facilities. This investment may also be made by other communities in the LWIA, as Torrance explores proposed hotel and meeting space developments, supported by its proximity to Los Angeles International airport and coastal location. (Source: CA EDD)

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<sup>1</sup> Three of these communities lie within the LWIA, with the remainder falling in Los Angeles and Orange Counties.

**Retail Trade** has largely followed regional loss and stabilization, declining from its recent high in 2008 (having shown steady growth since 2003) to flat growth from 2009 through 2011, and slight decline in the first half of 2012. (Source: CA EDD)

**Health Care** job growth is anticipated from the Affordable Care Act, as more residents access healthcare, and as the region’s aging population seeks out greater levels of care. While overall Health Care employment has grown steadily since 2004, much of this has been in ambulatory care, while growth in hospital employment has remained largely flat, and nursing and residential facilities’ employment has only grown slightly. (Source: CA EDD) US Census data shows us that the percentage of those over 65 has grown in Los Angeles and Orange Counties by 1.1% and 1.8% from 2000 to 2010, providing ample opportunity for growth in the health care field. Not surprisingly, health care occupations show the greatest increase from 2000 to 2012 in the area, with a 34.5% increase and a median wage of \$24,760. (Source: BLS)

Though it ranks ninth on a regional list of employment, **Transportation and Warehousing** is critically important to Long Beach and surrounding communities. This sector has demonstrated steady growth from 2009 to 2012, supported by the resurgence in international trade which is expected to grow as the global economy stabilizes. Two way trade through LA Customs District rose in 2012 by 43% with an anticipated 3.9% increase in 2013 and 4.9 increase in 2014. Furthermore, City investments in the construction of both a new port harbor (Middle Harbor Project) and harbor bridge will increase capacity at the port, and in the process add more than 14,000 construction jobs.

## ii. County Economic Data – Industries

Industries				
2010-2020 Industry Employment Projections Los Angeles-Long Beach-Glendale Metropolitan Division (Los Angeles County)				
Industry Title	Annual Average Employment		Employment Change	
	2010	2020	Numerical	Percent
1. Educational Services (Private)	111,100	146,700	35,600	32.0 %
2. Private Household Workers	126,600	163,300	36,700	29.0 %
3. Accommodation & Food Services	316,400	396,800	80,400	25.4 %
4. Health Care & Social Assistance	410,900	513,300	102,400	24.9 %
5. Administrative & Support & Waste Management Remediation Services	228,700	284,800	56,100	24.5 %
6. Construction	104,500	129,600	25,100	24.0 %
7. Wholesale Trade	203,300	250,100	46,800	23.0 %
8. Professional, Scientific, & Technical Services	245,600	298,600	53,000	21.6 %
9. Arts, Entertainment, & Recreation	68,400	83,200	14,800	21.6 %
10. Retail Trade	386,000	461,500	75,500	19.6 %

Source: Employment Development Department Labor Market Division August 21, 2012

**C. An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce analysis.**

Pacific Gateway has made significant inroads in understanding workforce skills needs and other knowledge to help job seekers secure employment in our area. These are categorized below:

**i. Workforce Skills and Education:**

Employers in our area routinely require a high school diploma (with the exception of Construction Trades and some manufacturing employment) and in many cases require training, Associates or Bachelor's Degree. In alignment with the top economic industries, many employers are requiring specific certifications in the area of manufacturing and health care, many required to meet State and National certification standards. Growing interest in Customized Training programs indicate an interest in employer-specific skills and training, with a important soft-skills, such as communication (written and oral), time management, and problem solving at initiation of employment.

**ii. Sector Knowledge**

Increasingly, employers are looking for employees who are knowledgeable about the larger industry sector, with experience or training in one or more areas to facilitate cross-training and promotion. For example, a healthcare employer may ask that an individual be familiar with the way healthcare systems work in general, or have some experience in the field before becoming a patient care worker. Similarly, employers in advanced manufacturing seek employees who have an understanding of larger processes in addition to the specific tasks required of them.

Part of our answer to this opportunity is the development or sector-specific orientations for job seekers, and other ways to build their understanding of employment opportunities within a given industry. Additionally, greater work with case managers in helping job seekers build their own understanding of a sector is seen as a positive layer of job preparedness.

**D. A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as racial, ethnic, linguistic groups, older persons, youth, veterans, and individuals with disabilities, etc.**

Pacific Gateway LWIA is an incredibly diverse region – economically, ethnically, and by other factors such as educational attainment, and language. Again, much of this diversity is captured within its two major cities, which together constitute 92% of the population.

The racial makeup of Long Beach was 46.1% White, 13.5% African American, 0.7% Native American, 12.9% Asian (including the nation's largest Cambodian population), 1.1% Pacific Islander, 20.3% from other races, 5.3% from two or more races. Latinos comprise 40.8% of the city population. The racial makeup of Torrance was 42.3% White, 34.5% Asian, 2.7% African American, 0.4% Native American, 0.4% Pacific Islander, and 16.1% Latino. (US Census, 2012)

In addition to racial diversity, both population centers reflect a very different economic and cultural make-up. While both have a significant foreign-born (immigrant) population, those communities have fared very differently, economically and educationally.

	% Below Poverty Rate	Foreign Born	Median Income	% with High School Diploma	% with Bachelor's Degree
Long Beach	19.4	26.8	\$52,945	79	28.7
Torrance	7.2	30.3	\$75,885	92.5	43.7
California	14.4	27.2	\$61,632	80.8	30.2

Not surprisingly, the area with a higher level of education enjoys a higher median income. And while the cost of living in the LWIA is higher than the State as a whole, Long Beach residents have a lower median income than their statewide counterparts. This has, in part, led to the higher-than-statewide average poverty rate for the City.

What these resident characteristics help define is an undereducated workforce competing in an environment where self-sufficiency requires higher levels of education and training:

- With more than a quarter of Long Beach’s population born outside the US, language barriers are a factor in helping job seekers obtain employment;
- A high level of residents without a bachelor’s degree leaves many without the education or skill set needed to reach levels of economic stability needed.

**E. Based on the local area economic and workforce information above, an analysis of skills and education gaps for all individuals in priority sectors within the local area or region.**

As described above, 21% of Long Beach residents do not have a high school diploma, which serves as the single-greatest threshold to employment in the area. This significant number of the population is largely unprepared or qualified for employment with most employers in the region. In addition, many occupations require specific training, certifications, and degrees for employment, putting these individuals at a greater disadvantage.

As significant as these issues are, employers often cite the lack of soft skills as a major hiring determinant and factor in retention. Other specific areas of knowledge have become more pronounced by employers, such as high-school level math and writing, often validated by a AJCC assessment and evaluated by the employer. Poor performance on these employer-requested assessments are a major barrier for many.

**F. Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or “self sufficiency.”**

A frustrating irony exists within the LWIA, in which an area of such economic activity continues to see such stubbornly low reductions in unemployment, and continues to face challenges in helping employers hire local workers for higher-wage occupations.

A key factor in this disconnect is the lack of skills and readiness among much of the LWIA's unemployed population, including young workers. Long periods of unemployment, exacerbated by the economic downturn, low proficiency in math and writing, and for many, contact with the justice system, continue to cause great disenfranchisement.

There are, however, opportunities we are working to realize. The recent launch of major construction projects in the Ports Complex and the regional growth in residential construction provides serious opportunity for entrants of the construction trades – higher wage employment that are friendly to criminal backgrounds and low education levels. Opportunities toward self-sufficiency also exist within health care fields, an area that is in fact the WIB's largest single employment pathway. Our current focus is on replicating successful practices that have helped long-term unemployed and previously low-wage workers access employment at a living wage and with benefits. Utilization of customized training and OJT puts this within reach of employers in our area.

The National Work Readiness Credential has been utilized with youth participants since 2010, raising the level of readiness in the areas of math, reading, judgment, and communication for nearly 1,500 young people. We are continuing our investment in this area which will produce both short-term and long-term results in our communities, and exploring expanding the tenets of this program into adult services.

Another key opportunity, piloted summer 2013, is the utilization of specific remedial tutoring by cohort. In August, we will see the introduction of a math component to help unemployed individuals prepare for and pass the challenging Math Exam for entrance into the electrical union (IBEW).

This and other efforts will help raise the readiness and address pressing skills gaps that will help connect job seekers to self-sufficient employment.

#### **G. An analysis of the challenges associated with the local area population in attaining the education, skills, and training needed to obtain employment.**

There are a number of challenges that stymie access to education, skills, and training among the LWIA's resident population. Foremost, the impact of the economic downturn on community college and 4-year university courses has been a significant factor. Campuses across the LWIA have experienced long durations for individuals looking to complete credential and degree programs, as budget cuts eliminated courses in all areas. With the clear correlation between educational attainment and earnings – demonstrated in the statistics shared previously – it is unsurprising that limited access to education would result in limited access to employment.

Beyond a lack of college courses, however, are other factors that also contribute to issues of access. Limited training funds for certification programs limit access to employment. Budget cuts at the Adult School level have had a dramatic impact on the availability of GED and High School Diploma, making it difficult for low-wage workers to access higher-quality employment.

Much of Pacific Gateway's continuing work involves addressing the lack of sector-based skills development, and access to these resources. Many job seekers are unaware of the skills needed to succeed in a particular sector of the economy, and unable to access programs,

classes, and even relevant information from current workers in the sector, to better understand how to secure employment opportunities.

For an increasing number of job seekers, ex-offenses and other contact with the justice system is a barrier to consideration for employment. With a tightening job market, these have become a baseline for many employers, eliminating significant numbers of potential workers from opportunity.

**H. A discussion of the ability of the local area’s workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified gaps.**

Despite these significant barriers, the WIB sees great opportunity in better coordinating resources in the region. Though funding and resources are limited, better coordination of services, employer engagement and efforts at securing additional resources from public and private sources can greatly enhance the local area’s economic strength.

The local area, in many ways, is asset-rich. Two community colleges and a California State University lie within the LWIA, with another State University just five miles outside of the LWIA boundary. The school districts serving the area, though resource-challenged, are regionally and nationally recognized. The Long Beach Promise provides free Long Beach City College and CSULB tuition and resources to youth graduating from local schools is another, recent resource that is testament to the strength of available educational resources. The region is also home an diverse employer base that will strengthen as the economy recovers, led by growth in trade and health care, and the emergence of clean tech and other industries.

The WIB is well positioned to capitalize on these assets and address gaps, primarily through:

- A refocus on industry sectors and employer engagement to better assess workforce needs and promote the hiring of AJCC customers;
- An invigorated effort at collaboration among education, community, service provider, and civic partners to better align available resources and map our regional strategies focused on economic health; and
- A greater tether to economic data, including a dives set of indicators, to better identify emergent opportunities and enlist the participation of major economic stakeholders in advancing a shared strategy.

### SECTION 3: BUSINESS SERVICE PLAN

Pacific Gateway's Business Services are designed to better connect unemployed individuals with opportunities in sectors of the economy that are strong, or have projected growth. In recent years, Pacific Gateway has built its relationship with the business community by pursuing customized training and OJT opportunities, raising business' awareness of available hiring incentives and other opportunities, tailoring recruitment and training practices, and by expanding its role as a regional convener.

In 2012, these activities were focused into five 'lines of business' that are regularly marketed to the business community through a professional and attractive marketing campaign. This campaign places the WIB prominently in leading publications, links the WIB's Business Services work to other resources in the area, and deploys staff to key industry convenings.

Business Service activity is industry-responsive, focusing on those priority sectors and clusters that have the greatest opportunity for AJCC customers. Recent Local State Plan meetings with business, education, and economic stakeholders have brought greater focus on building a true "regional workforce and economic development network," one that aligns our business service efforts in organizing and supporting employers with those of other organizations – colleges, industry groups, and economic development partners – who are also working to identify 'bright spots' of economic opportunity for investment.

There is particular opportunity for alignment among Pacific Gateway and its community college partners (Long Beach City and El Camino Community Colleges), as the schools and the WIB both host independent business roundtables and forecast symposia. Plans continue to develop around better alignment of these efforts to collaborate on regional industry convenings, speaking to employers in a unified voice and sharing valuable workforce intelligence.

**State Goal: Meet the workforce needs of high demand sectors of the state and the regional economies.**

Pacific Gateway's Business Services plan integrates business involvement with local workforce priority areas of focus. This includes:

- A. Description of a Sub-Committee of the Local Board that develops recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy.**

Pacific Gateway continues to advance its Industry Resources Committee (IRC), chaired by a member of the WIB Executive Committee and served by members of the WIB's business and labor representatives, as well as community college leaders, to focus on high demand business sectors. The IRC meets every-other month and includes both procedural business and an open employer-based roundtable style to discuss three key topics:

- Economic analysis around an industry sector (shared by WIB and partners);
- Real-time workforce trends and needs (shared by employers); and
- A discussion around specific opportunities in that sector and available WIB resources.

Each meeting focuses on a Priority Industry Sector identified as part of the WIB Strategic Planning process. Key stakeholders recruited for participation in each meeting include: industry champions or influential employers; labor representatives; key training partners (such as community colleges with specific training in that area); small business owners in the sector; and other stakeholders, such as industry associations.

