

Pacific Gateway



Pacific Gateway Workforce Innovation Network
(Pacific Gateway Workforce Development Board)
Local Workforce Development Plan
2019 Modification

February 13, 2019



Local Workforce Development Plan – 2019 Modification

Introduction	1
Provision of Services and Partnerships for System Customers of Cal Fresh	2
Engagement and Service Provision with Local Child Support Agencies (Department of Child Support Services)	5
Service Provision in partnership with Competitive Integrated Employment	7
Service Provision for English Language Learners (ELLs), Foreign-Born and Refugees	9
Other Changes to the Local Plan	10
Attachments	11

Introduction

Pacific Gateway Workforce Innovation Network (Pacific Gateway Workforce Development Board) is one of seven Local Workforce Development Boards (LWDB) that make up the Los Angeles Basin Regional Planning Unit. Submitted and approved in 2017, Pacific Gateway’s Local Plan articulated how residents of the Long Beach and Signal Hill can access workforce services and opportunities available to them. This met workforce planning requirements set by the Workforce Innovation and Opportunity Act (WIOA), as described in California Workforce Services Directive (WSD) 16-07. A focus of the Local Plan was service alignment through the America’s Job Center or California (AJCC), detailing how programs and services met local needs. At the time of the Plan’s submission, services for Adults, Dislocated Workers and Youth were provided through the Career Transition Center/Youth Opportunity Center, located in the Bixby Knolls area of Long Beach.

This biennial update to that Local Plans is required to ensure that the Plan remains relevant and responsive to the changing economic and labor environment, and that it continues to meet the needs of specific populations, as described in WSD 18-01. For Pacific Gateway, the update is timely given the relocation and rebranding of its AJCC, called The WorkPlace, and located in the center of Long Beach. WSD 18-01 requires the LWDB to consider and respond to the needs of target populations, including CalFresh recipients; non-custodial parents; individuals with intellectual disabilities or developmental disabilities (ID/DD); and English Language Learners (ELLs). These populations and other would be supported through newly developed service strategies with State of California Department of Rehabilitation (DOR), Department of Social Services (DSS) and California Department

of Child Support Services (DCSS). In alignment with the spirit of the Local Plan process, the focus of this document is to outline how Pacific Gateway has or intends to develop more fruitful partnerships that serve those in our communities that are facing significant barriers to employment.

Pacific Gateway continues to envision 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, The WorkPlace, is equipped with technology, counseling expertise, access to training and skills development, and valuable connections to employers looking to hire and develop talent. A significant focus of Pacific Gateway's work is to make these resources accessible and responsive to system customers. The contents of this Plan modification help ensure this is realized, and that every Board resource, service, and program is tuned to the needs of the community. Lastly, the Local Plan Modification provides the opportunity to share additional changes to the Local Plan not stipulated in the following sections. Though not required, this section serves to share additional areas of focus and development, for review by stakeholders and that community at large.

Provision of Services and Partnerships for System Customers of CalFresh

Los Angeles County Department of Public Social Services (DPSS) has oversight over the administration of many programs serving low- and no-income individuals and families. These include programs such as CalWORKS or General Relief, and Cal Fresh. Generally, individuals are eligible for Cal Fresh if they have little or no income, receive CalWORKS, and are a citizen or legal resident. Modifications to Local Plans require Boards to address this population and their needs, and outline current and future plans to address service gaps. WIOA includes Cal Fresh recipients within the Priority of Service. As such, Pacific Gateway provides more direct access to a host of career, training, and supportive services to this population.

Population Overview and Need. The County estimates that 5,535 individuals are receiving Cal Fresh benefits in the Pacific Gateway workforce development area. Approximately 57% (3,139) are female and 43% (2,396) are male. Nearly 20% face some language barrier. Recipients are fairly evenly distributed across all adult age groups, with the highest concentrations among individuals between 45 and 54 years of age. While the Poverty Level for Long Beach is 19%, income-eligible individuals are concentrated in the most economically-challenged neighborhoods of the City, with the highest concentration in Central Long Beach. These job seekers face significant hurdles in their pathway to living-wage employment. Many have lived in generational cycles of poverty, with limited access to the socio-economic support structures that help most adults thrive. Barriers to quality employment are significant. A large majority of these individuals face education or language gaps, often keeping them from advancing or even retaining employment. These individuals are less likely to have complete high school, and more likely to have contact with the justice system, further stalling their career advancement. With acute gaps in skills, trainings, and certifications, these residents lack also the professional networks that could help them navigate beyond these barriers.

