



On-the-Job Training participants with Pacific Harbor Line, 2016.

PACIFIC GATEWAY WORKFORCE INNOVATION NETWORK
PACIFIC GATEWAY WORKFORCE DEVELOPMENT BOARD



LOCAL PLAN
2017 - 2020

PACIFIC GATEWAY WORKFORCE INNOVATION NETWORK
(Long Beach & Signal Hill, California)
LOCAL PLAN 2017-2020

Introduction

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

The content of this Plan provides evidence of Pacific Gateway’s compliance with all federal regulations under the Workforce Innovation and Opportunity Act (WIOA), namely the delivery of services to jobseeker and employer customers of the system. Beyond this baseline of service, this Plan also describes Pacific Gateway’s customization of Regional services to meet the specific needs of Long Beach and Signal Hill residents and businesses. Localized strategies work to ensure the competitiveness of businesses and the preparedness of the area’s workforce, advanced through a strong network of economic, training, education and community partners. Building on the organization’s reputation as a forward-thinking, agile workforce agency, the Plan also gives direction to Pacific Gateway’s future development to meet new opportunities through 2020.

In alignment with the State Plan, the following document is organized around thirteen core areas that describe the regional economy, the Pacific Gateway’s vision and goals, and the host of programs, partnerships, and opportunities realized through the local AJCC. The following plan was developed by Pacific Gateway staff, with consideration and input from various stakeholder groups.

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Area One: ANALYTICAL BACKGROUND CONCERNING THE REGIONAL ECONOMY, LABOR MARKET NEEDS, AND THE WORKFORCE AND EDUCATION SYSTEM OPERATING IN THE REGION.

Pacific Gateway commissioned Public Consulting Group to study the regional economy, labor market needs, and the workforce education system in the greater Long Beach area. The report captures a comprehensive status of the local economy and trends taking place in the local workforce development area. The full report is available at www.pacific-gateway.org/localplan2017 and supports the regional analysis described in the Los Angeles Basin Regional Planning unit (RPU) Regional Plan.

The local area has seen considerable recovery in the last two years. In August 2015 the local area was in economic recovery mirroring that of the Los Angeles and Orange County area; the unemployment rate was 8.4% and job growth had increased by 2.50%. According to the U.S. Department of Labor, Bureau of Labor Statistics, the regional economy has expanded since then to an unemployment rate of 4.7% in December 2016. The income per capita rate is \$26,866 and household incomes average \$52,900, with family median income at \$59,408. Research has identified the region as a desirable place to live with the proximity to the coastline and beach areas, large city amenities and the entertainment industries.

Based on data developed by the State of California, Employment Development Department, Labor Market Information Division the regions' new job growth projections tends to mirror that of the State and the nation with a substantial number of jobs forecast to be created in the services industries i.e.: Office and Administrative Support, Sales, Food Preparation, Transportation, Education, Healthcare, and Business and Finance, while the occupational group of Construction shows a small growth and Production will experience no growth and even declines in occupational growth.

While Pacific Gateway and the surrounding regions are economically diverse and strong, challenges in the region remain with slow job growth, and among segments of the population with significant employment skills gaps leading to declines in labor participation. Disconnected young people, unless they have specifically developed their work skills, face significant odds, are without skills and experience needed to be competitive in the job market.

Sectoral opportunities continue to evolve, though remain rooted in sectors that have been historically important to the Long Beach area: Healthcare; Logistics/Goods Movement; Education/Government; Professional Services; and Manufacturing. For example, during the forecast period of 2014 – 2019, the Healthcare Practitioners and Technical Occupations group is the fastest growing occupational group with a new job growth rate at least around 10%. It is also one of the largest new job generators and among the highest paying groups across each region with an estimated hourly-median range of \$43.00 - \$47.00. Healthcare support occupations have an estimated hourly-median range of \$14.00 - \$16.00 across the regions. Though occupations in this group tend to have a lower pay range, there are definite career paths that can lead to advancement and higher paying occupations in the group through added education and/or training. Similarly, other major sectors offer a diversity of high-skill, mid-skill, and entry-level opportunities. Pacific Gateway is committed to connecting individuals to the best job possible relative to the skills they possess today, and providing navigation to help them build those skills and access expanded opportunities throughout their professional life.

A continuing challenge is guaranteeing access to education and training to ensure residents have every opportunity to advance. While educational levels are fairly constant with State and regional averages, Pacific Gateway continues to work with its education partners to fill gaps and strengthen the system of vocational training, remedial and advanced education, and other skills development. The following Plan articulates the Local Board's commitment to connecting these improved resources to other workforce inputs in the area for the betterment of individuals, families, and the economy.

Area Two: A COHESIVE STATEMENT PERTAINING TO THE VISION, GOALS, AND STRATEGY OF THE LOCAL BOARD AND ITS PARTNERS.

a. Background

Pacific Gateway is an innovative workforce agency dedicated to advancing economic opportunity for the 500,000 residents in the local workforce development area. Administered by the City of Long Beach, Pacific Gateway is a multi-strategic organization, providing high-quality career services for youth and adults in collaboration with a network of partners, policy analysis and development to shape local economic strategies, business assistance to help industry remain competitive and growing, and labor market analysis and convening to equip residents, elected officials, businesses, and partners with an understanding of the workforce environment so that opportunities for growth are fully realized.

Pacific Gateway has a long track-record as a customer-focused, data-driven organization. It was an early adopter of the State's Integrated Service Delivery (ISD) system, and continues to serve as a model site for the delivery of career services, alongside its EDD and AJCC partners. As a Board, Pacific Gateway is industry-oriented, utilizing a strong network of business partners to advance economic opportunity.

The Long Beach area holds unique economic promise, shaped by a combination of industrial and cultural forces. It is the second largest city in the most populous County in the nation, earning the name "International City" for its depth of cultural diversity and connection to international markets through the Port of Long Beach – the second largest port in the Western hemisphere. It is home to major industry, including the Molina Healthcare headquarters (currently insuring 4.2M under the Affordable Care Act), a medical services sector (two hospital systems with more than 5,000 employees, each), a growing creative and tech cluster, and an aerospace sector that is strong and transitioning from its dominance by Boeing to new market leaders such as Virgin Atlantic. Long Beach includes the highest-ranking university in the state system, CSU-Long Beach, an award-winning community college, and a school district consistently ranked among the best urban Districts in the nation – in 2008 these three institutions came together to develop the Long Beach Promise, a national model for seamless education. City government, itself, is one of the most diversified in the State, with its own Harbor, Health, and Gas & Oil departments.

b. Vision

Pacific Gateway envisions a local economy that is competitive and growing, supported by a workforce that is equipped with the skills and labor market knowledge needed to sustain quality employment. It envisions an economic ecosystem where partnerships facilitate ease of access for jobseekers and employers, in which best-practices are cross-pollinated and deployed, together raising the level of efficacy, system-wide. This vision is inclusive of both small and large businesses, education providers, civic leaders, community-based organizations serving vulnerable populations, and other stakeholders.

As a cornerstone of this work, Pacific Gateway sees the AJCC as the flagship of this vision. Its career center locations will be equipped with technology, counseling expertise, access to training and skills development, and valuable connections to employers looking to hire and develop talent. Jobseekers partner with AJCC staff to make full use of the resources available to them, and are provided with relevant labor market information and guidance to plan, prepare for, and realize their career path.

Businesses find value in their partnership with the Local Board and AJCC. They experience this value through professional, efficient touch-points that provide them with the resources they need, quickly. Resources are navigable, and AJCC staff are engrossed in industry and use this understanding to rapidly customize services for local employers.

Pacific Gateway envisions technology as a critical tool in helping jobseeking and business customers of the system access resources on-demand, through a variety of web-based applications. Technology helps the AJCC extend and deepen its relationship with the customer, and redirect staff resources to those customers that need or elect to access resources through more traditional methods.

c. Goals and Strategies

To realize this vision, the Local Board has identified overarching goals in five general areas: Services for Jobseeking Customers; Employer Engagement; Youth Services; Partnership & Collaboration; and Investments in Technology. In the following tables, goals provide overarching direction in helping meet desired outcome targets. Strategies outline the major tactics used to meet the goal.

SERVICES FOR JOBSEEKING CUSTOMERS

Goal: Enable advancement through Career Pathway models that connect customers to skills development and employment, and provide direction for their long-term development.