The 2013 schedule for the Industry Resources Committee will include the following industry sectors: Goods Movement/Alternative Fuels, Professional Services, Manufacturing/Emerging Technologies, Information Technology/Digital Media, Health Care, and Hospitality. These industry focused meetings are publicly announced.

The IRC will continue to serve as the core vehicle for increased employer involvement. IRC members will continue to represent leading industries in the most relevant regional sectors. The IRC provides informed feedback both to staff to help develop better Business Service strategies, and to the full WIB via an agendaized report to inform members about current economic and business trends, committee outcomes and suggestions for investment of resources, when applicable.

Whereas current IRC convenings have focused on localized subsets of employers and industries, future iterations of the IRC will expand to be inclusive of larger industry groups, working in conjunction with community college partners focused on the same sector. This will require greater resource-sharing among WIB and college partners and City economic development efforts, and a more coordinated, annual economic agenda to reflect a coordinated strategy in the region. Partners have committed to work toward this goal, and meetings continue to advance this work.

## **B. Description of the types of services the Local Board offers to businesses.**

Pacific gateway provides a “full-service” menu of resources to local businesses categorized in five distinct lines of service. These areas are marketed both collectively and independently through paid and earned media, through organizational partners, and on the organization’s website.

1. **Customized Training:** Staff serves as subject matter experts in the development of customized training ventures for a wide range of businesses. Educational and Economic Development experts provide additional resources when needed to ensure implementation of these ventures. In addition, Employment Training Panel opportunities are delivered in partnership with a local community college, employer-based/shared-cost training in all local industries is consistently offered, and On the Job Training opportunities are regularly deployed.
2. **Recruitment and Hiring:** Staff partner with businesses to help connect job seekers with employment opportunities, prioritizing those opportunities that yield well-paying/ benefitted jobs for One-Stop customers, and where WIA resources will make the most meaningful

impact. These services include collaborating with employers to host large- and small-scale recruitment events for a confirmed numbers of jobs, screening prospective candidates for employers, employer assistance in posting their employment opportunities in CalJobs, consultations with employers to assist them in identifying the most appropriate candidates, and providing technical support to employers to access available hiring incentives, tax credits and other benefits.

3. **Long Beach Enterprise Zone:** Pacific Gateway is also the administrating agency for the Long Beach Enterprise Zone (EZ). Revenue generated from processing EZ Tax Credit vouchers support staff assistance in managing the local Enterprise Zone, which provides tax credits to local businesses in hiring and equipment purchases, making their operations more competitive and providing further encouragement for hiring growth. The Business Assistance Officer also serves as the State Enterprise Zone Association President, bringing unparalleled expertise to the deployment and leveraging of Enterprise Zone opportunities. These efforts are directly braided with hiring and training opportunities for the WIB's AJCCs, creating a seamless connection between hiring credits and employment for Pacific Gateway job seekers.
4. **Youth Hiring and Internships:** Staff connects young job seekers with youth-specific and seasonal employment opportunities with employers by promoting their job readiness upon their completion of Pacific Gateway's National Work Readiness Credential classes and activities. Working with employers, staff helps develop internship opportunities aligned with interests and provide stipends to youth when applicable using external funding sources. Internships and job opportunities for youth are provided all year. However, it is during the summer months that youth employment increases and Pacific Gateway's Hire-A-Youth program escalates its recruitment activities with businesses for their participation. This includes summer kickoff events that involve local elected officials and key business supporters, and serve to publicize the criticality of business involvement in summer youth hiring. In addition, Pacific Gateway provides employers technical assistance in hiring and supervising youth and informing them of available supportive resources, such as subsidized employment and other incentives.
5. **Workshops and Other Resources:** Pacific Gateway provides and promotes topical workshops for businesses, often in partnership with local employers. New partnerships are being developed to continue these workshops. These workshops help strengthen the relationship between the WIB and the employer community and serve as a fitting platform for the presentation of WIB business services. The Small Business Development Center and the Goldman Sachs 10,000 Small Businesses Program continue to be valuable partners and resources for the business community. As the WIB is administered by the City of Long Beach, substantial support is also available to businesses in many aspects of doing business with the City.

**i. How the Local Board determines the employer needs in the community.**

In addition to the Industry Resources Committee's informed feedback, employer needs are determined using a variety of inputs. This includes:

- close collaboration with Chambers of Commerce, and industry association and intermediaries;

- analysis of local Labor Market Information from EDD, economic development agencies, colleges and other data sources;
- communication with City economic development teams, and input from WIB members who represent key business sectors in the regional economy; and
- surveys produced by the WIB and its partners to identify specific employer needs.

The WIB is developing a more formal system for employer feedback, utilizing its newly-launched website ([www.pacific-gateway.org/business](http://www.pacific-gateway.org/business)) and email surveys to gain regular insight from business partners. Current designs for such tools are being informed with the feedback from IRC members, focused on brief surveys that can be completed in less than five minutes. These surveys will be distributed among its network and those of Chamber and college partners.

**ii. Integrate business services, including W-P Act services, to employers through the One-Stop delivery system.**

Business services are integrated into the AJCC system. Both AJCCs in the LWIA include job development/business service staff that work closely with Program Specialists to serve job seeking and business customers. As an Integrated Service Delivery site, this includes the co-management of resources with EDD staff.

Pacific Gateway deploys dedicated business services staff with extensive experience working in a variety of roles with local businesses. This team's primary focus is to develop, nurture and maintain lasting employer partnerships that yield significant opportunities for job seekers. Business Service staff coordinate and participate in all business events, IRC meetings, business roundtables, chambers of commerce events and conduct all follow-up visits to secure customized training and OJT opportunities.

Recent efforts to better integrate business services include:

- A new system for identifying sector-based work readiness, in which Program Specialists (case managers) code customers as work ready in specific sectors and work with Business Service (job development) to more quickly connect that individual to a business, and develop an individualized plan;
- A new website, launching July 1, 2013, which prominently displays business service information, and streamlines access to job postings and information. Within the business services section, links and anchor points connect business and job seeker content so that both employers and job seekers are able to access relevant information, such as how customized training works and success stories related to specific programs;
- New emphasis on construction trades which has included a series of outreach efforts and internal systems for matching job seekers' interest with the most suitable opportunity, as well as managing a growing matrix of opportunities in the Port and beyond; and
- A focus in coming months on training 'welcome staff' on how to best greet and serve business customers in the AJCC, to accompany a new effort encouraging employers to visit the AJCC and access resources on-site, in partnership with partners such as the Small Business Development Center, South Bay Entrepreneurial Center, and local Chambers.

- iii. **Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.**

Pacific Gateway works collaboratively to identify workforce training needs, educational barriers, skill gaps and priority sectors that contribute to job growth. Key partners in this effort are local industry representatives, economic development entities, EDD Labor Management Information staff (co-located at the AJCC), and community colleges. Additionally, the local economic expert and author of the annual Economic Forecast, serves on the WIB and provides contextual input on workforce needs and economic status. Pacific Gateway also utilizes additional tools, such as employer surveys and roundtables, discussions with industry champions and experts, and workforce intelligence gathered through IRC sub-committee meetings and other research.

**C. Describe how the CLEO/Local Board intend to accomplish the following:**

- i. **Identify training and educational barriers that hinder job creation in the regional economy, identify skill gaps in the available labor force that contribute to the lack of local business competitiveness, and identify priority sectors that would likely contribute to job growth in the local economy if investments were made for training and educational programs.**

Gaps in skills and training needs are identified in partnership with regional community colleges, all of which are consistently engaged in training, grants, and special projects, and serve as members of the WIB. Business partners are involved in the development and delivery of training by providing feedback on curricula, job candidate readiness, and industry need. When helping business develop customized opportunities, the WIB serves as both technical assistance provider and convener, providing training options to meet specific needs, and working collaboratively with the employer to create a schedule that works best for them, eliminating scheduling impediments such as semester schedules, staff availability, etc.

The WIB has effectively embedded techniques learned through the Regional Industry Clusters of Opportunity Grant it received in 2010. These tools focus on employer recruitment and engagement and a meeting facilitation process that emphasizes discussion around sector opportunities and the identification of specific barriers to growth and competitiveness. Using the RICO method, elements are categorized or grouped and then affirmed and prioritized by the employer participants.

Priority Sectors that contribute to job growth are identified, adjusted or reaffirmed each year by the WIB through a Board Policy that guides investments in training, business outreach and each of the WIB funded Youth Academies. This is informed by the very industry data shared in this Local Plan. Current Sectors include Educational/Health Care; Manufacturing; Transportation, Warehousing & Utilities (including Green/Alternative Energy); Leisure & Hospitality; Construction; Information Technology; Government; and Professional/Business Services.

**D. Describe how the CLEO/Local Board intend to accomplish the following:**

- i. **Partner with priority sector employers, encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development, and work collaboratively with business and**

**industry and the education community to develop strategies to overcome barriers to skill achievement and employment.**

Key to engaging employers is the identification of trusted industry champions and other workforce intermediaries. The WIB will continue to reach out through partners such as the Small Business Development Center, South Bay Entrepreneurial Center, industry associations and Chambers to access these individuals.

Pacific Gateway will employ its WIB to make these connections directly. A portion of the fall WIB meeting will focus on relationship-identification utilizing a system successful in non-profit domains in which Board members will be provided with the CEO, COO, and human resource/training director of top employers in each priority sector and identify whom they know and the level of that relationship. This information will be leveraged to expand the WIB's network of contacts. These industry representatives will be jointly invited by the WIB, civic leaders, and industry leaders to participate in WIB convenings, including the IRC, as well as other opportunities to gage feedback and develop joint planning efforts.

**ii. Foster collaboration between community college and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms.**

Pacific Gateway recently formed a Labor Working Group to explore opportunities related to AB554 and other ways to align apprenticeship opportunities with WIA resources. This committee includes the participation of three WIB Labor members, including a regional Labor leader. Issues for discussion include access and technical assistance around procurement of training, streamlined entry into training and apprenticeships, and other ways of reducing barriers to collaboration.

A series of Construction Jobs Information Sessions launched in 2013 to assist in developing apprenticeship opportunities. These have included the participation of five trade unions, project labor agreement administrators, community agencies, workforce intermediaries, and other stakeholders. A larger convening is planned for Summer 2013 on the Long Beach City College campus to include community college pre-apprenticeship information and connections to employment opportunities.

**iii. Use of innovative training strategies to fill skills gaps.**

Innovative strategies are utilized in helping build the WIB's understanding of employer needs. Pacific Gateway actively pursues and secures grant funding for workforce analysis, specifically in emerging areas of the economy. One example is the WIB's current focus on alternative fuel vehicles and the local Goods Movement sector, in which the WIB works with the Los Angeles County Economic Development Corporation to generate regional analyses and connect to industry champions. The WIB has funded a separate study to survey employers about general job growth in Goods Movement and their adoption of alternative fuels/hiring needs and an additional study with local employers around emerging technologies and possible growth areas. This work extended beyond current workers and employers to the high school level, working with Torrance students to assess how well current STEM curricula is preparing them for careers in the sector, and their attitudes about the field as a whole.

Innovative strategies utilizing industry involvement include customized training of Patient Care Associates with the MemorialCare System, which includes three hospitals and multiple clinics and doctor's offices. Together, the WIB and MemorialCare team have developed a unique training curricula, identified an on-staff, certified instructor and designed a tailored recruitment process. Additional grant funding (H1B and other sources) has helped expand the program, to now include the filling of 89 positions and the net-new creation of 261 positions through 2015.

- iv. Promote Rapid Response as a proactive intermediary for priority industry sectors, identify how Rapid Response will develop effective early lay-off warning systems and layoff aversion strategies, and identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by TAA.**

Pacific Gateway has expertise in managing Rapid Response (RR) and Layoff Aversion services and achieving successful outcomes in partnership with regional chambers of commerce and other business network organizations. Recent grants to fund layoff aversion programs in the Long Beach areas have strengthened its management expertise and increased its ability to expand the range and services available to businesses and affected workers. In its most recent grant, Pacific Gateway will work collaboratively with the local business communities to conduct peer-to-peer surveys to identify businesses that could benefit from Rapid Response services or services from Pacific Gateway, with a special focus on small businesses.

Dedicated Business Services staff members provide these professionally delivered services to help mitigate the potential impacts of downsizing and closures. They deliver these services proactively, soliciting input from local business networks, industry groups and the employer community to identify businesses in need of services.

While Chambers of Commerce have played a central role in Lay-Off Aversion, serving as a trusted conduit to area businesses, Pacific Gateway has recently included other business associations and groups as intermediaries, including Business Improvement Districts, specialty associations, and other less formal networks of employers to ensure information about services is delivered throughout the region.

A renewed focus in RR has been in ensuring a continuum of activity with recently laid-off workers, initiating at the first meeting and continuing through re-employment. This focus will include bringing together additional resources from regional partners to serve an individual's varied needs, from financial planning to social services, so that a strong relationship is formed and the RR representative is understood as a valuable guide in helping the unemployed worker reconnect to employment within the context of the larger issue that are often brought on by being disconnected from their job.

As the WIB's Business Services continues to evolve, new and innovative ventures will continue to be developed with the business community. These efforts will ensure Pacific Gateway continues to provide and expand its employer placement services and development of employer-based partnerships using industry-responsive, employer-connected, and innovative leveraging of resources.