Available Services. The CalFresh Employment & Training program is a free program that helps CalFresh recipients gain skills, tools and training to find a living wage job. The Program helps individuals receiving CalFresh benefits obtain employment through voluntary participation in the program by assisting household

members acquire marketable job skills through training and work experience in order to increase their ability to obtain gainful employment and reduces their reliance on CalFresh benefits.

In addition to the CalFresh Employment & Training services, a number of employment services are available to them through the One-Stop/AJCC system. Individuals are able to access a host of career services, assessments, job search and placement support, training scholarship and other WIOA-funded resources. Pacific Gateway is a performance leader in the County's Transitional Subsidized Employment (TSE) program, administered through South Bay Workforce Investment Board (SBWIB). The program provides individuals with meaningful work experiences and connection to permanent employment, either through their worksite or additionally identified employment sites. Most TSE participants are co-enrolled into WIOA and have access to a number of training resources. Pacific Gateway is the recipient of a Strengthening Working Families Initiative (SWFI) grant, making available more than \$1.5M in childcare, work experience and training resources for parenting jobseekers. Individuals are able to access these services through the AJCC, or through one of the grant's service partners, including Goodwill SOLAC or Centro CHA. CalFresh recipients age 24 and under are also eligible for WIOA Youth Services, which include intensive case management, mentorship, training and work experience to help individuals access career pathways.

Additional program services will soon be available through a new partnership with Mental Health America, the City's Everyone Home Initiative, and other efforts led by the Health Department. Launching in April 2019, income-qualifying individuals will have additional support and benefit from an innovative employer engagement strategy that utilizes local good-will, industry champions, civic leaders and good program design to connect business owners to individuals earlier in their career development process. Small businesses, utilizing On-the-Job Training funds will be a specific target of these efforts.

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

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

In order to keep individuals engaged and advancing along sector-based career pathways, additional supports must be in place. Pacific Gateway has developed a new framework for 'pathway persistence' to help those facing significant barriers meet short-term needs and develop long-term career plans. The first in a series of staff development sessions focused on skills building and career pathways was held in February 2019, and identified opportunities for enhancement, namely: relevant labor market information that communicates pertinent information using testimonials

and other relatable context, filling service gaps between training completions and employment, and developing stop-gap employment and parallel employment to help individuals earn funds while they progress.

Engagement and Service Provision with Local Child Support Agencies

The State has established a partnership with the California Department of Child Support Services (DCSS), the agency responsible to the federal government for the overall administration and regulatory oversight of the Child Support Program. DCSS is committed to helping unemployed, under-employed and payment-delinquent individuals connect to employment so that they may support their children. Thousands of individuals in the local workforce area fall under its jurisdiction. The barriers that prevent individuals from taking full responsibility of their child support commitments are not unknown to the workforce system and are often the result of the same multiple factors, such as skills and education gaps, and involvement in the justice system, that impede the career advancement of many hard-to-serve populations.

Non-custodial parents (NCPs) are in need of comprehensive workforce programs that provide strong career counseling, referral to community resources, training or skill-gaining opportunities, and other scaffolding to help them succeed. For many, payment delinquency can be an indicator of stubborn behaviors that also impede their career development, requiring substantial effort through WIOA/AJCC or other resources to establish positive habits, reinforce personal responsibility, promote work-readiness, and cement skills development in positions appropriate for them. The County reports that of the 112,301 NCPs in Los Angeles County, 7,379 (7%) reside in the Pacific Gateway workforce development area. Countywide, more than 90% are male, with most between the ages of 25 and 39 years of age. While address concentrations are not readily available, correlations between head-of-household data find, unsurprisingly, that the areas with the most concentrations are those with lower incomes and educational attainment. In Long Beach, this is primarily in the 'Promise Zone' area of Midtown/Washington.