Strategies:

- Complete development of Pathway models in six high-demand sectors for both low- and middle-skill workers: healthcare; logistics/goods movement; manufacturing; information/communications technology; construction apprenticeship; and hospitality.
- Promote the use of career pathway planning as a staple of AJCC career guidance, supported through learning activities, sector-specific workshops, and as a required lead-in to Individual Training Accounts.
- Invest in new supportive service strategies that appropriately consider and address childcare, housing, and other workforce needs.
- Provide career specialists and support staff with current labor market information and access to employers and industry to ensure career pathway information is relevant and up-to-date
- Braid funding streams to collectively support career pathway programs.
- Align web-based learning modules to provide sector-specific overview and occupational mapping as an extension of career pathway guidance provide inside the AJCC.
- Utilize a diversity of employer perspectives to affirm or revise understood value of require credentialing and education to ensure the pathway is relevant and as expedient as possible.
- Engage employers in strategic workforce planning that helps identify current and future opportunities for new hires.

EMPLOYER ENGAGEMENT

Goal: Bring employers to the center of program design, communication, and implementation efforts to ensure that programs offer value, are navigable, and customer-responsive.

Strategies:

- Create fast, clear ways for an employer to contribute input on and inform the development of business products and services.
- Utilize employers to help assess the status, tactics, and communication methods currently used, and facilitate business-led discussions to develop revisions, if necessary.

Goal: Integrate workforce development and City economic development efforts to reach more employers and provide a broader level of service.

Strategies:

- Establish shared roles and functions with City economic development/business liaison staff.
- Develop shared metrics, data and performance protocols to integrate economic and workforce goals.
- Re-brand shared workforce and business development activities to streamline outreach and connect with more employers.

YOUTH SERVICES

Goal: Develop and deploy innovative service models that integrate existing services, empower hyper-localized efforts to serve out-of-school youth, and leverage WIOA resources for extended impact and systems change.

- Introduce a new WIOA Youth Program model (2017) that prioritizes localized efforts, lower mentor-to-youth ratios, and community partnerships.
- Utilize a Pay-for-Performance model to improve performance and use funds efficiently.
- Continue to engage and lead civic/City-sponsored youth development initiatives, such as the Mayor's Internship Challenge, My Sister/Brother's Keeper, PATH, and the Mayor's Education Fund.
- Facilitate new partnerships among youth organizations not currently engaged with one another, and host new collaborations.
- Continue to invest in work-experience/Linked Learning strategies alongside the Long Beach School District, LBCALL, Long Beach Promise, Long Beach City College and Cal State Long Beach, and others.

PARTNERSHIP & COLLABORATION

Goal: Greater collaboration among mandated and service partners to expand services to jobseekers and employers.

Strategies:

- Continue to convene partners to identify shared target populations and resources, publishing and updating a Workforce System Services Matrix to map assets and services;
- Help develop, host or facilitate working groups on special populations.
- Identify emergent communities, issues, or populations to address or support, and empower participant perspectives to serve as a directional for the development of solutions.

- Continue to explore the intersectionality of relevant issues, such as housing, public transportation, healthcare, and secondary-education to address the overall economic health of the local area.
- Identify and remove bureaucratic barriers to partnership and contracting, when appropriate
- Continue to explore co-location and video-technology services to connect shared clients to resources.

INVESTMENTS IN TECHNOLOGY

Goal: Create an online experience that enables jobseeking and business customers to access resources, request and receive services, and track the progress of their AJCC activity.

Strategies:

- Invest in making additional features standard, such as: chat functions and other communication tools; skill validation applications to bring on-the-job training programs online; video portals to allow customers to connect with staff remotely, and online document technology to allow customers to complete and sign the host of forms and documents from their phone/smart device.
- Move content online into video formats to better communicate with customers and provide guidance, on-demand. Utilize customers to generate peer tutorials and instruction, and for added context to AJCC services.
- Incorporate in-app feedback tools to receive verified response of user experience among jobseeking and business customers.
- Explore mapping and virtual technologies to develop computer-generated experiences to activate labor market information, create virtual job-shadowing, and map workforce assets and opportunities in real-time.
- Prioritize investments in updated software and equipment and WiFi-enabled resources to ensure the AJCC is experienced as a flagship of workforce services.

d. Aligned Resources

As the second-largest city in the County, it is a local workforce area with its own economic and cultural ‘center of gravity,’ with a historically deep system of grassroots partners that work to serve and advocate for a number of communities, populations, and causes. In addition to these organic institutions, the City is also served by a number of structural partners, including major educational institutions, Jobs Corps, the Long Beach Office of the Department of Rehabilitation, and the Employment Development Department. With each member of this system contributing, Pacific Gateway is committed to aligning services so that the system is working as efficiently as possible, avoiding the duplication of services, replication of research and analysis, and promoting a synergy of expertise. To encourage this culture of collaboration and alignment, the Local Board will:

- Encourage greater engagement in and attendance at Local Board meetings among partner organizations to spur dialogue about resource sharing;
- Continue active investment in Integrated Service Delivery (ISD) model to include new co-located partners providing non-duplicative services to jobseekers and businesses;
- Invite partner organizations to new, programmatic ‘kick-off’ meetings to discuss programmatic goals for ongoing and grant-funded projects;
- Utilize City of Long Beach Economic Development/Neighborhood Services networks and channels to communicate out about program development and implementation;

- Annually, ‘publish’ an online Workforce System Matrix that details each program, its target populations, resources, goals, and program contact information to foster increased alignment; and
- Redeploy Youth programs and resources through a community-engagement model that works to reduce duplication of services by filling service gaps and aligning existing community resources to WIOA objectives.

Among City partners, the Local Board is engaged in strategic discussions with the Public Library (City of Long Beach) and, soon, the City Parks and Recreation Department to identify ways to better serve shared customers. City libraries are strong gateways for employment-related activities such as job search, English-Language skills development, career exploration, financial and career planning, high-school diploma attainment, and resume development – all services the Local Board will work to enhance and share. Likewise, the Parks Department provides career readiness activities to youth and adults through a variety of offerings at local neighborhood Teen Centers and through a catalogue of life-long learning and career-development seminars – also opportunities to braid resources and make WIOA services accessible for those that are eligible and suitable. This builds on the synergy developed with the City’s Economic Development Department, described in other areas of this Plan.

Area Three: DETAIL ON LOCAL PROGRAM ALIGNMENT TO IMPLEMENT STATE PLAN POLICY STRATEGIES.

a. The Local System

The local system is an ‘ecosystem’ of various agencies, institutions, stakeholders, and education and training providers, working in different capacities to build the strength of the local economy. The Local Board provides leadership in this system as facilitator, convener, administrator and cross-pollinator of evidence-based programs and information. The following description provides an overview of the Local Board’s programs which contribute to a healthy workforce system.

Services for Adults and Dislocated Workers – Services are directed through the Long Beach Career Transition Center (CTC), the LWDA’s comprehensive AJCC. The CTC operates through an Integrated Service Delivery (ISD) model that includes 41 WIOA staff and more than 20 EDD personnel. More than 2,100 customers are enrolled in WIOA services annually, and supported through a variety of special programs that connect them to training and career services. A sampling of special programs at the CTC include:

- *Strengthening Working Families* – A WIOA program designed to assist jobseeking and underemployed parents as they complete training and connect to employment. The program provides participants with no-cost childcare and redesigns existing programs to be more responsive to the needs of parents in training programs.
- *Alternative Fuels Training* – In partnership with Long Beach City College, this TAACCT-funded program provides no-cost training and employment assistance connected to the region’s growing need for alternative-fuels mechanics and related positions.
- *Resume Bar* – In 2017, Pacific Gateway will launch the Resume Bar with regular hours, resources, and special assistance to help customers who ‘drop in’ to work on their work portfolio.
- *Construction Pre-Apprenticeship Training* – In partnership with Long Beach City College, this TAACCT-funded program provides no-cost training for individuals looking to enter one of

several Unions working on a number of local projects, as well as supportive career services to help individuals make informed decisions.

- *Job Recruitment Series* – Pacific Gateway provides small-scale (100 jobseekers or less) recruitment events for specific employers and employer groups on a bi-weekly basis to connect jobseekers with full-time employment and other opportunities.