## SECTION 4: ADULT STRATEGIES

Pacific Gateway's goal is to deliver high-quality workforce programs that assist job seekers in connecting to quality employment, skills development and training, and to address the needs of the employers in our region. As part of this effort, the WIB has established strong working partnerships with community colleges, adult education providers, universities and businesses. Pacific Gateway collaborates closely with California State University Long Beach (CSULB), Long Beach Community College (LBCC), Los Angeles Harbor College (LAHC), and El Camino Community College (ECCC) as part of a multi-pronged effort.

The WIB pursues additional funding and leverages opportunities to develop or enhance the training programs offered through education and training partners. The WIB invests in opportunities leading to industry-recognized credentials or degrees, career growth, sustainable wages and economic security. The WIB prioritizes funds for training in occupations in demand industry sectors within the region, with a focus on serving low-skilled, dislocated and other unemployed and underemployed at-risk populations.

Other adult-serving educational institutions with which Pacific Gateway maintains strong, strategic partnerships include Los Angeles Unified School District's Harbor Occupational Center, Long Beach Unified School District Adult School, Torrance Unified School District, and Southern California Regional Occupation Center, among others. Here too, the goal is to raise the level of education and training among the area's diverse body of job seekers.

**State Goal: Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.**

### **A. Describe the CLEO/Local Board's vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy.**

The Local Planning process has focused new attention on the development of strategies that build toward the WIB's vision of a regional education system that meets the needs of the regional workforce. The WIB envisions a system that is:

- steeped in an environment of collaboration and coordination among four 'tiers' of public education: K-12; adult education/vocational programs; community college; and 4-year colleges.
- built around proven-training programs that are focused on growing sectors of the economy;
- directly informed by industry needs, including content development and delivery;
- is supported by buy-in and ownership among high-level stakeholders in private business, government, and economic development.

A series of Local Plan meetings with education and industry stakeholders has identified a number of opportunities for progress toward this vision, including:

- WIB participation in (and leadership of, when appropriate) efforts to evaluate and adjust curriculum development to adequately meet industry needs. This work will include using WIB leadership to connect employers and education programs, facilitate feedback on the value of vocational, training and degree programs.
- Monitoring and responding to changes in the region's adult education programming. The WIB will work alongside partners to identify gaps in basic remedial, vocational, ESL, and GED/Diploma programs, with a focus on those programs that are critical to regional workforce growth.
- Facilitation of collaborative efforts among the LWIA's two school districts, two community colleges, state university and multiple training programs, in the context of workforce development.

This vision is supported through the following activities and objectives.

**i. Increase the number of career pathway programs in demand industries.**

Pacific Gateway continues to work with multiple partners to increase Career Technical Education training opportunities for job seekers and expand career pathway opportunities. Efforts are made to work with key players to identify and develop cost-effective short-term vocational training programs in fast growing, high demand industries. The WIB seeks input from the business community to help develop appropriate career pathway models.

Job seekers receiving services from the AJCC are identified and assessed for suitability for CTE training programs offered by the community colleges and adult education providers. Program Specialists promote these training programs to job seekers who are in need of skill attainment and are seeking employment that will lead to opportunities for career advancement and family sustaining wages.

Pacific Gateway offers career pathway programs in demand industries with particular emphasis on sectors with projected increases in employment opportunities. These demand industries are determined through an analysis of labor market information, including workforce intelligence gained through regional planning and stakeholder forums. Pacific Gateway benefits from grant-funded partnerships with economic forecasting and research entities, such as the Los Angeles County Economic Development Corporation, to help identify emerging area of growth and capitalize on the strong industry clusters within Pacific Gateway's LWIA.

Program Specialists orient job seekers to both entry level and career pathways in demand, industry-recognized skills certifications, job readiness, training/placement, and other workforce services to help them obtain and advance through established career pathways, aligned with the aforementioned industries. Training is offered in the form of cohort training (selected based on connection to key industry sectors) or Individual Training Accounts. These programs provide the job seekers with the recognized industry skills and knowledge necessary to obtain employment in occupations with potential growth and career advancement opportunities.

These efforts follow the framework established over the past three years, which focuses on pathway programs, including a long-term outlook on sector viability instead of a shorter,

occupation-focused approach. For example, in partnership with Long Beach City College (LBCC), the WIB implemented a training program that focused on the Green building and water/energy efficiency industries. This program integrated basic and soft skills training and infused environmental literacy and technical training into various modules around green building, energy fundamentals, home and building performance analysis, solar electric installation, green landscape design and others. Through the collaborative partnership, services were provided to address non-academic barriers to success and unmet supportive service and career counseling needs.

Similarly, Pacific Gateway's Green Job Corps program was a partnership formed to link all germane program activities and resources with educational institutions, community based/non-profit agencies, and numerous employers in the region. The local partners created a seamless system of service delivery for young adults participating in the program through El Camino College, Long Beach City College, Long Beach Unified School District, Conservation Corps of Long Beach, the Long Beach Jobs Corp Center, and the Long Beach Community Action Partnership. Pacific Gateway and its partners created a bridge for participants to access necessary education, training, incentives and support services to qualify for green collar jobs upon the completion of the training program. With new green-focused work-readiness and occupational skills certifications, participants were well positioned to compete for related green industry, entry level and mid-level jobs created by the job training, work experience, and work readiness skills gained.

**ii. Increase the number of adult basic education students who successfully transition to post-secondary education, training or employment and reduce the time students spend in remediation.**

The Long Beach School for Adults (LBUSD) serves as a key partner in these efforts, and plays a major role in the WIB with membership on both the WIB and Youth Council. Job seekers who are pursuing a High School Diploma or General Equivalency Diploma with the Long Beach School for Adults and other institutions are informed of the various high-growth and emerging industries while they are working on their educational goal. A comprehensive assessment of the job seekers skills and education level is routinely conducted and assists WIB Program Specialists in creating an employment plan that will outline the steps needed to utilize WIB resources and enhance job seeker skills to meet current employment trends. Pacific Gateway offers short-term vocational training programs provided by the community colleges and adult basic education providers. Such short-term vocational training provides job seekers the necessary skills to compete in the labor market and secure employment that leads to self-sufficiency wages.

The Even Start Family Literacy Program was developed to target adult basic education learners in the context of family literacy. The program integrates childhood education, adult literacy and basic education, and parenting education into a unified family literacy approach. Pacific Gateway and the School District have further enhanced program activities by linking the workforce development programs to the mix of services for the participating adult parents. Services are delivered at Long Beach School for Adults, the Career Transition Center and various Head Start Locations throughout the community.

As strong as this foundation is, the WIB solicited the input of regional education stakeholders to identify the following areas for growth:

- ***Renewed focus on serving the Adult School learner.*** In 2013, the WIB will convene community college, school district and vocational school partners to begin a dialogue to define enrollment trends, needs, current durations in remedial education, unique and student numbers among the collective adult school populations in the LWIA. A key output will be important baseline data for the population. This structured and facilitated meeting will be a first for the region.
  - ***Development of Suitability Practices to aid in Transition strategies.*** Initial conversations with stakeholders has suggested that work is needed to identify those individuals within adult school populations most appropriate for WIA services, and a targeted strategy to transition these individuals into specific pathways, post-secondary education, and employment. The goal of these strategies will be to accelerate their transition, and increase the overall number of adult basic education students who successfully utilize AJCC services.
- iii. Increase the number of under-prepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations.**

Pacific Gateway's AJCCs serve a wide array of job seekers who have various degrees of job skills, education and barriers to employment. Many of the job seekers entering our AJCCs lack the job skills and education to compete for viable jobs. The AJCCs are tasked with providing the workforce services and activities to educate and prepare individuals for employment. Information on the current labor market, demand industries and occupations, and industry trends are provided to job seekers so they can make well informed choices in selecting a training program. Partnerships with public and private education entities help facilitate the enrollment process to training programs and to access their services. Collaborations with other partner agencies and organizations contribute to the success of individuals completing their training.

The introduction of cohort-based training models is one key way Pacific Gateway is looking to increase the number of entrants into training and education. Cohort models often maximize resources and are better tied to in-demand industries, enabling higher rates of enrollment. These cohorts are developed using industry sector analysis provided by EDD's Labor Management Information office. Cohorts for 2013 focus on Transportation/Goods Movement, Information Technology, Health Care and Education.

Raising the level of completion has been a renewed focus for Pacific Gateway currently examined through two program models: a Patient Care Assistant (PCA) program and construction apprenticeship pathways program. In the PCA program, a seven-week customized nursing assistant program, an analysis is underway to identify key milestones in participant performance, including possible correlations between participant non-completion and (1) case management contact and intensity; (2) cohort size and acceleration; (3) provision of supportive services; and (4) suitability assessment. This information will be used to better understand and increase completion rates across many programs. Additionally, a long-standing construction pathways program is being re-tooled to front-load sector-focused work readiness to raise the number of completions and better prepare participants for workforce opportunities.

- **Past Programs focused on entrance and completion in target populations**

Pacific Gateway has taken a comprehensive approach with veterans in addressing employment transition and re-entry into the local workforce in-demand occupations. Veteran services included employment assistance, training opportunities and social services through a collaborative partnership between military institutions, veteran service organizations, public and private education agencies, labor organizations, economic development and business services, and public and non-profit agencies providing specialized support services. Pacific Gateway has identified training programs in key sectors for veterans to enhance their existing skills obtained through military service.

The addition of a newly appointed WIB member representing U.S. Vets – Long Beach and recent collaborations with other Los Angeles Region WIBs will bring a renewed focus on our veteran services. It is anticipated that the regional collaboration will serve to create a workforce veterans conference that will enhance the creation of stronger ties among non-profit and for-profit veterans service providers, and the regional WIBs to collaborate to identify gaps in service that need to be addressed.

Over the last few years, Pacific Gateway has developed collaborative relationships with local organizations to form a service consortium that includes Ability First, Goodwill, the State Department of Rehabilitation, the Disabled Resource Center, CSU Long Beach – Disabled Services, Long Beach City College – Disable Student Programs and Services, Social Security Administration, and Long Beach Memorial Health Center to provide services and resources to individuals with disabilities.

The targeted population among those with disabilities has been individuals who are deaf/hard of hearing, blind/low vision or have developmental disabilities. Services are coordinated through the Career Transition Center in conjunction with the many project partners with the goal of employment and career advancement opportunities that result in increased livable wage jobs with benefits. The WIB's AJCCs have assistive technology and adaptive equipment for use in the centers for customers with disabilities.

- iv. Develop and implement a strategic lay-off aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment**

Pacific Gateway continues to provide Rapid Response and Lay-off Aversion activities aimed at helping both workers and employers, with specific activities to help avert such action, or, when downsizing is unavoidable, help workers transition into new opportunities as quickly as possible. Chambers of Commerce, other business networks and the business community have been key allies in this effort, helping survey and work directly with businesses as intermediaries to identify lay-off aversion opportunities and coordinate appropriate responses.

These interventions identify pockets of immediate and potential concern and, where possible, areas of growth opportunity. Employees benefit through enhanced skills training that increases wages and productivity thereby increasing the sustainability of the employer. In addition, the WIB partners with local workforce intermediaries to convene industry stakeholders to investigate, analyze and address business workforce development needs in selected sectors important to the region. To expand these services, the WIB has used grant funds and Rapid

Response funds to leverage these relationships to enhance the provision of layoff aversion assistance. Pacific Gateway has also utilized non-WIA resources to extend its marketing of such opportunities, including advertisements in local business journals, newspapers and industry publications.

Employers looking to retain employees are often in need of assistance in upgrading workers' skills to meet current industry requirements and remain competitive. Partnering with community colleges, universities, and adult education providers to develop training programs to enhance the skills of existing workers has been an implemented strategy. By linking public and private educational institutions to businesses, the WIB is able to address the changing skills needs of the workforce and ensure the right mix of services are provided to close the skill gap between the employee and employer.

As part of its lay-off aversion strategy, Pacific Gateway has partnered with California State University Long Beach and Long Beach Unified School District (LBUSD) to provide laid-off teachers an opportunity to receive training for an additional teaching credential. Multi-subject credentialed teachers interested in pursuing a single subject credential in Math, Science or Special Education were provided training at California State University Long Beach to obtain the credential of their choice. By providing LBUSD laid-off teachers with a single subject credential it allowed them to apply for teaching positions within LBUSD middle and high schools. It also provided opportunities with other school districts in need of Math, Science and Special Education Teachers.

**v. Expand the availability of participation in “Earn and Learn” models such as apprenticeships, OJT and other customized training where workers can build skills while working**

Pacific Gateway continues to make available work-based training programs that provide job seekers the opportunity to build their skills while receiving hands-on training at the worksite. Workplace training programs benefit not only the job seeker and existing employee, but the employer as well. These training programs provide the employer the ability to train new and existing employees on the technical and workplace skills needed to address the skill deficiencies within the business. Work-based training has been delivered in the form of On-the-Job Training, Customized Training and Pre-Apprenticeship programs.

Continuous engagement with existing partners such as businesses, education entities, and apprenticeships will lead to the design and increase of training programs that include both technical skills and workplace skills. Such training programs will provide new and incumbent workers the required skills while working and learning to meet the needs of the businesses.