Services Available to DCSS Participants. Pacific Gateway administers a number of programs and services through The WorkPlace, as well as through its youth programs, that assist non-custodial parents. The California Employment Development Department (EDD), Department of Rehabilitation (DOR), the community college and adult education system, as well as a strong network of community-based organizations, such as Goodwill SOLAC, Long Beach Action Partnership, Centro CHA, and others, all provide a variety of workforce services. Within the AJCC, these services include career counseling and a host of assessments to establish an individualized employment plan, training scholarships to gain necessary skills and education, access to low-cost and no-cost training and education services via training partners and online courseware, work experience activities that allow job seekers to gain skills and earn wages, and job placement support to pursue, secure and negotiate the best possible job.

Existing Education and Workforce Partnerships. Pacific Gateway serves as the City of Long Beach's Workforce Development Bureau (housed within the Economic Development Department). There are a number of programs and partnerships with City Departments that serve DCSS populations. The City's Friendly Fatherhood Initiative includes a number of services for fathers looking to take more active roles in their children's lives. This program connects to City resources and workforce services at the AJCC as well as through the program's primary partner agency, Goodwill SOLAC. The PATH program, co-developed and administered through the City Prosecutor's Office, is a diversion program for individuals arrested for misdemeanor activity. Those with a pending misdemeanor conviction can opt into the program which begins with a workforce assessment and concludes with satisfactory completion of workforce activities, as outlined by their Pacific Gateway career specialist. Individuals with DCSS involvement can gain the skills and employment support to

become active contributors to their children's financial stability. Pacific Gateway partners closely with Long Beach City College and Long Beach School for Adults, each of which serves non-custodial parents, and connects these individuals to WIOA career services at the AJCC.

Existing Supportive Services. These services are offered in alignment with the Board's policy and services matrix. For those non-custodial parents looking to devise support systems for their children, Pacific Gateway offers childcare support, training and special work experience opportunities via its Strengthening Working Families Initiative (SWFI). Partner organizations that co-enroll participants are able to provide these resources for their clients, and offer them in conjunction with a wide breadth of workforce services.

Impact of Eligibility Criteria. Eligibility constraints have limited impact on the provision of services to NCPs. Issues with WIOA eligibility may include Selective Service requirements or proper Right-to-Work documentation. However, even in these instances there are strategies to address these barriers. Additional funding sources (AB1111) have the potential to relieve the system of this issue, and provide seamless services for individuals who would otherwise be eligible.

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

Ample opportunity exists in developing strong linkages with those organizations serving justice-involved populations, mental health and substance abuse. While Pacific Gateway has established partnerships with many, no partnership models specifically focus on NCPs, their needs and opportunities. These new or enhanced partnerships will collectively address the local issues and barriers that often stall their success. This can include the aforementioned issues, as well as others that typically fall outside of the workforce domain, such as: relationship and conflict issues with the other parent and how to resolve these; mandated participation in other activities that limit focus or time availability for career development; reoccurring substance abuse issues or other non-productive habits and affiliations. The bedrock of this work must be a new referral system between AJCC staff/partners and outside groups, and the local agency. A referral form and process has been developed, but requires collaborative refinement to ensure it is useful and efficient. The County's Workforce Development, Aging, and Community Services (WDACS) is providing leadership in developing a universal tool that will streamline and align referral processes regionally. Cross-training of staff on respective processes and program supports, as well as direct staff-to-staff connection will aid the use of such tools. Integration of data systems, including the development of appropriate case-noting protocols will be developed and utilized. Beyond warm referrals and data-sharing, Pacific Gateway will develop to formal structure and partnership agreements (February through May 2019) to facilitate meaningful and efficient co-casemanagement so that two or three agencies may work collaboratively to serve a NCP. These systems exist, but require further development to track progress and add services from a host of network resources.

New Tools to Motivate Success. Pacific Gateway will utilize a Behavioral Insights model to identify and respond to underlying motivations, goals, and barriers. In such a process, a series of interviews/focus groups are conducted to better understand internal and environmental factors, and from this information develop a set of tools to motivate new behaviors. DCSS provides a diversity of services to NCPs, from establishing paternity, to locating parents, establishing child and medical support orders, enforcing and modifying child and medical support orders, and collecting and disbursing child support payments. It has punitive measures, as well, to spur

participation, but these measures can often compound the individual's barriers and move them further away from a career plan. Alternatively, Pacific Gateway will explore program models, delivery of information, decision architecture, and other behavior-informing elements to encourage greater participation. Other incentives, such as paid work-experiences, and training, can be utilized to keep and retain NCPs.