Services for Youth – The Local Board operates programs from the Youth Opportunity Center (YOC), a full-service youth development and employment space dedicated to helping young adults access work-readiness and employment services. Programs administered from the YOC include:

- *WIOA Youth Programs* – provided through a new, community-based model connecting WIOA services to dozens of hyper-localized efforts throughout the City.
- *Youth Jobs LB* – the local administration of Los Angeles County-funded subsidized employment program, which includes provision of Personal Enrichment Training.
- *Mayor’s Internship Challenge* – a partnership-led effort to double the number of internships provided to young adults in the City.
- *Bridge to Work* – In partnership with South Bay Workforce Development Board, implementation of Long Beach-based work-readiness and employment for foster youth.
- *PATH* – A novel diversion program for youth 18-24 in which completion of workforce development activities defers and then eliminates a misdemeanor conviction.
- *CDBG Work Experience* – Subsidized employment and job placement for youth living within the City boundaries.
- *Services for Human Trafficking Victims* – Specialized connection to employment services and workforce entry for young adults connected to trafficking activity.
- *Pathways to Justice LB* – A Department of Labor award supporting internships, job shadowing, and work experience for at-risk youth interested in justice careers, including law enforcement, first responder positions, and legal occupations.

Other programs are described on other sections of the Plan.

Business/Entrepreneurial Services – Employers have access to resources at multiple levels. These include:

- *WIOA Resources* – On-the-Job Training programs, customized training and incumbent worker training programs, as well as Lay-Off Aversion activities through the Local Board.
- *Small Business Development Center (SBDC)* – Located at Long Beach City College, the SBDC provides no-cost technical assistance to business owners in the region, including access to capital and other expertise. The SBDC also collaborates on the Goldman Sachs 10,000 Small Businesses program which provides dedicated counseling to help small businesses grow and add employees.
- *California State University, Long Beach Entrepreneurial Programs* – No-cost seminars on start-up opportunities and technical assistance.
- *Long Beach International Trade Office (LBITO)* – Programs to help attract new business to the City of Long Beach and help existing businesses in the greater Long Beach area grow and prosper through international trade. The LBITO delivers a comprehensive package of low-cost export/import training seminars

- *City of Long Beach* – Through its new Biz Portal app, the City provides access to start up grants, loans, permitting support and other resources to help small businesses grow.

Education and Training – Residents have access to a host of not-for-profit education and training providers, including:

- *Long Beach City College* – LBCC is comprised of two campuses, the Liberal Arts College focuses largely on transfer/AA programs, and the Pacific Coast Campus offers a wide variety of workforce –focused educational programs. Classes are offered year-round, in state-of-the-art facilities made possible through a succession of construction bonds that continue to fuel the campus’ transformation. English-as-a-Second Language is also provided at the PCC campus.
- *Long Beach School for Adults* – The School for Adults is administered by the Long Beach Unified School District and includes a selection of classes for English-Language-Learners and others who are basic skills deficient, including a Certified Nursing Program and Childhood Education.
- *California State University, Long Beach, Office of Continuing Education* – Operating as an Extension Program of the University, CSULB offers a wide array of certificate programs focused on meeting regional skills gaps and providing professional certifications in high-demand career areas.

b. Support of the Seven State Plan Policy areas

Pacific Gateway programs and goals are very much aligned with the seven policies identified in the State Plan. Resources and partners in the LWDA add to this alignment, through their cooperation and collaboration. Together, the following commitments help ensure that the State’s policy objectives are realized through the local workforce system.

1. Sector Strategies. In 2010, the Local Board identified priority sectors for investment to provide guiding direction for the development of employer-facing and jobseeker programs. These sectors have evolved since that time, as the Long Beach area has seen significant economic churn. Priority Sectors for the 2017-2020 Plan period are:

i. Healthcare

Rationale: The two-largest private employers in the City are in the healthcare field. Patient care makes up a MAJORITY of this sector, delivered through two large hospital centers of more than 4,000 employees each: Long Beach Memorial Medical Center (MemorialCare) and St. Mary’s Hospital (Dignity Health), followed by Kaiser Medical Center. This sector provides quality employment opportunities for middle- and low-skill adult and youth workers, through a myriad of positions in the healthcare cluster.

ii. Information & Communications Technology

Rationale: Molina Healthcare is the largest private employer in the City, with 19,000 employees, and is insuring nearly 5M individuals nationwide. The vast majority of their business activity is in information technology and medical record systems, boasting the largest IT workforce in the Long Beach area. Beyond healthcare, IT plays a significant role in goods movement and fulfillment operations. Other notable leaders include Long Beach-based Free ConferenceCall.Com and a number of start-up establishments in the City’s emergent downtown tech cluster. These employment opportunity hold great promise for middle-skill workers, recent graduates and others.

iii. Logistics & Goods Movement

Rationale: Home to half of the nation’s largest Ports Complex, logistics has long been central to the local economy. The Port of Long Beach reports that one in every eight Long Beach jobs is connected to the sector. Changing transportation modalities, shifts in trade traffic, and major construction to expand Port capacity create an evolving landscape. Opportunities in truck driving/Goods Movement, warehousing and other commerce occupations provide good employment for middle- and low-skill workers. Post-secondary education programs at Long Beach City College, CSU Long Beach and Harbor College provide avenues for talent development.

iv. Advanced Manufacturing

Rationale: Long Beach has been, for decades, a manufacturing center specializing in large-scale, advanced manufacturing operations, including the Naval Shipyard (1943-1995) and a rich aerospace footprint, including the now-closed C-17 Globemaster Plant and new entrants such as Gulfstream and Virgin Galactic. Though the sector is experiencing atrophy, manufacturing employment still provides high-quality jobs. The Boeing aerospace sector supply chain is part of a \$4M sector economic adjustment master plan, led by the Local Board, to explore transitional opportunities.

v. Construction

Rationale: Mirroring a regional boom in construction after an absence during the Great Recession, construction holds promise for local workers. Major civic projects are underway (Long Beach Civic Center, Gerald Desmond Bridge) alongside large developments in the downtown core, offering jobs with a diversity of trades. In Fall 2016, City voters passed Measure A, investing \$27M for infrastructure projects to make up a \$150M Capital Improvement Plan. Construction jobs are also key in providing employment to individuals with barriers to employment.

vi. Hospitality & Retail

Rationale: Long Beach includes a strong Tourism sector anchored by the Long Beach Convention and Event Center, one of those busiest and successful convention centers in the US. Hotels, restaurants and entertainment (Queen Mary, Long Beach Aquarium) are part of a diversified sector with growing employment opportunities for middle- and low-skill workers. This sector is particularly valuable for youth workers, who utilize retail and tourism-related employment as an important gateway to future employment.

Pacific Gateway sector strategies are designed to build each sector’s competitiveness, sustain the long-term health of the local economy and provide quality employment for the LWDA’s workforce. Local Board sector strategies include:

- Investment in labor market information and analysis to understand the impact of objective data on sector growth or atrophy, hiring horizons and market opportunities;
- Direct workforce intelligence from employers and workers to affirm or challenge data and provide qualitative information to guide the development of programs;
- Career pathway systems that map education, training and employment paths for low-, middle-, and high-skill workers;
- Partnerships with education and training providers to deliver quality training and learning experiences grounded in real-world applications;

- Understanding of relevancy and value in specific industry certifications, and their role in helping individuals obtain employment;
 - Development of youth-focused opportunities, to include employment, internships, job-shadows or career exploration;
 - Program for staff immersion to ensure career specialists and others are informed about employment trends, sector-specific opportunities and employer values for each sector.
2. Career Pathways. In 2015, Pacific Gateway’s AJCC began the transition to ‘wall-to-wall’ Pathway programs, to be completed in 2017. This commitment has included a number of investments and changes in the a variety of systems, such as:
 - Dedication of staff resources. AJCC staff is transitioning lead career specialists (case managers) into Career Pathway Managers, each dedicated to developing pathway opportunities for a specific sector.
 - Partnership with local education entities to support collective career pathways efforts, including the Career Pathway Model (Long Beach City College) and Linked Learning Academies (Long Beach unified School District).
 3. Organizing Regionally. Pacific Gateway participates in regional workforce activity as a member of the Los Angeles Basin Regional Planning Unit. It works with its partners to develop and implement programs and policies of regional value to help align resources and provide consistent level of service. Pacific Gateway partners on a number of specific projects, including County-funded TANK programs, Youth Jobs and other initiatives. The Local Board actively contributes to regional discussions, shares best practices and offer technical assistance. Under contract, it provides services in partnership with both the Los Angeles City Workforce Development Board and the Orange County Workforce Development Board, the only organization in the State to play such a role across LWDA boundaries.
 4. Earn and Learn. In alignment with the Regional Plan, Pacific Gateway is committed to its continued support of Earn and Learn models. This work is often carried out in partnership with its educational partners, for both youth and adult customers of the system. The Local Board activities include the utilization of On-the-Job Training, directed at priority sectors to allow individuals the opportunity earn wages as an employee as they build their job knowledge, Adult Work Experience programs, in which individuals are provided subsidized employment while they complete meaningful, validated experience-building activities under the supervision of an employers, and youth-focused subsidized employment programs that enable young people to build important work readiness skills as they earn a wage.
 5. Supportive Services. The Local Board utilizes a robust Supportive Services Matrix to provide system customers with the resources they need to obtain employment and complete training. Support services are provided to Adult, Dislocated Workers, and Youth, in the context of their overall employment plan, and in adherence to Local Board policy. While the majority of Supportive Services are focused on transportation, training materials, and work wardrobe, the Local Board has recently expanded its resource allocation to childcare through the Strengthening Families Grant (2016-2020). This grant will enable the Local Board to develop a