A key piece to expanding the availability of such training has been increased collaboration with community colleges (training providers), and expanded communication with businesses about the availability of OJT and Customized Training funds. Pacific Gateway has worked with its community college partners to mold training (delivery, location, acceleration, contextualization with work experience) to offer employers and job seekers seamless opportunities that are mutually beneficial.

These efforts have shown remarkable success. One example was the design and implementation of a training program launched in 2012 that resulted in the creation of new

Patient Care Assistant jobs at the Long Beach Memorial Medical Center/Miller Children's Hospital. PCA training is jointly paid for by Pacific Gateway and a local hospital. Each training cohort is five days a week and 240 hours in length, comprising both classroom and clinical training – the latter, conducted in a simulation lab at the hospital. The training's focus is a combination of patient care clinical skills and customer service skills, and helps the new employees to respond to patients' acuity and regulate the level of care required for medical or surgical patients.

Apprenticeships and internships are continuously explored to maximize opportunities for job seekers not only interested in the construction industry sectors, but in the professional/business services sectors as well. Pacific Gateway has planned for 2013 a series of Construction Jobs Information Sessions in partnership with WIB members representing Labor and other community partners. These sessions will focus on introducing Pacific Gateway services and introducing the various apprenticeship programs available to job seekers or individuals contemplating a career focused in union trades.

In addition, the WIB plans to continue to offer professional services internships to college bound students to enhance their on-the-job work experience. These internships will be provided by Pacific Gateway and other partner organizations. The focus will be on the Professional/Business Services sector.

Pacific Gateway partnered with UAW-LETC to create OJT opportunities for over fifty (50) laid-off construction and entry-level electrical workers. OJTs were created with the International Brotherhood of Electrical Workers (IBEW) to enhance the individuals existing skills and earn wages while being trained on the job. All individuals who received training were hired by one company that trained them for full time employment through IBEW.

## SECTION 5: YOUTH STRATEGIES

Providing high-quality services to youth has been a benchmark of Pacific Gateway’s workforce strategy since its inception, a commitment shared by each of the four cities and two school districts in the LWIA. The City of Long Beach and the Long Beach Unified School District, in particular, have been critical partners in helping support and magnify the impact of WIA youth resources so that these efforts have a meaningful impact in the region.

**State Goal: Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.**

### **A. Describe the CLEO/Local Board vision for increasing the educational, training, and career attainment of youth, consistent with the following state priorities.**

The goal of these programs is to raise the level of preparedness among youth in the region, with a particular focus on key at-risk populations of young people in Long Beach, Torrance, Signal Hill and Lomita. Working through a network of service providers, these efforts are designed to prepare young people – particularly those with barriers – for a productive adulthood. Pacific Gateway sees this level of preparedness as:

- Equipped with the skills necessary for today’s and tomorrow’s careers;
- Work-ready; and
- Aware of and able to access quality training and pathway programs.

Pacific Gateway aligns its activities with the Governor’s goal of increasing the number of high school students who are adequately prepared for rigorous math, science, and other ‘gateway’ work, understanding it plays an important role within a larger, regional context of educators, school districts, parents, and communities.

Within this larger context, Pacific Gateway has developed some subject matter expertise specific to particular groups of high-need young adults, namely: out-of-school youth; youth in foster care; youth who have had contact with the juvenile justice system; and youth at-risk of gang affiliation. Services addressing these populations are provided through a diversity of activities, partnerships, and initiatives, embedded in the following programs. WIA funded programs are complimented by City contributions that help extend subsidized employment and internship opportunities, fund training programs, and provide other opportunities.

The core of these services are delivered through the WIB’s Youth Opportunity Center (YOC), located in Long Beach. Services are delivered through a year-round “Hire-A-Youth” (HAY) programmatic framework, which encompasses the various and general work readiness, employment, career exploration, and educational programs offered by Pacific Gateway to all youth. The Summer HAY program is a sub-set of this work, concentrated in the delivery of work readiness, internships, and job placement to meet seasonal summer employer needs. Segregated special grant funds help provide specific services to populations of youth, building on the base of services provided through the Hire-A-Youth program to meet particular needs,

such as more intensive case management, special interventions and supportive services, and tailored preparedness activities.

In lockstep with the WIB's work around priority economic sectors, the YOC specializes in connecting youth to opportunities within these high growth industries. Training is delivered through a number of training providers, and delivered in partnership with area non-profits who serve as Career Academy operators.

- i. Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, "Earn-and-Learn" training through apprenticeships, OJT, and other training.**

The Youth Opportunity Center connects youth to a range of resources and services to help obtain the education needed to succeed. The Youth Opportunity Center has developed multiple partnerships and agreements with the local school district and community agencies to address issues related to dropout prevention and to offer strategies designed to increase the graduation rate in local schools.

Through integrated services, the State of California's Employment Development Department Youth Employment Opportunity Program (YEOP) provides peer counseling and job search assistance to local youth, ages 15 to 21. YEOP youth caseworkers are co-located at the Youth Opportunity Center. Youth Opportunity Center customers are able to access YEOP assistance in resume writing, interview skills, and participate in job search workshops. YEOP youth caseworkers also are able to provide job leads to youth customers through the CalJOB's database.

A MOU has been developed to allow a partnership with California State University, Long Beach's California Student Opportunity and Access Program (Cal-SOAP). Through the partnership, Cal-SOAP provides on-site services to low income, first-generation students and/or students attending schools with traditionally low college enrollment rates. Cal-SOAP provides the support of an academic tutor to work with youth to improve their academic performance and makes information about postsecondary education and financial aid more widely available through workshops and one-on-one counseling. Pacific Gateway staff serves on the Cal-SOAP Governing Board. The Cal-SOAP consortium is composed of representatives from the following education segments: local school districts, community colleges, public universities, community organizations, public agencies, and private and for-profit technical colleges.

California State University Long Beach's Education Opportunity Center is co-located within the One-Stop and adjacent to the Youth Opportunity Center. Pacific Gateway often collaborates on appropriate college-track projects. Additionally, Pacific Gateway facilitates, directly and through partners, college application and financial aid workshops.

Pacific Gateway has an active partnership with the Long Beach Job Corps program. Long Beach Job Corps provides education and career technical training to youth ages 16 through 24. Through our partnership, Pacific Gateway provides facility tours, work readiness workshops, and employment resources to Job Corps youth participants. Pacific Gateway staff attends the Long Beach Job Corps Center Industry Council (CIC) and Long Beach Job Corps Community Relations Council (CRC) meetings. Long Beach Job Corps staff also serves on the Youth

Council. Pacific Gateway plans to continue to strengthen our partnership with the Long Beach Job Corps with additional tours and work readiness workshops.

**ii. Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.**

The value of post-secondary education is embedded in each and every YOC program. NWRC courses, which reach hundreds annually, call out the value of advanced training and college education with specific examples by industry. WIA Youth Academies encourage youth to attain a post-secondary degree and credentials through their program design. Youth have access to alternative education programs allowing them the opportunity to re-enroll and attend educational programs that lead to a high school diploma, GED, or degree. All Youth Academy participants are provided with training that will lead to an industry-recognized certificate/credential in recognition of necessary technical or occupational skills.

Pacific Gateway's Youth Academies use labor market information to provide training programs that lead to in-demand industry recognized credentials. In particular, each Academy is required to focus all employment and training, and career exploration activities on high-growth, high demand industry sectors define by the Pacific Gateway policy. Programs also focus on collaborative strategies to link business, labor, education and community-based organizations in order to expose and prepare youth for success in high-growth career pathways in Southern California. Targeted industries include: energy and utilities, healthcare, hospitality and tourism, retail, professional business services, and science-related occupations.

**iii. Description of the region's eligible youth population and any special needs they may face; youth activities and programs in the local area or region.**

Eligible youth are enrolled in Youth Academies. Participants are economically disadvantaged youth that have one of more identified barriers. Identified barriers may include: school dropout, homeless, foster child, pregnant or parenting, offender, basic skills deficient or a youth that requires additional assistance to complete an educational program or to secure employment. Supportive services are provided through the program to help remove personal barriers and enhance a youth's ability to effectively participate in the program and achieve goals. Subcontracted community agencies help ensure youth's preparedness to enter the labor market, particularly high-growth/high-demand careers/industries for employment or enter post-secondary education, military or advanced training. Current subcontracted agencies delivering academy models include Goodwill Industries, Centro CHA, and ACCORD.

Additional stakeholders in this effort include, but are not limited to, community-based organizations, local school districts, the juvenile justice system, foster youth programs, and the Department of Public and Social Services, including the co-location of agency representatives within the Youth Opportunity Center.

Pacific Gateway pursues funding and collaboration opportunities to serve specific populations of out-of-school youth, including a partnership with the U.S. Department of Education and the U.S. Department of Justice to provide youth on probation with comprehensive academic and career development services, including academic tutoring/counseling, life skills, career exploration, work readiness, and paid work experiences. Program staff members also serve on the LA

County Re-entry Opportunity Committee helping young offenders (ages 14-25) returning to Los Angeles County from juvenile and adult correctional facilities.

The California Gang Reduction, Intervention and Prevention Program (CalGRIP) is a state grant awarded by the California Board of State and Community Correction (BSCC). CalGRIP was designed to provide youth, who are identified as being involved in criminal or gang activity or are at-risk of becoming so, with positive alternatives to gang participation in a safe environment. CalGRIP promotes community awareness and education through anti-gang messages and enhances the coordination of existing youth and gang violence prevention efforts to maximize the return on the investment of limited resources.

Since 2008, the City of Long Beach has been the recipient of four other CalGRIP grants. In partnership with Pacific Gateway, the first three of these grants have been successfully implemented, while the fourth is currently underway and expected to be completed by December 31, 2013.

In 2012, the City of Long Beach Department of Development Services was awarded a fifth round of CalGRIP funding (CalGRIP 5). As such, in-kind match will continue to be provided by Pacific Gateway through existing programming such as the Hire-A-Youth Program and Workforce Investment Act's Youth Career Academies. CalGRIP 5 will provide 400 youth with community-based mentoring and youth development activities. Of those youth, Pacific Gateway will provide 100 youth additional workforce based case management and mentorship.

CalGRIP 5 aims to divert Long Beach youth from gang affiliation and contact with the juvenile justice system, as well as reduce recidivism rates for youth already involved with the justice system. Additionally, CalGRIP 5 partners, including local community based organizations and LBUSD's Male Academy program, will be trained by Big Brothers Big Sisters using their evidenced based model for effective mentoring.

Pacific Gateway staff serves on the CalGRIP Advisory Council. Advisory Council members are made up of representatives from the community, City, County law enforcement, District Attorney's office, local law enforcement, school district, County Office of Education and local educational agencies, community and faith-based organizations and businesses.

Staff works with local alternative education programs to help engage youth. Collaborations include LBUSD's Beach High School, Jordan Plus, Educational Partnership High School, and the Male Academy Programs. Staff members also serve on the Carmelitos Housing Project Task Force focusing on young men between the ages of 18-25. Pacific Gateway works with these institutions to provide at-risk, drop-out and returning youth with additional resources, counseling, and employment support to scaffold their successful completion of high school. Pacific Gateway has also aligned with LBUSD's Transition Partnership Program, which provides services to youth with disabilities. Through the partnership, youth in the program were provided work readiness training, soft skills workshops, internship opportunities, supportive services, and case management.

Pacific Gateway also has a strong relationship with foster youth programs throughout the community to engage the youth. Pacific Gateway has presented work readiness information to Long Beach City College's Foster & Kinship Care Education Program, the Department of Children and Family Services foster program, and the Department of Mental Health Transition

Age Youth program. Pacific Gateway also facilitated a training program for foster youth who have been emancipated or were on the way to becoming emancipated from foster care. The training program was developed to help these youth achieve the trainings and tools to achieve self-sufficiency. Youth were identified as those who were in need of academic improvement, occupational skills, and support services as a pathway to a productive adulthood. Pacific Gateway continues to focus on foster youth as a priority group in alignment with the California Fostering Connections to Success Act (AB 12/212).

- iv. Organizations or bodies such as the youth council designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education.**

The Youth Council serves in an advisory capacity for the Pacific Gateway Workforce Investment Board and is designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education. The Youth Council advocates for youth and coordinates the local youth programs and initiatives administered through the Youth Opportunity Center. The membership of the youth council includes: educators from LBUSD, TUSD, CSULB, El Camino College, and LBCC, for-profit and non-profit employers, human service agencies including the State Department of Rehabilitation and DCFS, juvenile justice and local law enforcement representatives, public housing authorities, parents of eligible youth, former WIA participants, and Long Beach Job Corps members who have special interest or expertise in youth policy. Youth council members help to serve as a liaison to the K-12 school system. The youth council members are provided quarterly program reports that allow members to provide program input to ensure quality improvement in the youth programs.

- v. Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline.**

WIA Academy models are based on demand-driven metrics, with need defined by industry partners, IRC input, and other sources of data. Academies generally fall within Priority Sectors identified by the WIB.

One example of program developed by the WIB to meet emerging tech and digital employment opportunities is the Digital Commercial Academy. Through the academy, youth conceptualize, write, film, and edit small business digital commercials and have opportunity to create a video portfolio. Upon completion, internship placement assistance is provided in the digital media field with connections to employment opportunities. Youth also continue to develop auxiliary projects to enhance their skill development.

