

**VERDUGO  
WORKFORCE  
DEVELOPMENT  
BOARD**

# **LOCAL WORKFORCE DEVELOPMENT PLAN 2021-2024**

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**I. GLOSSARY OF ACRONYMS**

ABE	Adult Basic Education
AD	Adults
ADA	American's with Disability Act
AEFLA	Adult Education Family and Literacy Act
AJCC	America's Job Center of California
AMA	American Medical Assistant
ARS	Automated Referral System
ASD	Autism Spectrum Disorder
ASE	Adult Secondary Education
ASL	American Sign Language
AWARE	Accessible Web-Based Activity Reporting Environment
BLS	Bureau of Labor Statistics
BST	Business Services Team
BTAC	Burbank Temporary Aid Center
BUSD	Burbank Unified School District
BWC	Burbank Workforce Connection
C2PAD	Career and College Pathways for Adults with Disabilities
CA	California
CAEP	California Adult Education Program
CalWORKS	California Work Opportunity and Responsibility to Kids
CBIG	California Business Incentives Gateway
CBO	Community Based Organization
CCCMS	Correctional Clinical Case Management System
CCD	Customer-Centered Design
CDC	Center for Disease Control
CDCR	California Department of Corrections and Rehabilitation
CDE	California Department of Education
CEO	Chief Elected Official/Officer
CES	Community Enhancement Services
CFR	Code of Federal Regulations
CIE	Competitive Integrated Employment
CLEO	Chief Local Elected Official
CMTC	California Manufacturing Technology Consulting
CNC	Computer Numerical Control
CoC	Continuum of Care
COE	Centers of Excellence
CQI	Continuous Quality Improvement
CQIA	Certified Quality Inspector Associate
CRM	Customer Relationship Management
CSULA	California State University, Los Angeles
CSUN	California State University, Northridge
CTE	Continuing Technical Education

CUIC	California Unemployment Insurance Code
CWA	California Workforce Association
CWDB	California Workforce Development Board
DEA	Disability Employment Accelerator
DCSS	Department of Child Support Services
DOL	Department of Labor
DOR	Department of Rehabilitation
DPSS	Department of Public Social Services
DSPS	Disabled Students Program and Services
DW	Dislocated Workers
E&T	Employment and Training
Ed	Education
EDD	State of California Employment Development Department
EFL	Educational Function Levels
EIP	Employment Incentive Program
ELL	English Language Learners
EMR	Electronic Medical Records
EO	Equal Opportunity
ESL	English as a Second Language
ETP	Employment Training Panel
ETPL	Eligible Training Provider List
FG	Focus Groups
GCC	Glendale Community College
GEF	Glendale Educational Foundation
GREAT	Glendale's Resource for Employment and Training
GRIT	Glendale Relationship Initiation Team
GUSD	Glendale Unified School District
GYA	Glendale Youth Alliance
GYEP	Glendale Youth Employment Partnership
HCCP	Health Care Case Manager Career Pathway
HPB	High Performance Board
HR	Human Resources
HSEE	High School Equivalency Exam
HUD	Housing and Urban Development
HWOL	Help Wanted Online
ICS	Individualized Career Services
ICT	Information and Communication Technology
ID/DD	Intellectual Disabilities and Developmental Disabilities
IEP	Individual Employment Plan
ISD	Integrated Service Delivery
ISS	Individual Service Strategy
IT	Information Technology
ITA	Individual Training Account
IWD	Individuals with Disabilities
JPA	Joint Powers Agreement

JVS	Jewish Vocational Services
KPI	Key Performance Indicator
LA	Los Angeles
LABRPU	Los Angeles Basin Regional Planning Unit
LACOE	Los Angeles County Office of Education
LAUSD	Los Angeles Unified School District
LCF	La Cañada Flintridge
LLSIL	Lower Living Standard Income Level
LMI	Labor Market Information
LMID	Labor Market Information Division
LPA	Local Partnership Agreement
LQ	Location Quotient
LWDA	Local Workforce Development Area
MCSE	Microsoft Certified Solutions Expert
MEP	Manufacturing Extension Partnership
MFT	Marriage and Family Therapists
MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
NAICS	North American Industry Classified System
NICE	National Initiative for Cybersecurity Education
NIST	National Institute of Standards and Technology
OES	Occupational Employment Statistics
OFE	Opportunity for Excellence
OJT	On-the-Job Training
OSO	One-Stop Operator
OMB	Office of Management and Budget
PJSA	Personalized Job Search Assistance
PPP	Paycheck Protection Program
PTSA	Parent Teacher Student Association
PTSD	Post Traumatic Stress Disorder
PUA	Pandemic Unemployment Assistance
QCEW	Quarterly Census of Employment and Wages
Q	Quarter
REA	Re-Employment Assistance Workshops
RFP	Request for Proposal
RIISE	Regional Immediate Intervention Services for Employment
RN	Registered Nurse
ROP	Regional Occupation Program
SBDC	Small Business Development Center
SCIC	Southern California Indian Center
SELPA	Special Education Local Planning Area
STEPS	Summer Training and Employment Program for Students
SFV	San Fernando Valley
SGV	San Gabriel Valley
SSA	Social Security Administration