single-payer system for individuals in training and employment services, providing them with a seamless, no-cost resource to fill childcare gaps during completion of their employment plan.

6. Building cross-system capacity. Pacific Gateway embraces the use of CalJobs and other cross-system tools. It supplements these tools with locally-developed solutions, such as its workforce learning platform which delivers services and aggregates data in conjunction with the CalJobs system. Wherever possible, the Local Board shares appropriate data with its regional and State partners to facilitate co-casemanagement.
7. Integrating Services and Braiding Resources. Pacific Gateway has a track-record of leveraging resources to match and advance WIOA and other workforce programs. This practice is built on the Local Board's strong network of partnership, enabling it to work closely with agencies to create collective impact and ensure that system resources are being used efficiently. This practice has included:
 - Customized training partnerships with employers to share training costs.
 - Collaboration with the School District, LA County Youth Jobs Program, LBCALL and Long Beach City College to collectively fund youth employment and internships.
 - Continued investment in the local ISD model, integrating EDD and other AJCC resources.
 - Special employer partnerships to integrate hard costs, such as training space, supplies, and expertise to deliver quality programming.
 - Leveraged supportive services from sub-recipients in WIOA youth programs to support specific needs.
 - Collaborative training and supportive service models with Job Corps to provide shared customers with additional work experience opportunities.

Area Four: DETAIL ON A NUMBER OF SPECIFIC SERVICES AND SERVICE DELIVERY STRATEGIES.

a. Expanded Access

Pacific Gateway is committed to assisting individuals with barriers to employment, and understands the need to work among partner agencies to expand access to career services and other opportunities. Foremost, the AJCC includes active integration of EDD programs and activities, through the ISD model, to combine services serving those with basic-skills deficiency, Veterans, the long-term unemployed and others. The AJCC's partnership with the local office of Department of Rehabilitation is helping expand access among those with disabilities, through the cross-referral of clients, staff training, and shared resources, as well as limited co-location. Beyond these services, other AJCC partners include Ability First, a national non-profit providing services to individuals with disabilities, co-located at the AJCC, and California State University Long Beach's Educational Opportunity Center, which provides adults with access and assistance to higher education, also located at the AJCC. With each of these partners, the Local Board partners to co-casemanage, when appropriate, and make available supportive services, training, and career guidance that augments what any single partner is able to provide.

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

- City of Long Beach, Neighborhood Services Bureau, to deliver services to low-income individuals experiencing temporary homelessness or income insecurity through collaborative case management and supportive services;
- Centro CHA (Community Hispanic Association) partners with the AJCC and the Youth Opportunity Center to deliver core programs to English-Language-Learners, and to refer individuals participating in their host of skills development, citizenship and recidivism programs for WIOA services;
- Long Beach City College and Long Beach Unified School District to collaborate in serving English-Language-Learners and those with basic skills deficiency.
- Goodwill of Southern Los Angeles County (Goodwill SoLAC) to partner in the delivery of training and provision of support services for individuals of low-income and other barriers to employment.

These partnerships are codified in individual organizational MOUs outlining specific service objectives and target populations.

b. Career Pathways

Pacific Gateway will continue to integrate career pathway development through its AJCC system and partners. The AJCC has developed a unit of staff, Career Pathway Managers, dedicated to the implementation of pathway strategies. These include: (a) pathway mapping that encompasses labor market information, occupation information, education and training requirements and other relevant data to paint a complete picture of career opportunities; (b) training and externships for career services staff to ensure staff responsible for the provision of career counseling and assessment are steeped in current industry understanding; (c) development of partnerships among education, training, and service groups to deploy career pathway supports among all levels of the continuum of service; and (d) development of work experience, on-the-job-training and internship opportunities that extend learning for the benefit of AJCC customers. Co-enrollment in programs is a staple strategy, and will continue, to link TAAACT, CDBG, TANF, and other sources.

Pathway activities are supported through WIOA Formula Funds, special USDOL grant opportunities, and collaborative projects with partners. These include:

- *NEG/Information Technology Careers in Healthcare & Logistics* – focused on the delivery of training, career services, work experience and on-the-job training for individuals moving into IT-related career within the Health and Logistics Sectors
- *Long Beach Construction Pathways Project (TAACCT)* – developed to provide individuals an on-ramp into construction fields through a Pre-Apprenticeship course, sector and trades overview and pathway information.
- *USDOD-Office of Economic Adjustment* – developed in the wake of the C-17 Plant closure, a locally-designed online, interactive resource that maps employment, education, and earnings pathways in Pacific Gateway’s priority sectors.

c. Activities Leading to Credentials

The Local Board directs resources to assist individuals in earning a post-secondary credential. In addition to the provision of Individualized Training Accounts (ITAs) which are wholly dedicated to attainment of industry-recognized credentials (IRC), Pacific Gateway coordinates within its network of partners to ensure broader access to activities leading to a credential. This will include continued planning with Long Beach City College to provide credentials as part of its workforce development activities to both unemployed and incumbent workers, as well as the development of a system by which individuals are able to earn units toward a credential for work experience.

d. Employer Engagement

Pacific Gateway understands the value in developing and sustaining strong partnerships with business and industry, in an active, sector-representative network that includes businesses of all sizes. This commitment is demonstrated in key investments and outreach strategies aimed at engaging business leaders, entrepreneurs, and other stakeholders. Advancing this work will mean:

- Continued partnership with the Small Business Development Center (SBDC) to facilitate connection between small businesses and skilled workers. AJCC staff and resources are integrated into SBDC workshops, and provide tailored services to emerging business leaders.
- Integration with City of Long Beach Biz Portal App, an online resource to help business through develop their business, including permitting, business planning, funding, and workforce solutions.
- Engagement of industry associations and anchor employers in key sectors. This will continue to include the Harbor Association of Industry and Commerce, The Port of Long Beach, the Long Beach Chamber of Commerce, MemorialCare and Molina Healthcare, and others.
- Continued development of creative outreach, including print, social media and online, to communicate with businesses as peers, and clearly articulate the value of business products.
- Partnership with the six City of Long Beach Business Improvement Districts, or BIDs, to implement hyper-localized strategies focused on areas of business activity.

Beyond traditional forms of engagement, Pacific Gateway will integrate businesses into AJCC career services so that participants experience expanded access to employers and human resources managers, and career counseling is relevant and current. To do this, Pacific Gateway will recruit employers to be actively present with the AJCC system, including as guest speakers at regular Adult/DW service meetings, to participate in mock interview and job preparation activities, and in the development of career service strategies. In 2016, Pacific Gateway also began the development of a new, online business portal to expand access to WIOA and other services, further described in other sections of the Plan.

e. Meeting Business Needs

The Local Board is committed to ensuring that the system will support local business needs. While a number of program described in this Plan are developed to meet specific employer issues, the Board, as a whole, is focused on how these programs improve the overall health of the local business community. Pacific Gateway and its partners will:

- Continue to invest in high-value labor-exchange activities. These include the AJCC's regular calendar of job fairs and recruitment events, support and promotion of CalJobs, and active candidate searches led by AJCC staff. Pacific Gateway works with employers to fill gaps or extend their recruitment processes. This can often include joint staffing, event management,

coordination of testing, assessment and drug testing, resume review, candidate selection, and support in the onboarding process. The goal is to facilitate, to greatest degree possible, the connection between jobseekers and employment.