Pacific Gateway plans to launch two academies in 2013 that will continue to focus on the Digital Media industry. Plans include continuing to produce Saturday "Industry Days" in which youth are exposed to film makers, producers, and other media professionals in a relaxed, interactive setting. The Long Beach and Los Angeles region continue to have increased industry demands given its dominance in the industry.

- vi. **The CLEO/Local Board's strategy, goals for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce training.**

The WIB has developed a strategy that focuses on career exploration, work readiness and work experience, all with connection growing sectors of the economy. These programs are directed at youth with barriers to employment, and from communities that experience serious unemployment and other issues. Pacific Gateway promotes youth career exploration through training programs, internships, and employment opportunities. Youth customers are able to use the Youth Opportunity Resource Center to access on-line career exploration programs such as O\*NET and Career Zone. Through career exploration, youth are able to go through the process of learning about themselves and the world of work, identify and explore potentially satisfying occupations, and develop an effective strategy to realize their future goals.

- **Work Readiness**

The Pacific Gateway Workforce Investment Board has adopted the National Work Readiness Credential (NWRC) training as a standard for the Hire-A-Youth program. Youth are provided work-readiness training in accordance with the Equipped for the Future (EFF) learning standards under the National Work Readiness Credential (NWRC). This training covers four modules of real world scenarios: Situational Judgment; Oral Language; Reading and Understanding; and Using Math to solve problems. These modules incorporate information (i.e., scenarios, case studies, data, etc.) that further exposes youth to high-growth/high-demand occupations and industries. Class-based training components include both basic skills remediation and work readiness instruction aligned with NWRC curriculum and standards. Through the training, youth are able to explore career options and aptitudes.

- **Work experience and Internship Models**

The Hire-A-Youth internship program provides paid internships and direct placements within the private and public sector for youth ages 16-24, with an emphasis on high school-aged youth and those that have completed the National Work Readiness Credential Program. Since 2010, Pacific Gateway has placed over 330 youth in professional services and environmental services internships.

This program year, Pacific Gateway plans to place over 215 youth in these internships. Internships consist of placement at community beautification sites, community agencies, and for-profit and non-profit business. The internship program is structured to help youth explore career opportunities and help community organizations and businesses fill their employment needs. Internship sites receive a pool of potential applicants from which to choose. The program also prepares youth with job specific skills and on-the-job training in a variety of work settings. Pacific Gateway plans to strengthen its relationship with local community based-organizations by creating a partnership with non-profit/community based organizations to oversee a youth-driven community beautification internship projects within the City of Long Beach. Specific activities may include, but are not limited to: native restoration projects, landscaping and creation of urban gardens, and other beautification efforts.

Pacific Gateway also partners with the Port of Long Beach and the Port of Los Angeles to offer paid internship experiences for local youth. Youth are able to see the value of education and



school completion through the program. Youth interns are assigned mentors that they work closely with throughout the internship, learning key job functions within the regional goods movement and logistics sector. Pacific Gateway links with the International Trade Education Program to recruit and provide eligible youth for consideration of Port of Los Angeles interns.

Funded by the LA County Department of Community and Senior Services, Pacific Gateway has continually administered this subsidized employment program for area youth, giving them entry-level work experience during the summer. The program enables youth to acquire and develop basic work habits critical to their future success. Implemented during the summer months, this program also enables youth that have obtained their NWRC to be productive, and maximize continuous learning by participating in summer work employment, often for the first time.

## SECTION 6: ADMINISTRATION

**State Goal: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.**

### **A. Describe how the Local Board is a community leader on workforce issues compared with other organizations.**

Pacific Gateway has been the premier workforce partnership convener in the four communities served by the WIB for several years. Examples of the WIB's convener role are illustrated through the following examples. In October 2005 the WIB convened a forum entitled, "*The Power of Partnerships...Let's Mind the Gaps.*" During this half-day event, workforce development and community partners from education, business, labor, social services, and numerous nonprofit organizations came together to discuss ways to promote more effective collaboration in order to maximize the use of available resources and leverage additional ones. The main focus of the discussion was on how to better train and prepare local residents and youth with the skills and opportunities they need to enter the workforce of the 21<sup>st</sup> Century.

A second example is the WIB-initiated "*Changing Demands and Demographics Allied Healthcare Workforce*" forum held in March 2010. This event was undertaken as part of the regional *Healthcare Workforce Intelligence Network* (Healthcare WINs), an initiative of the California Workforce Association and the California Endowment's *Diversifying the Healthcare Workforce Project*. The forum was designed and implemented in partnership with the Orange County, Anaheim, and SELACO WIBs and brought together more than 75 leading local, regional and statewide allied healthcare stakeholders representing educators, WIBs, employers and community-based organizations to address current critical regional industry needs. From this event key themes emerged and a commitment to address workforce pipeline challenges in the areas of career awareness, pathways / road maps and in growing talent reflecting the diversity in the region.

Moving forward, the WIB's convener role will become further institutionalized through the Industry Resources Committee (IRC). Formed in January 2010, this Committee, comprised of education, business, labor, and other representatives, is engaged in making recommendations to the WIB on local and regional strategic planning including: reviewing and refining industry sector initiatives to ensure effective response and alignment of the One-Stop System to business needs; reviewing available workforce intelligence or developing small LMI studies of key industry trends and issues (e.g. changes/advances in technology, diversity, demographics, regulations, labor relations issues, financial conditions, labor shortages, demand occupations); implementing standardized Competency Models or updating Industry Scans to define skills, needs, gaps, training requirements, CTE pathways; and refining layoff aversion strategies.

Building on this expanded role launched in 2012, the IRC will engage in workforce intelligence and project development directly with key high-growth / high-demand industry sectors in the region: goods movement; alternative fuels; hospitality; manufacturing; emerging technology; information technology; digital media; healthcare; and professional services. Through a series of bi-monthly meetings, the IRC will convene key employers to review sector data and explore emerging opportunities within each sector. The objective of this effort is to ensure the alignment

of education and training programs, including K-12 and postsecondary education, and the WIBs career counseling and Business Assistance Team services to ensure the needs of industry sectors of vital importance to the regional economy are met.

**B. Describe how the local planning process considered the regional training and education pipeline, including but not limited to K-12 education, CTE and vocational education, the community college system, other postsecondary institutions, and other LWIAs.**

Following the Public Comment Forums noted below, a series of partner meetings were held with key representatives of the regional training and education pipeline, including K-12, CTE and vocational education, community colleges, and postsecondary education. The primary objective of these meetings was to review the methods necessary to accomplish the WIBs strategic priorities and objectives under the Plan.

In addition, a series of discussions took place among the Executive Directors of the seven Los Angeles WIBs that culminated in consensus to conduct the regional economic and workforce analysis provided in Section 2, above, to ensure a broad-based partnership and regional relevance. Lastly, an electronic survey was made available to provide guidance on future WIB investments and priority areas.

**C. Describe how the local planning process engaged key stakeholders; including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement).**

The WIB convenes its member of a day-long Strategic Board Retreat on a periodic basis to assess its strategic priorities. On October 18, 2012, in anticipation of revised Local Plan guidance from the CWIB, the WIB and members of its Youth Council met to focus on adjustments to the existing 2011-13 Strategic Priorities. Aligned under four business lines of service (Employment Services, Youth Development, Business Services, and Board / Policy) and 12 strategic priority areas, these strategies serve to guide the efforts of the WIB and staff in a deliberate and strategic fashion and serve as the basis by which to evaluate progress. This year's discussion generated 31 specific areas of focus. For example, under Employment Services, the first strategy is greater tether to business solutions efforts and the two specific areas of focus identified are (1) enhanced connection to the business community and alignment of needs, and (2) enhanced use of our existing Virtual One-Stop System (VOS) and a web portal for job matches. Each focus area will be quantified and progress evaluated by the WIB.

Specific to development of the Local Plan, Pacific Gateway held a series of Public Comment Forums on February 27, March 6, 20, and 31 inviting all business, non-profit organizations, workforce partners, organized labor, and the public to participate in helping shape the development of the 2013-2014 Local Plan and ensure the Network continues to meet the needs of job seeker and employer customers. These forums allowed the general public and workforce stakeholders to have the opportunity to provide valuable feedback, learn more about local Workforce Investment Board programs, and generated helpful insights that were incorporated in the Plan. The aforementioned strategic priorities served to guide discussion during the Public Comments Forums.

In addition, educational partners (CTE directors from California State University Long Beach, Long Beach City College, and El Camino Community College) joined EDD and WIB leadership for a lengthy discussion and planning session around joint workforce convening strategies and tactics for better preparing job seekers for training.

**D. Describe the Local Board public comment process, including comment by representatives of businesses and organized labor and input into the development of the Local Plan prior to submission of the plan. Include any comments that represent disagreement with the plan.**

Initial drafts of the Local Plan were reviewed by applicable committees of the WIB to ensure their input and prepare them to champion the Plan. In addition, each section of the Plan was posted on the WIBs website and notices on its availability were distributed widely through such means as “e-notify.”

Following the Public Comment Forums and partner meetings noted above, the final draft Plan was presented to the WIB on April 18, who authorized the WIBs Executive Committee to take action to adopt the final Plan. The Plan was then made available on May 22 for a 30-day public comment period. On June 24 (3:00 p.m.) a public hearing was held to ensure the public had the opportunity to provide feedback and comments on the final draft plan prior to submission.

No further input and comment was received at the public hearing and the Executive Committee took action to adopt the final Local Plan on June 25 (12:00 p.m.) and authorize its submission.

**E. Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan.**

The City of Long Beach is the Administrative Entity and responsible for the disbursement of grant funds and issues various Requests for Proposals or other appropriate procurement methods to select entities and providers that will carry out activities under this plan. These procurement processes allow for open and competitive procurement and entities are selected based upon completion of the following process:

- Pacific Gateway issues Requests for Proposals/Qualifications or quote solicitations
- A review of all proposals received is conducted by a group of reviewers
- Review team recommends selected entity/ies to Pacific Gateway
- Prior to contract award, Pacific Gateway obtains necessary approvals, i.e., Purchasing Agent, Youth Council, Workforce Investment Board, or Long Beach City Council, based upon the nature of services procured and funding threshold.

**F. Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA.**

The Board established the Career Transition Center (CTC) as its comprehensive One-Stop Career Center for the LWIA, which operates as a community resource for both adult (18+) job seekers and employers to increase the efficiency with which the right person is matched with the right job. All one-stop partner services are either available on-site or by referral. A second adult-focused center, the Torrance Career Center (TCC), was established to better serve Pacific

Gateway's expanded area following the LWIA merger with Lomita / Torrance. The TCC offers and delivers the same services to residents and businesses available at any of Pacific Gateway's one-stop career center. In addition, the Pacific Gateway was selected by the LA City WIB to operate a second comprehensive One-Stop for the common areas of Harbor City, Harbor Gateway, San Pedro, and Wilmington. Also, the Board established the "Youth Opportunity Center" to target younger persons seeking (or in need of) academic and career development assistance.

The requested list of One-Stop locations is included herein.

The WIB's one-stop system is based on the following principles:

**1) Streamlined Services**

Agreements have been developed to bring together private business, community-based nonprofits, government, education, and other entities to create a comprehensive, integrated system that maximizes services and resources while providing greater ease and access for employers and job seekers.

**2) Empowered Individuals**

We provide job seekers access to information about basic literacy, education, counseling, streamlined job search, career development, case management, vocational and related intensive services via phone, one-on-one appointments, and our internet based Virtual One-Stop (VOS) job seeker system. By offering these services we are providing customers with sufficient information to judge the quality of services and make informed decisions.

**3) Universal Access**

Tier I Core Services are available in English, Spanish and Khmer and other languages as needed at all One-Stop Centers for all job seekers, with the right to work in the United States, who are 18 years of age or older. Specialized services are available for specific populations such as persons with disabilities and older workers.

**4) Increased Accountability**

Our One-Stop Centers are performance-based, focused on outcomes, attentive to quality principles and driven by customer satisfaction. Building on previous successful efforts of the Enterprise and Simply Better! One-Stop services are continuously evaluated to ensure that goals and objectives are met in a cost-effective manner. We now have in place the Virtual One-Stop (VOS), which is an Internet based job seeker and case management system. A VOS feature assists the Board in effectively evaluating and assessing the services provided to One-Stop customers, including tracking of services provided to customers. In an effort to continuously improve existing services and programs, results are made available to staff, job seekers, and employers

**5) Designed to Meet Emerging Needs**

We support training designed to respond to anticipate future job opportunities and current shortages in specific occupations or industries (i.e., Healthcare, Construction, Transportation/Goods Movement and Utility sector). Training is responsive to employer's needs and has had increased emphasis on "soft skills" required to retain employment.

## **6) Improved Youth Program**

The Youth Opportunity Center staff has developed a comprehensive, integrated youth system to enable youth, particularly those most in need, to acquire the necessary skills to successfully transition into and compete in the labor force and to further their education and training. In addition, youth service providers are funded as “Academies” and provide exposure to career pathways, occupational skills training and related support aligned to high-growth / high-demand sectors as defined by WIB policy.