SSI	Supplemental Security Income
SWOT	Strength, Weaknesses, Opportunities and Threats
SWP	Strong Workforce Program
TAA	Trade Adjustment Act
TANF	Temporary Assistance to Needy Families
TAP	Talent Acquisition Portal
UI	Unemployment Insurance
US	United States
USA	United States of America
UX	User Experience
VCTC	Verdugo Creative Technologies Consortium
VSTCC	Verdugo School to Career Coalition
VCTP	Verdugo Creative Technologies Program
VESL	Vocational English as a Second Language
VIVID	Verdugo Innovation and Vision Implementation Design Team
VJC	Verdugo Jobs Center
VMA	Verdugo CNC Machinist Academy
VSTCC	Verdugo School to Career Coalition
VWDA	Verdugo Workforce Development Area
VWDB	Verdugo Workforce Development Board
WARN	Worker Adjustment & Retraining Notification
WDACS	Workforce Development and Community Services
WDB	Workforce Development Board
WSD	Workforce Services Directive
WEX	Work Experience
WIOA	Workforce Innovation & Opportunity Act
WIP	Work Incentive Plan
WIPA	Work Incentive Planning Assistance
WSD	Workforce Services Directive
WSIN	Workforce Services Information Notice

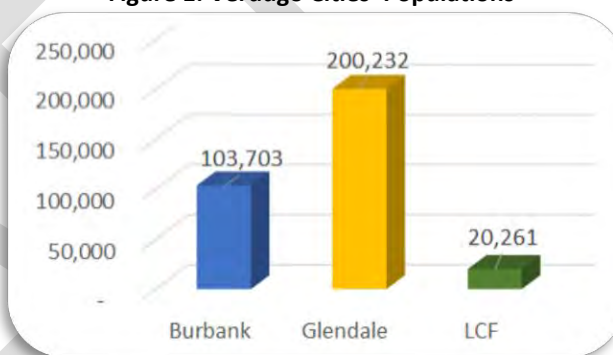
## II. THE VERDUGO WORKFORCE DEVELOPMENT BOARD



### A. The Verdugo Community

The Verdugo Workforce Development Board (VWDB) has been providing workforce development services to the Cities of Burbank, Glendale and La Cañada Flintridge (LCF) for more than 30 years. It is one of the seven Workforce Development Boards that comprise the Los Angeles Basin Regional Planning Unit (LABRPU) funded primarily by the Workforce Innovation and Opportunity Act Title I (WIOA). With a combined population of 324,196 residents,<sup>1</sup> (Figure 1) it is considered one of the smaller Local Workforce Development Areas (LWDA) in the LABRPU, serving its residents through its America's Job Centers of California (AJCC), known in the community as the Verdugo Jobs Center (VJC) and its affiliate, Burbank Workforce Connection (BWC).

Figure 1: Verdugo Cities' Populations



The three Cities that comprise the LWDA, are governed by an executed Joint Powers Agreement, creating the Verdugo Consortium (Verdugo). The JPA appoints the City of Glendale as the administrative entity for the Consortium. The physical boundaries of Glendale, Burbank, and LCF make up the Verdugo Workforce Development Area (VWDA).

While the VWDA is small, its economy is like no other region in the state with a mix of highly specialized industry niches, including entertainment. Over the years, the VWDB has emerged as a leader in developing innovative programs to serve businesses and special populations. The fact that the VWDB has been awarded more than 80 competitive grants over the past dozen years with many of them regional grants, is strong testimony to the role as well as the fact that education partners in the region rely on the VWDB to lead efforts for specific sector funding opportunities. Most noteworthy is our success in serving people with disabilities in growth occupations that offer economic security and upward mobility opportunities.

Figure 2: VWDB Vision & Mission



The VWDB oversees the workforce development system, including the VJC, located in the City of Glendale as well as an affiliate site in the City of Burbank, the BWC, which serves as an annex for enrollment into funded programs and other AJCC services. The VWDB's Vision and Mission (Figure 2) are in alignment with CWDB's Vision with both focused on upward mobility of customers and targeting the

<sup>1</sup> People and Population: Burbank, Glendale, La Cañada Flintridge, 2019 American Community Survey 5 Year Estimates. US Census Bureau.