- Disseminate workforce intelligence to system partners. Often, workforce partners have only limited access to the labor market information, conversations, and economic analysis that help the Local Board make investments in training and career pathway programs. The Board will expand its efforts to share this information through various channels, including its website, in public reports to the Board, and infused into the planning activities it conducts with partners, regularly.
- Invest in incumbent worker training. The Board is committed to utilizing its ability to raise the skill and earning level of those currently employed through training and programs that a) advance them along a pathway and b) create room for entry into the positions they move out of. Incumbent worker training will be funded through Formula funds and from special projects, including the Strengthening Working Families Grant (2016-2020).
- Re-envision Lay-Off Aversion activities to include a broad swath of resources and programs that help, in partnership with other agencies, address the underlying issues that make employment vulnerable to reduction.
- Ensure system customers are equipped with the job preparedness, certifications, and skills sets that employers need to grow their businesses.

f. Coordination with Economic Development

Pacific Gateway is administered by the City of Long Beach, serving simultaneously as the City's Workforce Development Bureau. As a unit within the City's Economic Development Department, all workforce activities are developed and deployed in alignment with the City's Economic Blueprint. This brings synergy to industry and business competitive strategies, minimum wage policy, Project Labor Agreements, investments in sector-specific infrastructure (Long Beach Convention Center, Douglas Park Industrial Complex, informational technology upgrades in the downtown core, etc.) and other activities. The 10-Year Economic Blueprint (2017-2027) includes seven focus areas (business assistance, jobs & education, development environment, quality of life, economic cooperation, emerging communities) and have outlined specific strategies for each. As part of the Jobs & Education focus area, the Blueprint identifies the following (abbreviated) strategies, informed and supported by the Local Board:

1. Retain and expand existing job base.
2. Invest in training connected to high-skill, high-pay jobs.
3. Leverage business relationships to attract higher-wage employment.
4. Retain CSU-Long Beach graduates after graduation to fuel business growth.
5. Improve high school graduation, college matriculation, and post-secondary attainment.
6. Assess workforce needs.
7. Align educational programs and pipelines to high-growth sectors.
8. Increase access to vocational education.
9. Extend Long Beach Promise to include job placement.

As a unit within City government, Pacific Gateway is connected to other city agencies that contribute significantly to economic growth, such as the Harbor Department/Port of Long Beach, the Long Beach Gas and Oil, and Long Beach Transit.

g. Linkages to Unemployment Insurance

Connection to Unemployment Insurance (UI) is largely addressed through the AJCC's ISD model; UI professionals are co-located at the AJCC and are stationed at the welcome kiosk to provide expedient service. Staff are cross-trained to understand UI processes and policies, and how to direct customers to resources. The AJCC serves as the location for REA and other UI events and workshops, during which WIOA information is shared in an effort to transition those eligible participants to applicable resources. Rapid Response activities are deployed in partnership with UI staff and resources.

Area Five: REQUIRED INFORMATION PERTAINING TO AJCCs

WIOA services are directed through the Long Beach Career Transition Center, a 20,000 sq. ft. multi-service, co-location site in central Long Beach. The AJCC is home to eight workforce organizations, including the Employment Development Department, Unemployment Insurance, partial co-location of the Department of Rehabilitation, as well as four non-profit and educational organizations. The site also includes the Youth Opportunity Center, serving at-risk/disconnected youth in the greater Long Beach area. The AJCC is supported by this strong partnership network, committed to the delivery of high-quality, customer-responsive services for individuals and employers.

a. Commitment to continuous improvement.

Continuous improvement is of central value to Pacific Gateway. Beginning in 2015, it has embedded customer-centered design processes to ensure its career and business services are responsive and relevant. This work is guided through three considerations:

- What is the value brought by this program or service?*
- How do our customers experience this value?*
- How do we know our work is successful?*

These considerations inform the development of all AJCC programs and services, helping to ensure that the goals of any given initiative are clear to stakeholders (managers, staff, customers, and partners), that the user experience is developed with deliberation, and that clear measures exist to assess progress. The Local Board will build on this commitment by instituting:

- *System surveying.* The Local Board will utilize the three core feedback tools: satisfaction surveys; net-promoter scales; and ease-of-use surveys. Satisfaction surveys will be used to determine the level of satisfaction and individual business and employment customer has with a specific experience or transaction. Feedback will be sought in a number of ways, including on-site paper form surveys, post-experience email questionnaires; and immediate, electronic (text, in-app) surveying. Net-promoter surveys identify the likelihood that a user would encourage a peer to utilize AJCC services, and will be largely focused on business and industry customers, to identify the value employers find in the system. The ease-of-use survey is less-familiar but emerging in value as a true barometer of user satisfaction (Harvard Business Review, 20014), in which a user (employment and business) customer scores the ease with which they were able to access the resources they need. Ease-of-use scaling will enable the

Local Board to understand how easy or difficult it was to access specific business ‘products,’ relative to expectations on time, expertise, and technology. The same survey can help understand ‘pain-points’ experienced by a jobseeker, with greater acuity in understanding how the system can improve.

- *Internal and External Satisfaction Reporting.* The Local Board is currently procuring its system Operator. The Operator’s scope of work will include the aggregation of satisfaction data for presentation and consideration by the Local Board. Operators will have access to customer data for random selection and in-depth interviews for system improvement. This information will be shared with the Local Board annually. Annual aggregates will be supported by regular, continuous surveying as previously described, shared and peer-reviewed at monthly Adult and Youth program staff meetings to identify trends and opportunities.
- *Quality Assurance of Provider Services.* Pacific Gateway will continue its practice of externally monitoring all sub-recipient services, annually. This will include a direct interview with at minimum one sub-recipient customer to provide qualitative information on the quality of service provided by each provider.
- *Continuous Improvement Planning.* An annually summit will engage an ad-hoc committee of the LWDB to include AJCC leadership (Adult and Youth program managers), system providers, a system customer, and other stakeholders to review continuous improvement data and identify opportunities for intervention and ways to sustain system health. This work will be shared among throughout the system (customers, provider, Local Board) for review and tracking by the Operator.

b. Access to services

The AJCC is located in the geographic center of the local workforce area on a major transportation corridor with public transportation. Outreach materials most often include photographs and/or maps of the building to help customers reach services, easily. The AJCC will utilize enhanced technology to maintain access with its diversity of system customers. This includes a variety of off-the-shelf and customized resources and software. In 2015, Pacific Gateway developed a suite of localized content designed to bring the AJCC experience online, expanding access exponentially. This was complemented by licensing of courseware through Bluedrop Learning Solutions, which included more than 100 courses related to workforce advancement. This deep resource will be further extended through a partnership with the City of Long Beach library system to access more than 40,000 courses through Lynda.com, at no-cost.

c. WIOA Section 188

The AJCC and its partners will continue to comply with WIOA Section 188, and applicable provisions of the Americans with Disabilities Act (ADA) of 1990 to ensure physical and programmatic accessibility. The AJCC and the Youth Opportunity Center are fully accessible and equipped with assistive technology to support the needs of all customers. Compliance with ADA and other regulations will be ensured, annually, through a review conducted by the EO Officer and reported to the Local Board. In accordance with regulations, physical access and ensured navigability includes visible signage at appropriate heights, accessible bathrooms, workstations that can accommodate wheelchairs and other assistive software. Emergency and evacuation procedures have been developed to be inclusive of disability considerations. Customers with disabilities are welcomed at the AJCC and treated with respect. Welcome Team staff are equipped with information and have access to assistance, as needed, including sign-language interpretation or assistive devices, including auxiliary aids, TTY, and magnifier

for the visually impaired. Beyond compliance, Pacific Gateway is committed to facilitating broad access that is equal and meaningful. This is strengthened through the Local Board’s collaboration with Department of Rehabilitation, which has included cross-training of staff, and will include joint accessibility evaluation and a continued commitment to access.

d. AJCC partner roles and contributions.