### **G. Describe the LWIA’s process for designation and certification of One-Stop operators.**

The Pacific Gateway Workforce Investment Network was designated the One-Stop Operator under the provision of WIA Section 121(d)(2)(A)(ii) in accordance with an agreement reached between the local board and a consortium of 3 Required One-Stop Partners described in WIA Section 121 (b)(1)(B). These partners are the City of Long Beach (WIA Title I Operator, Employment & Training Programs Authorized under HUD, Economic Development), Long Beach City College (postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Act), and the California Employment Development Department (programs authorized under the Wagner-Peyser Act, activities authorized under chapter 2 of title II of the Trade Act of 1974, and programs authorized under State unemployment compensation laws).

To ensure compliance with WIA Section 117(d)(4), requiring the WIB to conduct oversight of the WIA programs and the one-stop delivery system in partnership with the Chief Elected Official, the WIBs Executive Committee serves as the Oversight Committee of the WIB. Toward that end, the Executive Committee routinely reviews performance data on the One-Stop Operator including WIA performance measures, program outcomes and expenditure rates. In addition, the Executive Committee reviews vendor and subrecipient performance and all fiscal and program compliance reports and corrective action responses of the Administrative Entity and One-Stop Operator.

### **H. Provide a comprehensive list of services provided in each One-Stop in the LWIA.**

#### **Job Seeker Services**

The One-Stop Centers provide integrated core services, intensive services and access to training and career development services. Our One-Stop Centers have TTDY line access and meet the requirements of the Americans with Disabilities Act.

The following services are available at the One-Stop Centers to individuals with the right to work in the US who are 18 years of age or older:

- Outreach, intake, and an individual orientation
- Initial assessment of skill levels, aptitudes and abilities
- Labor Market Information
- Job resource centers with computers, phones, fax machines, and employment information
- Employment Development Department services
- Information on filing UI claims
- Consumer reports and performance information

- One-Stop partner services and supportive services
- “How to” sessions (e.g. resume writing, interviewing techniques, using the Internet).
- Job Referrals (referrals in non-exclusive hiring arrangements, short term or seasonal placements), including registration into the Virtual One-Stop System (VOS).
- Internet browsing to find career, employment and training information
- Talent referrals (referrals of resumes without further screening).
- Assistance in establishing eligibility for additional services and programs including WIA intensive and training services and non-WIA training and education services.

Additional services available to job seekers who are unable to find employment include:

- Individual assessment
- Job search workshops
- Career counseling
- English as a Second Language (ESL) training
- Basic skills training
- Job placement assistance
- Training/retraining in demand skills and occupations through individual training accounts, work experience, customized training, and On-the-Job Training
- Access to child care, transportation, and other support services
- Case management – development of the Individual Service Strategy/Individual Employment Plan

Access to these services is provided through a three-tier delivery system that ranges from self-directed to intensive services that require an assessment of need, a longer-term financial commitment and more extensive participation on the part of the customer. These services are delivered primarily through Pacific Gateway’s integrated Welcome Team, Skills Team, and Business Assistance Team functions.

Tier I provide Self-Directed Electronic Access to job search directories, job matching services, and labor market information such as VOS and America’s Jobs Network.

Tier II requires staff assistance and intervention. At this level, we provide a detailed assessment, followed by information on employment, education and training opportunities and, where needed supportive services.

Tier III involves the most intensive level of service. This may include any or all of the following: case management, in-depth counseling, basic skill training, occupational skills training, work experience, on-the-job training, customized training, and follow up services. Case management staff and the customer jointly develop an individual service/employment plan.

### **Employer Services**

Local employers are the other primary customers of our One-Stop Delivery System. Specific employer services include:

- Service directories and coordinated referral services
- Job applicant data base access
- Technical assistance and linkages to access available resources
- Labor market, economic development and tax credit information

- Rapid response and plant closure assistance
  - Customized training / On-the-job training
  - Technical advice/training regarding job retention strategies for special populations
  - Layoff aversion assistance
- I. Describe the Local Board strategies to ensure that the full range of employment and training services delivered through the One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);**

Information regarding One-Stop services is sent to the appropriate agencies and organizations that serve these populations. For those partner agencies not already a part of the One-Stop Center, and when warranted by sufficient service levels, representatives of the organizations who serve these special populations are located directly in the One-Stop Center under an arrangement negotiated through an MOU. Special community events, such as Job Fairs or Job Search clinics, are held that focus on one or more of these subgroups.

In cases of major natural disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, we provide rapid response activities onsite, if appropriate, to the affected workers.

The One-Stop Centers meet the needs of the special populations described above through the delivery of core, intensive and training services described below.

**(a) Core Services**

As part of our core services, the One-Stop Center provides an orientation to the information and services available. Customers are informally assessed by a Welcome Team member to determine the appropriate programs and/or services that best meet the customer's needs. Customers are provided a program/service referral to further determine whether they are in need of staff assisted services. Core services include outreach/intake, initial assessment of skill levels, consumer report information, delivery system performance information, labor market information, unemployment insurance claim information, and access to resource center, workshops, and talent referrals. Staff assisted core services provide additional resources for those who cannot be placed in employment without assistance. These additional services include placement assistance, individual job search or job developer assistance, counseling after entering employment, and follow up services.

**(b) Intensive Services**

The One-Stop Center delivers intensive services to individuals who are unable to find employment through core services. Particular emphasis is placed on removing barriers to finding and sustaining employment that leads to self-sufficiency.

Intensive services include the comprehensive and specialized assessment of the skill levels and service needs of the individual, including diagnostic testing and assessment. It may involve in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals including short-term vocational training, and the development of an

Individual Employment Plan to outline the steps necessary to successfully achieve the training and employment goals of the customer.

Intensive services also may entail group counseling, individual counseling, career planning and case management for participants seeking training services. Short-term prevocational services teach skills relating to communication, interviewing, punctuality, personal maintenance and professional conduct to prepare individuals to get and keep a job.

### **(c) Training Services**

Individuals who have received core and intensive services, but who are still unable to obtain or retain employment are provided training services. Training approval is subject to an interview, evaluation or assessment and case management to determine the need of training, skills and qualifications to successfully complete the training program. The training must be directly linked to the employment opportunities in the local area or in another area in which they are willing to relocate. Per WIB policy, baseline criteria has been established to guide decisions on training investments that includes occupational growth of at least 10%, base year employment of at least 100 workers, and wage goals.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, and programs that combine workplace training with related instruction, such as cooperative education programs. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Individuals needing specific occupational training must select from the list of eligible providers of training services, except where on-the-job training or customized training is used.

## **J. Describe the CLEO/ Local Board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy.**

The Board has a longstanding practice of supporting the workforce needs of small businesses; recognizing their importance to the growth and vitality of the regional and national economy. For example, the Board convened local service providers and businesses to produce the on-line "Small Business Resource Guide." This Guide is designed to broaden and connect the regional base of employer information and includes a listing of free business resources in the Lomita, Long Beach, Signal Hill, Torrance, Harbor Gateway, San Pedro and Wilmington communities. In addition, the Board has a longstanding partnership with the Small Business Development Centers administered by the Long Beach and El Camino Community College Districts and routinely assists in promoting their valuable assistance in support of the small business community, including training workshop and no-cost, one-on-one consulting relative to business planning, marketing, legal issues, and finance. As a case in point, the Long Beach Community College District partnered with the Goldman Sachs 10,000 Small Businesses initiative to help small businesses in the greater Los Angeles metropolitan region to grow and create jobs. The Board routinely distributes information notices to the small business community apprising them of the application cycle and eligibility criteria.

Moreover, for the past 3 years the board has utilized grant funds to provide layoff aversion assistance targeting small businesses at-risk of closure or down-sizing. This assistance employs varied strategies depending on circumstance and includes business planning, use to “red teams” to work through solutions, information on various hiring tax incentives, personnel recruitment, and financial assistance to name a few services. In support of these layoff aversion strategies the WIB committed a portion of its Program Year 2012-13 Rapid Response Formula funds and plans to continue this commitment in the future.

**K. Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors.**

Per Section 134 (d) (4)(G) the Board established and updated its local policy on Training Services to include language consistent with Senate Bill 734 requiring a minimum percentage of WIA Adult and Dislocated Worker Formula funds be expended on Training Services. To ensure funds are expended to support training individuals in priority sectors, as noted above in the discussion on Training Services, WIB policy utilizes baseline criteria to guide decisions on training investments that include occupational growth of at least 10%, base year employment of at least 100 workers, and wage goals. Therefore, training requested by the customer must be directly connected to a demand occupation established by the board and local labor market information.

In addition, the WIB has formally adopted priority sector strategies based on growth potential and other factors, such as regional importance. These industry sectors include the following: Healthcare Services; Manufacturing; Construction; Retail Trade (youth focus); Transportation, Warehousing & Utilities; Professional & Business Services; Information; Leisure & Hospitality; and Government.

**L. Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources.**

Memoranda of Understanding prescribe the amount of resources that will be provided by each partner agency of the One-Stop. Agency contributions vary according to function and size of program, prorated according to a formula based on staff size and funding levels.

The WIB pursues resources from foundation grants and other discretionary funding from state and federal agencies. In targeting resource development and investment, the WIB has prioritized key industry sectors. These sector partnerships have allowed great leveraging of WIA grant dollars to match with private businesses, federal, State, county, and local project dollars that would not otherwise have come together for local businesses and residents.

Pacific Gateway has entered into a contract with the City of Los Angeles WIB to serve as One-Stop Operator on behalf of the communities of Harbor City, Harbor Gateway, San Pedro, and Wilmington. The two WIBs saw the opportunity in this partnership as an effective strategy toward maximizing business and industry opportunities in the adjoining LWIA’s, allowing for strong resource leveraging.

One example of the threading of federal, WIB, and business resources is the WIBs administration of an H1-B grant. In this grant, the region’s largest healthcare system has invested \$704,000 of cash-match and an equal amount of in-kind support to help develop 363

new positions and incumbent training for an additional 400 over four years. WIB resources help prepare and connect local job seekers to new employment opportunities, federal funds pay for training and project management, and employer resources help pay for incumbent training and internal administration to make these opportunities available to local unemployed residents. An important byproduct of this process has been the ability to 'pilot' the development of new positions in response to the Affordable Care Act, which have paved the way for additional positions (beyond the grant-required 363) for additional job seekers.

The WIB has begun discussions with labor representatives designed to enhance leveraged training opportunities through registered apprenticeship programs consistent with AB 554 (described further below). These discussions have already led to development of an integrated partnership in support of the WIBs Construction Jobs Initiative, which will launch in March of this year. The CJI Outreach sessions designed to expose job seekers to the opportunities available through apprenticeship in the construction trades will be facilitated by 6 local labor organizations (IBEW, Cement Masons, Laborers, United Steel Workers, United Auto & Aerospace Workers, and Iron Workers). Through these sessions interested individuals will learn directly from labor representatives about a variety of training programs available and the requirements to complete for an apprenticeship position and progress to selection in apprenticeship programs. In a related effort, funding from CalTRANS and the Federal Highway Administration will help prepare and train job seekers for construction employment, serving as a direct pipeline into apprenticeship programs with the IBEW and Iron Workers' Union, with placement in one of many transportation construction projects in the area.

The WIB is also in discussions with the Los Angeles County Department of Children and Family Services (DCFS) – the largest child welfare agency in the US – to braid together WIA youth and existing DCFS resources, as well as additional opportunities available under newly-enacted AB12. This first-of-its-kind partnership would blend social workers' and WIB youth case managers' efforts to serve older/transition-age youth, including the development of shared self-sufficiency standards, connections to WIB training funds for older youth, and technical assistance by Children's Welfare Institute to help align these resources and scaffold youths' progress, funded through private foundation partners. This model would sync private, County, WIB, and State resources.

**M. Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants.**

The WIB utilizes the State's Eligible Training Provider List (ETPL) for WIA paid training services. To be included on the ETPL, all training providers must have met the respective standards and be accredited by their respective accrediting body. To remain on the ETPL, documentation of continued accreditation is required as part of the WIB's Educational Agreement entered with each training provider. In addition, the WIB's policy on training requires that the program selected be connected to high-growth / high-demand occupations based upon current labor market information and lead to a qualified certificate, competency, or skill recognized by employers.

The Board's process for selecting training providers and its programs ensures that providers meet the employment needs of local area employers and participants. In this process, research on current labor market information is conducted and documented. Factors that affect the final

decision include, but are not limited to: labor market needs; industry growth; and high-growth / high-demand occupations.

To further ensure continuous improvement, the WIB launched a Continuous Improvement Strategy in 2010, which annually incorporates a customer satisfaction measurement of Businesses and Job Seekers based on the American Customer Satisfaction Index (ACSI). This measurement is only one part of an overall continuous improvement strategy in support of a formal organizational self-assessment using Baldrige Criteria for Performance Excellence.

Under this continuous improvement strategy business and job seeker surveys produce data regarding high impact areas that, if improved, will lead to increased scores in customer satisfaction. Following collection of the customer satisfaction surveys and an analysis of the data by the Network's Leadership Team, a cross-section of staff is identified to participate on work groups. Each workgroup is asked to review data from both survey phases (job seekers and businesses) relative to their area of focus and develop a list of recommendations that will lead to improved customer satisfaction. These recommendations are then considered for incorporation in the final Improvement Action Plan. In addition, feedback from focus groups of current customers is sought prior to implementation of any final changes.