Service Provision in Partnership with Competitive Integrated Employment

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

The WorkPlace staff and partners will continue to comply with WIOA Section 188, and applicable provisions of the Americans with Disabilities Act (ADA) of 1990 to ensure physical and programmatic accessibility. The AJCC is 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. Other improvements for access are planned, including use of Braille in signage and increased access to assistive equipment. Pacific Gateway continues to develop a partnership agreement to include partial co-location of DOR staff at The WorkPlace.

Engagement Plan with CIE Blueprint. Pacific Gateway has not established a Local Partnership Agreement (LPA), but will establish such an agreement with the Long Beach DOR Office. The local DOR office has been a close collaborator of Pacific Gateway. A member of its leadership staff serves on the Workforce Development Board, and has been active member of the Youth Committee. In accordance with the CIE Blueprint, this agreement and plan will work to expand the capacity of the pathways to employment in supporting individuals to achieve meaningful employment, create new linkages and strengthen existing ones improve transitions, service delivery, and accommodations and supports, including assistive technology, and the coordination of mandatory services and documentation for adult workers related to limitations on subminimum wage employment.

Understanding the Needs of Individuals with ID/DD. Pacific Gateway has connected with expertise to better understand and respond to the needs of individuals with ID/DD. This has included a training provided by the Long Beach DOR office, information shared by Pacific Gateway's Disability Navigator, and the circulation of relevant materials. In 2018, staff held a service design session to identify new ways of serving target populations, including those with ID/DD. This work will continue through 2019, with two planned sessions for staff understand barriers faced by those with ID/DD and develop enhanced strategies for their success. These issues are foremost in other ways, as well. In The WorkPlace's Inspiration theater, six short films about overcoming barriers help individuals

feel motivated and supported in their employment journey – two of those films are of individuals with disabilities. The WorkPlace includes the co-location of an eight-member team of professionals from Ability First whom participate in collaborative trainings and meetings.

Supportive Services. A final LPA will include collaboration on the development of meaningful work experiences, or Earn-and-Learn models that align, when possible, with Pacific Gateway’s OJT/Customized Training/WEX policies to create parity in the opportunities offered to ID/DD customers. A new partnership with Mental Health America – Los Angeles will also provide the funding to develop new tools to assist in the placement of individuals with high barriers, and the development of appropriate training models for those with specific limitations.

Employer Engagement. Pacific Gateway is developing a framework of support to assist DOR staff, through the DOR point of contact, in connecting to employers and developing meaningful, appropriate placement opportunities. Critical to this work is the assurance that placement opportunities are as integrated as possible, in setting in which they interact with people who do not have disabilities instead of segregated to interact only with others with ID/DD. For those that are working in such environments, partnership with DOR to help them transition out of those environments.

The Board will continue to work with AJCC leadership and Business Engagement staff to develop opportunities for service that support the advancement of individuals with ID/DD, including positioning DOR’s Supportive Employment opportunities. This will include collaborative outreach with DOR business representatives to connect with ‘friendly’ employers, and present the benefits of hiring an individual with ID/DD. This will also include the sharing and contextualization of workforce intelligence and labor market information to help individuals make informed choices, and business create appropriate placement opportunities.

For the system customer, employment supports will also include those career services that advance and protect employment, such as assistance in negotiating pay, and ensuring that individuals under 24 are not paid below minimum wage, unless specific conditions apply.