Responsibility for the delivery of services is shared among a number of partners. Their roles and responsibilities are described below, and captured in MOUs included as an attachment to this Plan. The majority of these services are delivered through the AJCC’s ISD system; a minority of mandated partners provide services outside of the AJCC itself, connected through direct referral. The first table identifies mandated partners and the organization responsible:

SERVICE PROVISION	ORGANIZATION	CO-LOCATED
WIOA TITLE I Adult	Pacific Gateway Workforce Innovation Network	Yes
WIOA TITLE I Dislocated Workers	Pacific Gateway Workforce Innovation Network	Yes
WIOA YOUTH	Pacific Gateway Workforce Innovation Network	Yes
WIOA TITLE II Adult Education/Literacy	Long Beach Unified School District Long Beach City College	No
WIOA TITLE III Wagner-Peyser	California Employment Development Department	Yes
WIOA TITLE IV Dept. of Rehabilitation	California Department of Rehabilitation	Yes (partial)
Veterans Services	California Employment Development Department Pacific Gateway Workforce Innovation Network	Yes
Community Development Block Grant	City of Long Beach, Neighborhood Services	Yes
Trade Adjustment Act	California Employment Development Department	Yes
Carl Perkins Career Technical Education	Long Beach City College	No
Unemployment Insurance	California Employment Development Department	Yes
Youth Services	Job Corps	No

The following table categorizes partnership by function/role:

Activity	Partners
Assessment of skills and need; Eligibility and Intake (Welcome Team)	Pacific Gateway; EDD Voc. Rehabilitation
WIOA Orientation; Enrollment into WIOA services and case management	Pacific Gateway; EDD
Provision of UI information; Connection to resources, UI resolution	EDD
Programmatic Administration of special projects, including project development, fund development, communication, roll-out, performance design, and quality assurance	Pacific Gateway
Supportive Services, eligibility determination and distribution	Pacific Gateway
Facilitation of training and related services	Pacific Gateway
Provision of training, skills development and remedial education	Long Beach City College
Employer Engagement	Pacific Gateway EDD
Labor market information and analysis	Pacific Gateway; EDD
Earn and Learn program administration	Pacific Gateway
Provision of skills building workshops and content development	Pacific Gateway
Job placement, unsubsidized	Pacific Gateway

While there are no Section 166 or Section 167 grantees in the LWDA, the Local Board will work to establish memorandum of understanding and a meaningful referral process to assist individuals in accessing services for those populations and needs.

Area Six: REQUIRED INFORMATION PERTAINING TO SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS.

a. Coordination with Regional Economic Development and Entrepreneurial Activities

Pacific Gateway coordinates workforce activities with regional economic development efforts in multiple ways. The Los Angeles County Economic Development Corporation (LAEDC) is a partner on multiple projects, and makes use of in-kind office space within the LWDB offices. Pacific Gateway also participates and coordinates with the Gateway Cities Council of Governments to align regional activities with its neighboring cities and LWDBs.

Pacific Gateway will promote entrepreneurship through its relationships with entrepreneurial organizations and specific programs. The regional Small Business Development Association (SBDA) is headquartered in Long Beach, and has close coordination with the Local Board in promoting local small-business growth and deploying Lay-off Aversion activities. An AJCC business services staff is part of the SBDA workshop calendar, connecting with entrepreneurs directly and referring individuals to SBDA opportunities, including the Goldman Sachs 10,000 Small Businesses Program. Pacific Gateway is also connected to the Society for Innovation and Entrepreneurship at California State University, Long Beach, including its no-cost, community-facing programs. Pacific Gateway is a core partner of the City’s entrepreneurial team, coordinating with the Long Beach Biz Portal App which helps entrepreneurs through the business development process, and the City’s Start-Up grant program. In

2016, the AJCC developed a localized, online entrepreneurship course for individuals to help define and develop microenterprise opportunities and access the host of aforementioned resources.

b. Adult and Dislocated Worker Training Opportunities in the Local Area

Eligible Adult and Dislocated Workers in the LWDA have access to a variety of trainings, aligned with high-demand, priority sectors. On-the-Job Training (OJT) provides participants with the opportunity to build skills as they acclimate to their new position. OJT partnerships clearly articulate training goals, length, and outcomes, and are monitored to ensure fidelity the training objectives. Vocational training is provided through a network of providers from the State's ETPL, facilitated through the Local Board's Individual Training Account processes. Incumbent Worker training is available to employees who have the opportunity to leverage skills development and/or certifications into new positions or higher earnings; training is structured in partnership with the employer and costs are leveraged to the fullest extent possible. Customized training is available in health/patient care careers and includes no-cost training connected to direct employment for those that successfully complete. Long Beach City College offers adults a variety of opportunities for skills development, certification, and education through its two campuses: the Liberal Arts Campus (LAC) and the Pacific Coast Campus (PCC), which focuses largely on workforce/vocational instruction including courses for English-Language Learners.

c. Coordination of Rapid Response Activities

The Local Board administers Rapid Response (RR) activities through the AJCC and its partners. The goal of RR is to assist workers that have been impacted by staff reductions and/or business closures in Signal Hill and Long Beach. Over the past two years, the LWDA has seen significant dislocations, namely the closure of the Boeing C-17 plant and the dislocation of 1,500 workers, as well as numerous store closures, strategic employee reductions, and other employment impacts. In these instances, the AJCC effectively deployed a team of professionals to provide on-site, on-going dislocation 'triage' to help individuals connect to the resources they need right now, and plan for the support they will need as they transition into new jobs. The AJCC works to connect with employers and effected workers as quickly as possible, and to equip individuals with two things: a) immediate information about resources available to them and b) a meaningful connection to specific staff and opportunities within the AJCC system. RR activities are delivered in partnership with EDD staff at the AJCC and other staff representing State resources.

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

d. Youth Workforce Activities

Pacific Gateway provides a broad offering of youth-focused activities and programs, directly and in partnership with area organizations. These programs include, but are not limited to:

WIOA Youth Program: Pacific Gateway has launched an innovative youth program model that aims to leverage community resources and systems to provide out-of-school and at-risk in-school youth with

the tools they need to secure quality employment and/or transition into higher education. The program focuses on the recruitment of Success Coaches, which can be members of a non-profit organization or small business owners, who are interested in providing young adults guidance and support as they complete workforce preparedness activities toward WIOA placement/education goals. The program works as a Pay-for-Performance model, providing Success Coaches with payment as the youth they mentor complete various activities. The program introduces new program components, participant-generated workshops, job shadow experiences, and other activities. Outcomes include improved youth-to-casemanager ratio, greater customer choice, accelerated services, greater diversity of training options, and anticipated higher placement results. The program will serve approximately 350 youth per program year.

Youth Opportunity Center (YOC). The YOC is a staffed drop-in youth employment center offering a variety of resources, in partnership with EDD YEOP staff. Customers receive job leads, assistance with resume development, connection to internship activities and other support.

Youth Jobs Program: As the Long Beach area program of the County Youth Employment initiative, Pacific Gateway provides approximately 800 youth with 100 hours of subsidized work experience and 20 ours of Personal Enrichment Training. Youth Jobs is supported through active employer engagement and advertisement in business journals and bus advertisements.

City of Long Beach internship Programs. Pacific Gateway utilizes County, Federal, and City General Fund resources to support paid internships within City Departments. These special programs include augmented activities, such as job shadowing, Excel primers, field work, analysis, and career coaching to provide youth an immersive experience in a variety of careers. All City Departments are required to provide such opportunities, with extended programs offered through the Port of Long Beach, Office of Sustainability, Prosecutor's Office, Long Beach Water Department and the Fire Department.

Long Beach Beautification Projects. Funds from City Refuse Collection are utilized to fund paid work experiences connected to environmental rehabilitation and clean-up projects in the City. Programs include the Cerritos Wetland project, Uptown Urban Rehabilitation, and other projects connected to school-based and community-based sites.

CDBG Work Experience Projects. Work experience opportunities tied to permanent placement in high-demand sectors.

Mayor's Internship Challenge. In partnership with Long Beach CALL, the Mayor's Office, Long Beach Unified School District and Long Beach City College, Pacific Gateway helps place hundreds of young people in internship opportunities. The Local Board partners with the school district to create connection as an extension of the district's Linked Learning academies, which place all youth in a career-focused academy of their choice. The Mayor's Challenge seeks to double the number of internships offered since the program launched in 2015, using the Mayor's relationships to engage additional employers.

Justice Pathways. The USDOL Justice Pathways programs provides mentorship, job shadowing, sector education, and work experience for 250 youth interested in careers in law enforcement, safety, and law.

Special Programs. The YOC is also the portal for a variety of special initiatives, including the PATH program, developed in partnership with the City Prosecutor’s Office, in which young adults who commit misdemeanor offenses have their cases diverted and eliminated after completing workforce activities, such as an internship or career readiness class. The Long Beach Future Scholars is a special DOL-funded program designed to help youth 18-26 reconnect with training and work experience, and leadership development.