**N. Describe how the Local Board is serving UI claimants and potential TAA service recipients;**

In partnership with the State of California Employment Development Department, the LWIA has implemented an integrated service model for its customers and will continue to strengthen these working relationships to continually improve the service it provides UI claimants and job seekers. An important component of this integration will continue to be the use of technology to easily share claimant and employment information in real-time, across departments, so that case managers and customers can track actions and modify their employment plan. Technology will also continue to be part of the "virtual" integration: a seamless fusion of information provided online and accessible to customers, merging job seeker activities with search engines, services and opportunities. Integration will continue in each physical service area; One-Stops are fully integrated so that customers receive unified service, first from the "welcome team" that directs them to the necessary services and throughout their employment transition.

Under our integrated service delivery model, prospective TAA customers are identified during the initial orientation and intake process. Upon determination of suitability the WIA Program Specialist and TAA staff will co-enroll the customer into appropriate training and / or services. Case management is done jointly by TAA and WIA staff to track participant progress, avoid duplication, and ensure successful completion.

**O. Describe how the Local Board recognizes opportunities to prepare workers for "green jobs" as defined by EDD-LMID related to other sources of federal funding.**

The LWIA will utilize a number of methods in recognizing opportunities to prepare workers for jobs in the Green economy. As with other sectors of the economy, LWIA staff will continue its dialogue with Green employers to identify specific jobs and their required skills set, employment and skills trends for the Green sector, and other workforce intelligence to ascertain the value of the sector and where opportunities exist. Participation in region-wide Green coalitions, forums and conferences, and investments in analysis and research are also part of the LWIA's efforts.

The LWIA's Green Jobs Center, in partnership with the City's Office of Sustainability, serves as a training hub and clearing house for opportunities, with an emphasis on opportunities for youth, so that job seekers are expeditiously connected with employment opportunities that match their skills set and interest. Green-related federal funding opportunities will be explored and evaluated by the LWIA's project development team and, when secured, become an integral part of the workforce readiness services offered by the LWIA's One-Stop Centers.

**P. Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system.**

The LWIA has strong relationships with regional labor organizations, other providers of approved apprenticeship programs, and the local Job Corps. The LWIA leverages its relationships with organized labor – including those organizations that serve on the Workforce Investment Board – to place its customers in registered apprenticeship programs. These programs, by their nature, are often tied to long-term employment opportunities, making them an invaluable tool in transitioning workers into career-length, quality employment. In addition to the integrated partnership in support of the WIBs Construction Jobs Initiative recently initiated (see above), the WIB has long utilized labor representatives to support the provision of real-life orientations to candidates seeking enrollment into other construction-centered, pre-apprenticeship training through “Shop Talk.” These sessions provide the opportunity for union representatives to share workforce realities, entry requirements and career pathways in the industry with future apprenticeship candidates.

Given the passage of AB 554, discussions with labor organizations and WIB staff began in September 2012. These ongoing discussions are intended to explore additional apprenticeship opportunities and ensure all possibilities are captured. Items that will be discussed moving forward include: identifying procurement / RFP opportunities when necessary; continuing to build labor representation on the WIB; ensuring staff is aware of all possible resources available to both new entrants and returning workers; building our collective understanding of the various apprenticeship opportunities and how to utilize funds to supports cohort of training; and considering utilization of the Building Trades MC3 curriculum. Through this consistent dialogue with the labor community, the LWIA will identify additional opportunities, small and large, work to place its customers in those positions, and support fulfillment of the intent of AB 554.

The WIB also has a longstanding relationship with the Long Beach Job Corps, which is funded under Title IIC of the Workforce Investment Act, is overseen by the San Francisco Regional Office of Job Corps, and operated by the Odle Management Group. The WIB has included Job Corps as a required one-stop partner and their Center Director serves on the WIB. In addition, the Corps' Business and Community Liaison serves as a member of the Youth Council. Under the MOU, services available to one-stop customers include, but are not limited to, basic skill and occupational skills training, literacy/ESL, job search, job placement and counseling / support services. In addition, the Job Corps has been a key partner in youth specific projects over the past several years include serving as a training provider under the California Green Jobs project and various summer employment projects. In exchange, the WIB has served to provide work-based leaning and work projects for Job Corps youth by providing work experience opportunities on facility upgrade worksites. In addition, the WIB is looking to connect Job Corps youth with available wholly-funded training opportunities, with involvement of Job Corps job development staff to help link the certifications and training with placements.

**Q. Provide a copy of the Local Board's bylaws.**

*See attached*

**R. Describe the process by which the Local Plan will be updated to include new and relevant information.**

The Board will conduct an annual review of the plan to ensure that any new and relevant information is reflected. Consistent with the Board's practice, the public and one-stop system stakeholders, will be allowed to comment on any revision or update prior to finalizing the updated plan.

**S. Some LWIAs began implementing ISD systems in 2008-2009. Describe the extent to which the LWIA integrated its service delivery to date and describe strategies to further integrate service delivery and any factors affecting the Local Board's decision to integrate or not to integrate service delivery.**

Since the implementation of Integration Service Delivery (ISD) in July 2008, Pacific Gateway has modified and enhanced the ISD system to improve the quality and delivery of services to customers. Continuous assessment of the ISD system led to the moving away from "all means all" and only registering job seekers interested in accessing and participating in One-Stop services and programs. The enrollment process has continued to evolve and has been streamlined to provide customers with quick and easy access to One-Stop services, specifically intensive and training services. Increased and integrated staff development activities have enhanced the skills and knowledge of staff to better address the needs of our customers and employers. Customized Skill Development Workshops have been developed and tailored to meet the demands of our customers and focus on industry trends and labor market information.

The integration of Wagner-Peyser and WIA staff has provided a comprehensive One-Stop system serving a common pool of customers and offering a common set of services. The sharing of resources and our integrated Virtual One Stop (VOS) case management system has led to increased staff accountability and a shared partner responsibility. In addition, the ISD system has streamlined customers' access to One-Stop services and has complemented Pacific Gateway's workforce system.

Pacific Gateway Workforce Investment Network

**LOCAL PLAN REVISIONS**

Submitted April 1, 2014

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The following information is organized in alignment with the “Averaged Scores and Comments” sheet provided by CWIB.

**STANDARD 1**

- No. 3 Criterion: *The Local Plan’s goals and objectives are evidence-based.*

Original Score **1.3**

The Board has affirmed its commitment to utilizing evidence-based practices to inform its service delivery and training investments. This is particularly evident in both recently-enhanced and planned practices around the matching of learning with employer needs. For four years, the Board has utilized the Industry Resources Committee as a platform for convening employers in industry sectors identified as “priority sectors,” engaging a diverse set of industry representatives in discussions around workforce needs. This work has become increasingly collaborative, as the WIB staff aligns industry efforts with the community college’s Sector Navigator system, and other localized efforts. This work will be further advanced through the development of sector-specific Councils comprised of board members and industry representatives. In Summer 2014, the Board intends to develop the following Industry Councils: Healthcare Council; Logistics and Trade Council; Hospitality and Retail Council; and Manufacturing Council. Each of these groups will provide an opportunity for the Board and WIB staff to ‘drill-down’ to specific areas of the local economy, with the direct goal of learning what workforce needs exist in each, and matching those opportunities with investments in program design and Training. Council members and invited industry representatives will help solicit their industry peers for information about workforce needs via staff-developed surveys and other tools. Council members will consider current economic data (less than 12 months old), provided by workforce intermediaries, Labor Market Information researchers (which are coincidentally co-located with the WIB and often engaged in such collaborative research), local economic development agencies, and other close partners, such as California State University Long Beach, which releases aligned industry-specific data every 12 months through its Greater Long Beach Annual Economic Forecast.

This information will be considered, synthesized, and shared in two important venues. First, Council activity and recommendations will be reported to the Executive Committee of the Board and full WIB to equip board members with the information they need to guide investments and strategic planning. Second, staff charged with the design and administration of training investments will utilize the information to shape cohort training, customized training strategies, and On-the-Job training targets and opportunities.

These and other efforts are grounded in evidence-based models. Performance by industry sector (training completion, employment outcomes, and other metrics) will be shared and evaluated to consider improvements or changes to program strategies.

**STANDARD 1**

- No. 5 Criterion: *The Local Board has included in its Local Plan a Business Service Plan, which integrates local business involvement with workforce initiatives.*

Original Score **1.3**

As described in the Local Plan (and further described in the section above) Pacific Gateway is developing a network of opportunities to capture employer input to fuel the design and deployment of business services.

Pacific Gateway employs a dedicated Business Services team, led by Business Services Officer Craig Johnson and staffed by 5.5FTE workforce professionals. As an Integrated Service Delivery site, this team is comprised of both WIA-funded and EDD personnel.

It is expected that Industry Councils will each meet two times per year minimum (annually), for a total of at least 8 Council meetings per year, with additional Board Industry convenings, such that every month includes organized employer engagement in some form, whether through an Industry Council or Board meeting. This will create a consistent flow of current information to ensure service plans are responsive and relevant.

Utilization of customized training and OJT will be shaped by employer feedback, whereas these or other training models (paid work experience, apprenticeship, job shadowing, etc.) will likely prove more popular and conducive to one sector or another. Employers will play a huge role in not only shaping the training and placement strategy but also industry-specific marketing to ensure these opportunities are used and valued by area employers.

Accordingly, Pacific Gateway will pay close attention to information (industry intelligence, labor market data, and anecdotal qualitative information) that point to specific skills gaps and sector competitiveness. This process will be regional and collaborative, by aligning efforts with other industry convenings (association meetings, Sector Navigator activities, etc.) and by engaging employers from throughout the LWIA. Efforts continue to be made to leverage funds, building on past success; in 2013, for example, Pacific Gateway leveraged resources through customized training, secured additional OJT resources through a grant-funded community college partnership, and secured a \$100,000 corporate grant to extend services beyond public funding.

Pacific Gateway Board and staff leadership have begun to identify relevant performance measures to evaluate the effectiveness of these efforts. Staff will utilize employer surveys to gain insight into employer satisfaction, and will measure the placement, retention, duration of unemployment (against those not engaged in training), average wage, promotional opportunities, and worker satisfaction.

## **STANDARD 2**

No. 7 Criterion: *The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners.*

Original Score	<b>1.3</b>
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Pacific Gateway regularly works in coordination with neighboring workforce investment boards, economic development organizations, local education agencies, and labor organizations. This work has, and will continue to include:

- a. *Joint planning around strong and emerging industry sectors and related workforce needs.* Pacific Gateway has a contractual relationship with the region's preeminent economic development agency, the Los Angeles County Economic Development Corporation, which provides multi-layered analysis on various industry sectors, including its work in partnership with Pacific Gateway around the emerging Green Tech/Alternative Fuels sector. This working relationship is also core to ongoing industry convenings, workforce intelligence, and lay-off aversion strategies, including the LAEDC's (manager of Gateway Cities region) inclusion of as a member of the aerospace lay-off aversion working group, one of a number of regional priorities. This work enables the WIB to plan jointly in a number of areas, including labor exchange across the County in various sectors, identification of skills gaps, and the collection of data for use in investing in specific areas of training and other initiatives.
- b. *Collaboration with Local WIBs.* Pacific Gateway partners with neighboring local boards, including South East Los Angeles County WIB, Orange County WIB, Los Angeles County WIB, and South Bay WIB. This collaboration and joint planning takes multiple forms, including the fusion of resources to deliver specific training and workforce programs, joint industry convenings in sectors that span multiple LWIAs, work with specific employers with sites across LWIA boundaries, and other collaborative activities. Successful utilization of these include a joint Veteran's case management program, a Veteran's

practitioners conference, subcontracted activities for services related to target populations, and joint economic analysis.

- c. *Coordination with local School Districts, Colleges, and education-focused CBOs.* Pacific Gateway teams with both school districts serving the LWIA (Long Beach Unified, Torrance Unified) to better understand how emerging and established career technical education programs are preparing both young people entering the workforce and adults seeking employment skills. This collaboration often includes other partners, such as local non-profits and associations, to provide additional resources and insight. In a current example, Pacific Gateway has teamed with International Trade Education Program (ITEP) to offer work readiness and WIA services to youth in a local high school. The program focuses on careers related to the logistics and international trade sector. This partnership has recently been enhanced by an additional focus on Criminal Justice careers at the same high school, which now includes the participation of the Long Beach Bar Association to provide contextualized learning and information about employment opportunities within the career ladder. Partnerships with local community colleges are also strong, including partnership with Long Beach City College, El Camino Community College, and Los Angeles Harbor College. Pacific Gateway will continue to convene economic workforce deans, as it has in the past, for quarterly discussions regarding skills gaps, existing programs available to meet those opportunities, and workforce trends. Pacific Gateway develops tailored training to meet specific needs, often partnering with the community college to deliver both new and incumbent worker training in a variety of areas.

A key goal of this work is to ensure that such efforts are complementary and non-duplicative. Where possible, the WIB serves as collaborating convener, working alongside the college or other WIB to maximize impact. This has been formalized most recently in the evolution of the Industry Resources Committee, chaired by a community college workforce development dean, which will work to align with Sector Navigator activities, as well as those developed by other groups, such as the Long Beach Workforce Collaborative.