Service Provision for English Language Learners (ELLs), Foreign-Born and Refugees

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

Engagement to Understand Local ELL Barriers and Environment. The ELL grant (2016-2018) sought to develop and support a Navigator system to help ELLs easily move from those services provided by community-based organizations to WIOA services and programs within the AJCC and Adult Education partners. To support this, Pacific Gateway worked closely with Long Beach School for Adults, Long Beach City College, and two community-based organizations, United Cambodian Community and Centro CHA, to integrate the services each offers in the development of this braided system. Throughout the grant, partners worked to understand program models, service strategies, eligibility, and other information, as well as develop a more clear understanding of each’s target population. Service models were mapped, and personas were developed to help all partners understand barriers and the student/jobseeker prospective. Equipped with this information, The WorkPlace staff were trained in the City’s/AJCC’s Language Access Plan, and how to access translation on-request. Staff training on ELL needs, and development of improved service strategies occurred in 2018, and will continue with service design and learning sessions in 2019 focused on skills development of ELLs and other special populations.

Additional meetings with ELL advocates, such as the Long Beach Immigrant Rights Coalition, have helped seed additional partnership plans.

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

Pacific Gateway is an active member of the Long Beach Adult Basic Education Consortium, where service strategies are developed, information and data about student outcomes are shared, and other collaborative efforts are launched among WIOA partners, community-based organizations, ESL instructors and other stakeholders. Pacific Gateway's Assistant Director is a regular member and contributor of the consortium, as is the AJCC (The WorkPlace) Manager.

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

Currently, AJCC staff have fluency in Spanish, Tagalog, Arabic, and Vietnamese. A significant gap exists with those needing services completely or partially in Khmer, as Long Beach is home to the largest Cambodian population outside of Cambodia. To help address this, Pacific Gateway is working with a Cambodian-serving organization to help partially co-locate services in the AJCC. The goal of this work is to provide career services in a native language, and to build a strong programmatic bridge between community programs and AJCC services. The Cambodian community is the City's single-largest refugee population. In addition to community-based partnerships, through public programs, many refugees are served regionally through the Refugee Employment Program (REP) which is the jurisdiction of the Bureau of Program and Policy, GAIN, and CalWORKS, delivered in alignment with DPSS' Refugee Social Services and Targeted Assistance Plan.

To help customers further navigate services and to demonstrate linkages and referral between service providers, Pacific Gateway continues to work with a technology contractor to develop a web-based system to help ELLs navigate resources from their mobile phones and computers. The app has been developed in concept, based on an open-source model developed for a different project through Code for America. ELLs will be able to find information about workforce development and community resources in their native language. The app/website will rely on video-based information to ensure those with literacy barriers are able to utilize the tool.

Supporting ELLs in Career Pathways. Traditional career pathways include foundational building blocks of education or skills building, information about labor market opportunity, and connection to employers to secure quality employment. Plus, future educational achievements and skills gain to continue to advance. ELLs face numerous barriers in subscribing to this model, including language, discrimination based on immigration status, unfamiliarity of the local labor market, abusive labor practices, and other factors that stagnate their progress. Pacific Gateway will continue to work with its partners to address these issues; the staff are currently developing a service framework that includes a focus on high-skilled ELL and immigrant residents, based on best practices including the Idaho Global Talent Initiative. To this end, staff met with the California State University, Long Beach College of Continuing Education to collaborate on services and offerings to help ELLs gain marketable certificates and build on their skillset, and gain a certificate from universally respected institution, which helps combat bias. In addition, Pacific Gateway will translate its labor market information materials into multiple languages, utilize testimonials in native languages and other tools to make sure the content is relevant.

Meaningful training provision is key. Pacific Gateway has initiated a process to survey its ETPL training vendors to identify those that are able to offer training in languages other than English. Alternatively, the Pacific Gateway will identify community-based organizations with an interest in helping translate/co-instruct curricula in various languages.

A key focus of Pacific Gateway's work has been in re-imagining business engagement to better serve ELLs. Small changes to business engagement processes have been piloted with the promise to expand access. As part of a new job fair model, ELLs were invited to first visit an information booth to pick up a map of those businesses who had responded positively to a survey about openings requiring less-than-perfect English, noted with a brown "thumbs up" emoji at the employer's table. This reduced anxiety among ELLs and expanded access to the employer fair, which was attended by 1,500 residents and 120 businesses. Next, Pacific Gateway held its first ELL Job Fair in which 100% of the employers had positions that did not require full written/spoken English fluency. To expand the opportunity space even further, the employers were divided by the level of English required, color-coded sections included employers willing to hire individuals with little to no English, up to those that had basic fluency in two or more languages. ELL Navigators were also on-site to help individuals make the most of the job fair experience. These models will be further refined in 2019, at two large-scale City-wide job fairs, and a new, expanded ELL job fair.