Youth with disabilities are served through three partnerships. First, the Department of Rehabilitation works with the AJCC to serve young adults with disabilities and can include co-case management and provision of supportive services and training. AbilityFirst, a co-located service partner, provides quality services to young adults in the region, connecting them to a variety of activities and work experiences. The AJCC’s strongest partner in this effort has been the Long Beach Unified School District, which has partnered with the Local Board to deliver services to youth through its TPP Office.

e. Coordination of Secondary and Post-Secondary Education

Earlier sections of this Plan provide evidence of the coordination among the Local Board and its partners. This synergy includes a breadth of programs serving Adults, Dislocated Workers, and Youth. The Local Board works closely with education partners on:

- *Educational Pipelines:* Pacific Gateway is a supportive partner of the Long Beach Promise, a national model that provides Long Beach students with free college education at Long Beach City College and California State University, Long Beach. The Promise has been extended to include early childhood education. Pacific Gateway provides work experiences that scaffold learning, and reconnect at-risk youth to Promise resources.
- *Linked Learning Initiatives:* Pacific Gateway and Long Beach Unified School District established a partnership to help all high school youth have access to a meaningful work experience. This has included collaborative design of Linked Learning programs, work-readiness certification modules, and cross-training, all made possible through braided funding. Pacific Gateway staff participate in learning alongside their District counterparts, including travel to national and statewide Linked Learning conferences. In 2014, The District launched LBCALL, an organization dedicated to raising funds and engaging employers to support Linked Learning activities; the Local Board executive director serves on LBCALL’s Board, and the Local Board’s deputy director works with LBCALL to implement specific programs.
- *Post-Secondary Workforce Development Program Development.* Pacific Gateway works closely with its post-secondary partners to develop special programs for adult customers. The director of Long Beach City College’s workforce development programs sits on the Local Board, and works with AJCC staff to develop employer-driven workforce programs. LBCC is a partner through various grants, currently including three TAACCT programs, Strengthening Working Families, and the College’s LINCS (logistics) programs. Pacific Gateway also has a history of partnership with El Camino College and Harbor College, two campuses just miles outside of City limits. California State University Long Beach’s Office of Continuing Education is also a close partner; the executive director sits on the Local Board and also partners with AJCC program managers to develop and launch cohort programs.
- *Sector Alignment.* Local Board staff work with Sector Navigators and other stakeholders in Doing What Matters initiatives, coordinating activities in sectors critical to the LWDA economy.

f. Provision of Supportive Services

AJCC and Youth staff distribute supportive services based on Local Board policy and the Supportive Services Matrix. Supportive services will continue to be coupled with WIOA Title I activities, through assessment and clear evidence of need in completing training or obtaining employment. Supportive service requests are initiated by career specialists (case managers), are approved by the AJCC manager and are processed through fiscal staff and reviewed, annually by an external evaluator. While the Long Beach area is urban and served by a substantial public transportation system of rail and bus, employment and training is often outside of the area, requiring personal travel. Transportation supportive services are distributed in the form of bus/Metro passes, and gas cards/gas reimbursement. In certain instances, cab/Uber/Lyft travel can be reimbursed when customers must use these services. The Local Board’s supportive service offering was expanded by \$1M through the Strengthening Working Families Grant (2016-2020) which makes childcare accessible to AJCC customers. The distribution and management plan related to this unprecedented investment was reviewed and approved by DOL program officers.

g. Maximizing coordination with Wagner-Peyser

The AJCC operates under an ISD model, where in which services, staff, and resources are fully integrated. Functional teams of both State and City/Local Board staff fill all roles within the AJCC; management teams meet regularly and collaborate on staff training, appreciation, and planning activity. Staff are cross-trained to develop expertise in Wagner-Peyser services, a co-staff the Resource Center within the AJCC where a concentration of Wagner-Peyser activities occur.

h. Adult Education and Literacy

The Local Board assisted the Long Beach School for Adults (Long Beach Unified School District) in completing its WIOA Title II Adult Education & Family Literacy RFA, including specific opportunities for alignment and collaboration. The following commitments from the Local Board are excerpted from the RFA submitted In February 2017, and describe joint efforts to coordinate.

“The Local Board commits to:

- a) Regular meetings to coordinate programmatic offerings, recruitment and bridge enrollment activities, resource sharing, and labor market changes. The LWDB has selected Erick Serrato, Deputy Director, as its representative to meet and establish both operational and communication protocols to advance aligned program developments. A calendar of these meetings has been proposed and will begin in February 2017.
- b) Establishment of co-enrollment and programmatic bridges that encourage and enable Adult School students to continue to receive further training and career services through WIOA. The AJCC has agreed to explore ways to recruit program students for enrollment in WIOA and other workforce opportunities. Early discussions have included in-person presentations by WIOA/AJCC staff to classrooms to advertise services and provide an introduction to available programs, through bilingual AJCC staff as available. The AJCC operates a multitude of WIOA-Formula Funded and special grant-funded projects for young adults, dislocated workers, and those experiences chronic unemployment.
- c) Development of new, collaborative programs utilizing WIOA funds to serve basic-skills deficient students. Exploration of ‘braided’ funding streams to serve shared populations of participants.

- d) Increased data sharing to provide students with additional resources. To the extent possible, share demographic information about student and customer populations to anticipate needs and new opportunities, as well as ensure programmatic offerings are relevant to the needs of current participants/students.
- e) Co-location of services. The LWDB is interested in the ability to make space available in the AJCC for the provision of instruction, training, and other services offered through the program. Likewise, opportunities to provide on-site provision of services at the program site will be explored in an effort to provide seamless service delivery.”

As part of the RFA’s second phase, WIOA Title II Adult Education & Family Literacy partners will convene to align its objectives with the activities described in this Local Plan and make necessary revisions, if any. This Plan is also offered for review to Adult Literacy stakeholders to inform its final submission to the State.

Pacific Gateway will work with its educational and training partners to coordinate the delivery of services to English-Language-Learners. This includes: (a) the aforementioned partnership between the Long Beach Adult School (Title II) and (b) special efforts between the Adult School and Centro CHA (Community Hispanic Association) to deliver vocational English classes to Spanish-speakers at two sites within the City. The AJCC is committed to extend its services to eligible participants, and to the development of a consistent, meaningful system of recruitment that places information about how to access WIOA services prominently within the learning environment (flyers, posters, messages from staff or instructors, etc.) so that students are aware of the resources available to them.

Area Seven: RELEVANT INFORMATION PERTAINING TO GRANTS AND GRANT ADMINISTRATION.

a. Grants disbursal

Pacific Gateway Workforce Development Board is administered by the City of Long Beach, housed within the City’s Economic Development Department-Workforce Development Bureau. As such, the City of Long Beach is the contracting entity, and responsible for the disbursal of funds as described in WIOA Section 107. The Long Beach City Manager is the highest signatory authority in the City. Pacific Gateway’s executive director, and deputy director (as his designee) are signatory authority for contracts, memorandum, operational agreements, and sub-recipient awards.

b. Competitive procurement

The Local Board employs a fulltime Contracts and Procurement Manager who manages a competitive procurement process for all contracts of more than \$25,000. Procurement is coordinated with and under the auspices of the City of Long Beach Purchasing Department, and is under the review protocol of the independent office of the City Auditor. The Local Board currently utilizes fixed-cost, cost-reimbursement, and pay-for-performance models.

Request for Proposals (RFP) and Request for Qualifications (RFQ) are used in identifying subrecipients. These documents are developed by Pacific Gateway staff and approved by City Purchasing and deployed by through the City Bid System. It is common practice for Pacific Gateway to include a brief Q&A period, and to host a mandatory bidder’s conference or programmatic review prior to procurement conclusion. Applications and proposals are reviewed by a team of non-conflicted individuals, often from standing committees of the Board, fellow workforce professionals in the region

and other stakeholders. Review processes and scoring is facilitated by the Contracts & Procurement Manager.

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

Area Eight: RELEVANT INFORMATION PERTAINING TO PERFORMANCE GOALS

The Local Board met the following State Performance Measures for the most recently completed Program Year (July 1, 2015 – June 30, 2016). In the 15-16 Program Year, Pacific Gateway enrolled 1498 Adult participants (and Exited 1009), and 627 Dislocated Worker participants (and Exited 316) for a total of 2,125 Adult/DW. This caseload is significant and larger than many neighboring LWDA's with larger populations.