New goals are in development for this work, which will include metrics on the value of such convenings. Participating employers will be surveyed to identify (and quantify, if possible) the value to their workforce, such as retention/turn-over benefit, savings in recruitment, and other forms of value. Other outcome objectives evaluated include value through resource-sharing, including cost-savings realized through the elimination of duplicative services, and better identification/connection among local and regional workforce leaders. The output of this activity will be included in the organization's annual, externally-led continuous improvement analysis. The office of the Executive Director is shared as the single point of contact, to ensure the highest level of engagement. Information is shared with the organization's leadership team and Board (through the Industry Resource Committee and other Board communication).

### **STANDARD 3**

- No. 9 Criterion: *The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and /or other credentials valued and used by priority industry sector employers within the region.*

Original Score	<b>1.3</b>
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In addition to the investments and priorities described in the Local Plan, the Board is developing sector-specific strategies to connect the appropriate training resources with matching pathways and employment opportunities. As described earlier, much of the information used to inform these strategies will derive from the sector Councils, comprised of business/industry Board members and sector champions recruited to help lead these activities.

The Board is exploring opportunities where training, certificate acquisition, remediation, and work experience, and other tools can be coupled to provide the job seeker a seamless and sequential experience that leads to middle-income employment, or at minimum, employment that lies along an identifiable career pathway.

For example, the Board is engaging employers and community college partners to identify certificates that can be obtained while job seekers are in customized training and OJT. In a pilot Medical Assistant program

launched in March 2014, the WIB worked with two employers to offer didactic and clinical education (a local CSULB-affiliated hospital will use its expertise to provide high caliber didactic instruction and clinic hours), while an affiliated physicians' group will then receive the trainees, hire them and provide OJT, and after completion of their clinical module, assist them in passing and obtaining CA Medical Assistant Certification. This program, fully dedicated to the long-term unemployed population, is on-track to provide accelerated instruction at below-industry costs, and deliver skilled workers to an employer who needs them.

The Board has also brought together CSULB Extension, Long Beach City College, El Camino Community College, and K-12/Adult School deans/principals to explore ways to embed remediation into established and new training curricula. Discussions continue about the utilization of pre-training and universal capstone instruction that will better assist jobseekers in building their writing and math skills while in training. The goal of this work is not only to build skill level, but to minimize the time students spend in remediation. Concurrently, the Board is exploring the provision of an after-hours Skills Building Lab to help, in partnership with local training and education providers, build job seekers basic skills. These efforts will be presented collectively in Fall 2014 as part of a new proposed remediation framework.

A third opportunity the Board is launching is the fusion of customized and OJT coupled with a more broad, universal skillset training that includes a certificate. In one example, the Board has contracted, using leveraged funds, the local community college to offer a universal Medical Office Introductory Course to participants that are enrolled in a tailored Front Office Assistant program designed and taught by a large, local medical group. In this way, job seekers gain both site-specific and universal skills training. These efforts have initiated within the healthcare sector because it is the strongest sector of the regional economy, but will be replicated in other industries.

Lastly, the Board and staff have been in discussion with K-12 leaders about more direct connections between adult school students and programs to transition them into employment. This planning continues to coalesce around sector-specific strategies where adult school students who have met a threshold level of preparedness (often linguistic capability) are recruited as a cohort to continue their skills training and employment. The benefits of this approach are multiple: cohorts do better when they have trusted, collaborative partnerships among the group, learning is accelerated and builds, and greater collaboration can continue between schools and instructors, and ultimately employers. This work will be also supported by an increased presence of AJCC materials and staff at adult school sites.

### **STANDARD 3**

No. 11 Criterion: *The Local Board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment.*

Original Score	<b>1.3</b>
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The WIB's Communications/Program Development Officer is responsible for managing efforts to identify and secure additional funding resources to support worker training that leads to organizational goals, such as certificate attainment and employment. The goals of this work are established at the beginning of each Program/Fiscal year, and are tracked throughout the year, reported monthly the Board's executive committee and evaluated annually at the Board's Strategic Board Meeting, which includes the development of funding priorities for the coming year. Each annual budget includes a description and tabulation of prospective funding/resource sources, and the projects to which they would be dedicated.

Such fund development activity is inclusive of grant funding, customized training commitments, partnerships with local community colleges, ETP resources, private source investments (made to the Board's non-profit organization), and in-kind resources from employers for the training of new and incumbent workers.

The Long Beach Workforce Collaborative is a key group to which the Board provides leadership. In 2014, The Board will lead an Asset Mapping process in partnership with the California Endowment (private foundation funding the Workforce Collaborative). The Asset Mapping will identify leveraged resources available from area

employers to help enhance new and existing programs, including: clinical/contextual learning environments for public workforce programs; foundation and corporate funding; meeting and classroom space; simulation tools; supportive service funds; and other resources.

#### **STANDARD 4**

- No. 12 Criterion: *The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery.*

Original Score **1**

To advance and enhance the services and interventions described in the Local Plan, the Board revisited its commitment and service to at-risk youth as the focus of its January 2014 Strategic Board Retreat. That focus generated additional commitment from K-12 and community college partners to support systemic alignments that help students remain in school and succeed, and support those that have dropped out to re-engage with a program that serves them best.

This has included new programs that seek to directly partner with the District and high school sites, launched recently at one high school (Cabrillo High School) in partnership with educational partner ITEP, with commitments to replicate at other campuses. In this program, WIA services are offered in on-site and at the WIB's Youth Opportunity Center in conjunction with the school's Small Learning Community (SLC) to assist students who are identified at-risk by local school administrators to remain engaged and job ready. This intervention provides them with the workreadiness and training that aligns and advances their education. Coordinating services to serve identified youth at high school Small Learning Communities and campus-based career academies (the Long Beach School District boasts a network of more than 15) will continue to be a key strategy, integrating the leadership, instructors and counselors of these sites to help youth remain in school.

To harness the full power of its youth service providers, Pacific Gateway has begun to broker programmatic partnerships, most recently between service providers and local school campuses and other providers such as Job Corps, to identify out-of-school youth for intervention, and reduce the duplication of services.

This work will be supported through a renewed partnership with the School Districts to help identify youth who are truant, at-risk of dropping out, or have become disenfranchised, and aiming services at this population. Staff has begun in earnest to broaden its programmatic offering to include both In-School and Out-of-School programs. Understanding that much of this work has far-reaching and shared impact, the Board has engaged the City of Long Beach's Neighborhood Service Bureau and its recently completed Violence Prevention Plan, which now has embedded within it workreadiness and employment strategies for youth to collectively capture youth who are at risk of dropping out or who have dropped out, and reconnecting them with the school site or alternate program. This has helped gain deeper and more broad investment in the Local Plan strategies, and leverage resources.

The Board will work with this strengthened network of partners, both in the LEA's truancy and CTE/SLC divisions, to accurately identify the number of local youth at risk of dropping out and their origin campuses, track their contact with, and impact from, WIA programs, and quantify this impact. These localized benchmarks will be collaboratively developed by Fall 2014.

Foster youth continues to be a key target population. The WIB has affirmed its commitment to these youth through a model program in partnership with the LA County Department of Children and Family Services, in which WIA funded services are braided with County resources to help youth, particularly those who have dropped out or are at-risk of doing so. Through the program, Board youth specialists partner with social workers to intervene, collaboratively, to help a teen, providing the scaffolding needed to redirect the youth to school and/or provide training and services to help reach employment and credential benchmarks.

#### STANDARD 4

No. 15 Criterion: *The Local Board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market.*

Original Score **1.3**

The Board's youth programming is designed to be attractive and engaging to youth, and utilizes a number of strategies to engage young people around concepts of post-secondary education, certificate attainment, and work readiness. Communication to youth is key for Pacific Gateway and includes the use of Facebook, Twitter, and the website. On Twitter, communication is deployed via an avatar @LennyToGo, who provides information every three days on job listings, links to research and programs, tips on college access, and other career advice. The [www.pacific-gateway.org/youth](http://www.pacific-gateway.org/youth) provides numerous resources for youth seeking out employment and career pathway resources. In 2014, this website resource will include new, clear content that prompts youth to consider the value of post-secondary degrees through youth-testimonials, and employers in key sectors of the local economy. In addition to Pacific Gateway video content, the site will host links to a number of available resources.

The website is also utilized as the home for relevant research and best practices, and has its dedicated content, found at [www.pacific-gateway.org/research](http://www.pacific-gateway.org/research), subheading "youth." Every meeting of the Youth Council also includes discussion of relevant youth development research and best practices around improved connection between youth and vocational/post-secondary opportunities at the global, national, and regional level.

Access to financial aid is provided via the Youth Opportunity Center, available through staff equipped with skills to help young people understand the resources available to them, as well as through a network of partners who provide no-cost FAFSA instruction, as well as help identifying additional resources.

The Board is steadfastly committed to making youth aware of the numerous opportunities available to them in regional sectors, and through education and training partners. The Board is currently developing a Sector InfoGraphics Project that will help present sector-specific information in a new, digitally-engaging medium that will educate young people about career ladders, the value in certificate attainment, and resources available to them. Multi-platform, the project will be live on the website, social media, and through materials both posted and disseminated in PDF form to local schools, colleges and CBO partners.

Information about CTE and Earn-and-Learn models are also shared with Youth Academy subcontractors. This content will be enhanced through resources provided directly to youth and the provision of enhanced career exploration tools made available to youth, such as online tools. This includes clear and succinct information about the value, both short-term and long-term, of apprenticeship and OJT opportunities, as well as how to prepare for such opportunities.

#### STANDARD 5

- No. 16 Criterion: *The Local Board continually reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement.*

Original Score **1**

The Board's Executive Committee receives monthly performance data via a dashboard document that provides current benchmarking on Formula funded programs, as well as special grants and collaborative workforce projects. The color-coded, three-page data document includes common measures, such as entered employment, retention, employment wage, and training data, as well as specific metrics tied to projects serving target populations. This document is presented and discussed at each monthly Executive Committee, as well as at Youth Council meetings. Issues, concerns, and successes are shared with the full Board membership quarterly.

To improve and advance this effort, the Board will constitute a Program Services Committee. As Pacific Gateway operates its own adult programs and works with contracted partners for youth services, the purpose

of the committee will be to review performance across all service platforms and address areas of need, if necessary. Unlike previous reports to the more broad Executive Committee, this group will solely focus on performance and be equipped with the information necessary to identify opportunities and areas of concern. Unit directors responsible for business services, youth programs, adult programs, and special grants will attend and address opportunities, as well as recognize best-practices. CBO representatives and community stakeholders will sit on this Committee.

Beginning in 2008, Pacific Gateway contracted a consultant to conduct independent customer satisfaction review, collecting information from adult, youth, and business customers. The results of this process are reported to the Board and benchmarked against other workforce service providers and separate industries, such as retail, to provide context to customer satisfaction data.

In 2014, Pacific Gateway plans to advance this work through an objective mission-consensus process, in which staff will be engaged in affirming the organization's mission, vision, and annuals goals. This work will serve as an initial platform for the subsequent Eureka process that will focus on specific lines of Pacific Gateway services.

As an organization, Pacific Gateway values collaboration and continuous improvement. Staff and Board have provided ongoing leadership on various efforts aimed at best-practice sharing. This is particularly robust in the area of Integrated Service Delivery, where Pacific Gateway is utilized as a demonstration site and often visited by surrounding Boards, and in Veterans' service, in which it hosted a County-wide symposium on Veteran's best practices.

The Board also collaborates with local WIBs and agencies to bring about greater efficiencies in the delivery of services. Currently, the WIB collaborates on five special programs with area WIBs, sharing administrative costs to make the programs more efficient. Local Board leaders and directors communicate regularly to align programs and share best-practices in program delivery and administrative oversight.

## STANDARD 5

- No. 17 Criterion: *The Local Board transparently communicates the results of its efforts with the community.*

Original Score	<b>1.3</b>
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In addition to the information shared in the Local Plan, the Board will implement an enhanced communication strategy that will serve the Board, community, and employees. Components include:

- a) User-friendly online performance data. Launched in Fall 2013, [www.pacific-gateway.org](http://www.pacific-gateway.org) includes an easy-to-find, homepage section dedicated to Outcomes, Performance Data, Research and Report, and Success Stories. This site currently includes year-over-year performance data and PDF annual reports.
- b) Social media, such as twitter and facebook, actively utilized to keep the wider community of stakeholders and job seekers aware of opportunities, labor market data, and program offerings.
- c) An internal e-newsletter, The Gateway, that will include monthly comparative performance data, best practices, highlight of success stories, and other information directed at making processes more aligned and efficient.
- d) Promotion of [www.pacific-gateway.org/business](http://www.pacific-gateway.org/business), a dedicated web space for employers (Launched Summer 2013, enhancements Fall 2014) to access labor market information, information about OJT and customized training, read business testimonials and staff contact information. This page is currently promoted through paid advertising as the portal for local business.
- e) New infographics in all AJCCs that clearly describe employment pathways, testimonials, local industry sectors, and other relevant and current information. Related flyers will be updated regularly to reflect current opportunities, articles, and other information related to sector opportunities.