Pacific Gateway will pilot new On-the-Job Training and Work Experience models to help ELLs transition from training to employment. Building on a pilot cohort launched in 2018, additional employers will be sought to serve as work acclimation environments, to provide ELLs with structured skills gain opportunities. To help identify, Pacific Gateway business engagement staff have piloted new prompts to ensure employers are providing the widest language access; employers are now asked to consider the true lowest level of fluency for the specific job, instead of posting generic statements about required job skills that often eliminate many candidates.

Other Changes to the Local Plan

The Long Beach Signal Hill region has seen substantial economic change since the drafting of the Local Plan in 2017. Like many cities nationally and regionally, Pacific Gateway's local workforce area has experienced strong employment growth, currently at a level which is considered "full employment." At the same time, other economic factors have created significant churn: booming downtown development; the closure of a hospital and serious lay-off activity at the City's leading headquartered corporation; and a resilient aerospace sector with new industry champions in the wake of the C-17 plant closure. Threats of tariffs and other trade obstructions have an impact on global commerce, and Long Beach is home to the nation's second-largest Port. There are other changes in

the local workforce/economic environment as well. Homelessness has become a driving issue in the local area, prompting the development of a shared agenda over housing security. Linked Learning and career pathway models continued to develop, as well as other opportunities. Pacific Gateway's service footprint has adjusted as well, with the move and re-opening of its adult and youth centers. The following Local Plan changes are noted:

- **Required Information Pertaining to AJCCs** (Location Change of AJCC) (Page 17 of Local Plan, 2017)

Pacific Gateway's Comprehensive AJCC, the Career Transition Center [3447 Atlantic Avenue, Long Beach, 90807], was closed in July 2018, and re-opened as The WorkPlace [4811 Airport Plaza Center Drive, 90805]. The AJCC is located in the physical center of the City, off of a major boulevard, and includes ample meeting and conference space needed for major employment fairs and convenings, and free parking. To ensure access from other, high-need areas of the City, a smaller satellite space will be included in a new Pacific Gateway site, opening July 2019. The location will be in the western area of the City, Long Beach City Council District 7.

- **Services for Youth** (Service and Location Change) (Page 9 of Local Plan, 2017)

The Local Plan discusses the emphasis on mentorship, professional network development and the development of a new model. That work continues to progress, with Board adoption of the new model in 2018. Concurrently, Pacific Gateway has been developing the programmatic framework for its new youth workforce center. The previous center, Youth Opportunity Center [3447 Atlantic Avenue, Long Beach, 90807] was closed in July 2018 and temporarily housed at the AJCC, The WorkPlace, while a new center was developed. The new center, FutureLB, is expect to open July 2019, in the western area of the City, Long Beach City Council District 7.

- **Individuals Facing Homelessness** (New strategic partnerships for target population)

The issue of housing insecurity has become of critical importance to the cities of Long Beach and Signal Hill, necessitating a strategic response. Much of this work has been organized under the Mayor-supported Everyone Home Initiative. Pacific Gateway's work on this issue will focus on workforce development and employer engagement, as part of a broad collaboration with the City's Health Department, and community partners including Mental Health America – Long Beach.

- **Employer Engagement** (Additional Strategies) (Page 15 of Local Plan, 2017)

Pacific Gateway is adopting the Next-Gen Sector Partnership model as its form of industry engagement, and is aligning its sector strategies around this industry-led process. In 2019, it will launch two sector partnerships, and work with community partners to participate in this convening strategy. Additionally, Pacific Gateway is working with the Long Beach Unified School District and the regional collaborative ALL-In on employer engagement partnerships.

- **Renewed MOU/Partnership Process**

In 2016, every Local Board in the State initiated a process to establish, enhance or codify partnerships with a host of mandated and non-mandated partners. These MOUs included a provision to update, renew or renegotiate these agreements two to three years from adoption. To incorporate the changes in Pacific Gateway's service strategies, locations, partner agencies and program models since 2016, it will redraft its MOU and partnership templates utilizing a community-collaborative process.