ADULT PROGRAMS

	Actual Performance Rate	Negotiated Goal	Success Rate
Entered Employment	68.0%	51.5%	132.0%
Employment Retention	88.0%	77.5%	113.5%
Average Earnings	\$13,731	\$14,000	98.1%

DISLOCATED WORKER PROGRAMS

	Actual Performance Rate	Negotiated Goal	Success Rate
Entered Employment	78.0%	61.5%	126.8.5%
Employment Retention	84.0%	82.5%	101.8%
Average Earnings	\$20,642	\$17,300	119.3%

YOUTH PROGRAMS

	Actual Performance Rate	Negotiated Goal	Success Rate
Placement in Education/Employment	70.0%	72.0%	97.2%
Attainment of a Degree/Certificate	95.0%	60.0%	158.3%
Literacy and Numeracy Gains	84.0%	54.0%	155.6%

Performance measures for the current Program Year (July 1, 2016- June 30, 2017).

PY 2016-2017

	Adult	Dislocated Workers	Youth
Employment Rate – 2 nd Quarter after Exit	65.0%	68%	62.4%
Employment Rate – 4 th Quarter after Exit	62.5%	66.5%	64.2%
Median Earnings – 2 nd Quarter after Exit	\$4,957	\$7,308	Baseline
Credential Attainment w/in 4 Quarters After Exit	52.9%	60.0%	54.7%

For the current Program Year, Pacific Gateway aims to:

- Enroll more than 2,100 individuals in Adult and Dislocated Workers programs
- Provide workshops and in-person seminars to more than 1,000 customers.
- Add more than 4,500 new registrants into CalJobs
- Reach 85% retention among those individuals connected to employment.

Performance measures for the 2017-2018 Program Year.

PY 2017-2018

	Adult	Dislocated Workers	Youth
Employment Rate – 2 nd Quarter after Exit	68.0%	71%	65.4%
Employment Rate – 4 th Quarter after Exit	65.5%	69.5%	67.2%
Median Earnings – 2 nd Quarter after Exit	\$5,157	\$7,523	Baseline
Credential Attainment w/in 4 Quarters After Exit	55.9%	63.0%	57.7%

Area Nine: RELEVANT INFORMATION PERTAINING TO HPB EFFORTS.

Pacific Gateway Workforce Development Board is committed to meeting the criteria of High-Performing Board (HPB) designation. As this Plan evidences, the Board has done significant work to help maintain the health of the local workforce system by investing in partnership-building, implementing high-quality programs, and fostering innovative program development to advance the economic strength of workers, families, and businesses. Various sections of this Plan attest to the Board’s steps at maintaining its high-caliber programs and administration.

As a foundation, the Local Board is committed to compliance with State-issued AJCC policies, including:

WIOA Adult Program Priority of Service (WSD15-14)

Pacific Gateway has a clear and concise WIOA Priority of Service Policy (approved by Local Board December 2016). Priority is given to individuals in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA’s priority groups.
4. Other individuals not included in WIOA’s priority groups.

WIOA Phase I MOU Process (WSD15-12)

The Local Board has complied with MOU Phase I, developing memorandums of understanding with its mandated partners.

WIOA Phase II MOU Process (WSD16-09)

The Local Board is in process of negotiating MOU Phase II. It reported to the State that it anticipates completing Phase II by June 30, 2017.

Area Ten: RELEVANT INFORMATION ON TRAINING ACTIVITIES.

The AJCC utilizes Individual Training Accounts (ITAs) to help system customers connect to the training and certifications they need to obtain quality employment and advance along their career pathway. This system is tied to the ETPL to ensure individuals are connected to high-quality training programs that meet employment placement benchmarks.

The AJCC has developed localized process to ensure that:

- 1) Customers make training decisions with consideration of labor market information, the assessment of their current skills, and the personal commitment required to complete training;
- 2) Labor market research and training site selection activities are meaningful; and
- 3) Decisions regarding training suitability and approval are made as quickly as possible, while maintaining adhering to all quality control and administration protocols.

When a customer seeks out training opportunities, it is first verified that they are suitable, based on WIOA eligibility and skills gaps. Eligible customers work with their career specialist to identify a high-demand occupation and the training required to become employed in that field/occupation. ITA requests are prepared in two phases to expedite processing and planning. First, customers complete an Eligibility Package, their self-sufficiency calculation, a customer budget summary, an updated resume and an LMI Research exercise. The LMI Research Packet includes the completion of an LMI matrix based on five open positions, listing their salary (which must meet minimum performance measures), required certification, and necessary skills, as well as supporting documentation. Within 48 hours of submission, the AJCC manage provides initial approval based on these documents. If the customer is approved, she/he continues with her/his career specialist to select specific training programs and providers. This includes prescribed research on training options and costs, which is reviewed by the Contracts and Procurement Manager and then approved by the Deputy Director.

ITAs are encouraged instances where a clear skills gap exists, and where the training and certification they receive will lead directly to employment, in an effort to eliminate ill-fitting training solutions and mis-investments of training funds.

When possible, AJCC staff develop training cohorts. These cohort models provide system benefits in that they provide customers with peer-support and camaraderie that is helpful in remaining engaged in training programs, they bring system efficiency in their administration and provision of sequential group job placement and retention services, and can reduce costs by negotiating a 'fixed classroom rate' with training providers. When cohort arrangements are appropriate, customer choice is ensured through the individualized ITA process, including individual research and selection based on available

labor market data. Each customer is made aware of their options before committing to a specific training.

Area Eleven: PUBLIC TRANSPARENCY, ACCESSIBILITY, AND INCLUSIVITY INFORMATION.

In compliance with Local Plan Guidance, the Board provided several opportunities for the input and review of the Local Plan. Stakeholders from the employer, adult education, mandated partner, and community-based organization communities were engaged in individual and group discussions regarding Local Plan goal and objectives and compliance with applicable WIOA regulations.

A 30-day comment period took place between February 8, 2017 and March 9, 2017. A public notice was placed in the Press Telegram making LWDA residents aware of the Plan's availability and how to access it online at www.pacific-gateway.org/LocalPlan2017. Printed copies were available at the AJCC, located at 3447 Atlantic Avenue, Long Beach, CA 90807. A website was developed to host the Local Plan, Regional Plan, and WSD19-07 Regional and Local Planning Guidance 2017-2020 for reference, and include an invitation to attend and participate in public discussion as part of the Local Board meeting on February 14, 2017/

The Local Board outreached to stakeholders serving English-Language-Learners (ELL) in the Spanish- and Cambodian-speaking communities. These included direct discussions with critical leaders, including two meetings with the executive director of Centro Hispano Association (Centro CHA), which is the largest community organization (serving the area's largest monolingual population of Spanish-speakers), as well as planning discussions with Adult Education/ESL within the Long Beach Unified School District. The United Cambodian Center was also contacted.

The Local Board was made aware of Local Plan activity in several intervals: at the first discussion of pending requirements, after release of WSD19-07, and during the December 2016 Board meeting, where Plan objectives and key requirements were presented. At its February 14, 2017 Board meeting, a presentation was made to collect Board and public comments to inform the Final Plan submission.

Regional Plan Convenings were held in the local area and contributed to the development of various Local Plan content areas. Those meetings were independently facilitated and attracted a broad diversity of stakeholders and partner.

Area Twelve: RELEVANT INFORMATION PERTAINING TO COMMON INTAKE AND CASE MANAGEMENT EFFORTS.

Pacific Gateway has made substantial strides in both integration and technology use in its intake and case management processes. In 2016, it developed and began testing an online platform designed to place career services, skills development, and communication functions into an online modality, with three goals:

- Expand access to thousands of individuals in and beyond the LWDA so that they may learn about, access, and enjoy WIOA services outside of the AJCC.
- Guarantee consistent delivery of program and service information by making it accessible via online and via video in the AJCC.

- Commit to non-sequential delivery by promoting greater customer choice in not just selecting options, but creating the sequence of services that makes the most sense for them.

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

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

Area Thirteen: OTHER MISCELLANEOUS INFORMATION REQUIREMENTS.

- Other sections of this proposal articulate compliance with all Local Plan requirements, including access to WIOA Section 166 and section 167 Grantees, and review access to the Plan by Title II and other partner agencies.