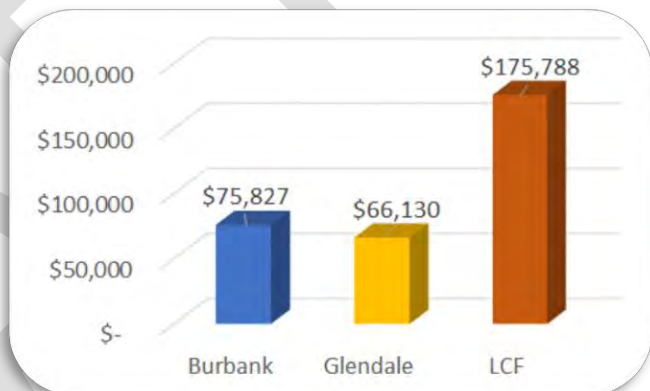
most vulnerable to ensure economic equity.<sup>2</sup> The vision and mission establish the foundation to lead the tri-city workforce development system in responding to community needs. The VWDB's Vision and Mission were revised following an environmental scan and an analysis of its SWOT during its strategic planning process. The Vision and Mission were introduced to the VJC partners and other stakeholders for review and comment and the statements were revised again based on feedback to support regional growth and self-sufficiency. The VWDB's Values (Figure 3) were also developed using the same process as the Vision and Mission Consistent with WIOA.

Figure 3: VWDB Values



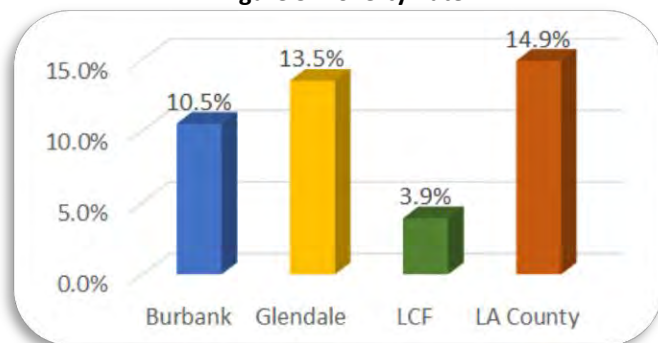
The VWDB's Vision and Mission set forth the foundation for the Verdugo workforce development system. The system and service delivery are designed based on the needs identified for the tri-city community using demographic and economic data and information. Verdugo is home to 123,787 households with median household income of \$75,827 (Figure 4), a significant increase from the median income of \$62,980 recorded in 2015, reflecting the economic prosperity in 2019.<sup>3</sup> This economic prosperity is also demonstrated with the decline in the Verdugo poverty rate (Figure 5) from 12.6% representing 40,496 in 2015 to 9.3% in 2019 representing 36,911 residents.<sup>4</sup> However, prosperity ended with the COVID-19 pandemic which began in January 2020 with the first diagnosed case in the United States (US), and the subsequent shutdown of the economy by closing non-essential businesses. The impact of the pandemic is expected to be reflected in 2020 data scheduled to be released in October 2021 by the US Census Bureau.

Figure 4: Median Household Income



In addition to the poverty rates, educational attainment and other demographics provide insights to the community served. The median age for Verdugo residents is 42 years<sup>5</sup> and the

Figure 5: Poverty Rate



<sup>2</sup> California's Unified Strategic Workforce Development Plan, for Program Years 2020-2023. California Workforce Development Board.

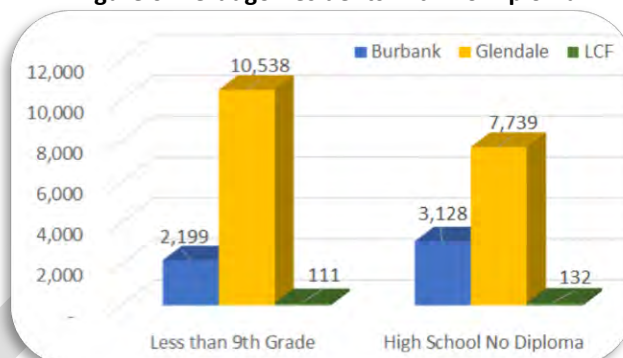
<sup>3</sup> Income and Poverty: Burbank, Glendale, La Cañada Flintridge, 2019 American Community Survey 5 Year Estimates. US Census Bureau.

<sup>4</sup> Selected Economic Characteristics: Burbank, Glendale, La Cañada Flintridge, 2019 American Community Survey 5-Year Estimates. US Census Bureau.

<sup>5</sup> Selected Social Characteristics: Burbank, Glendale, La Cañada Flintridge, 2019 American Community Survey 5-Year Estimates. US Census Bureau

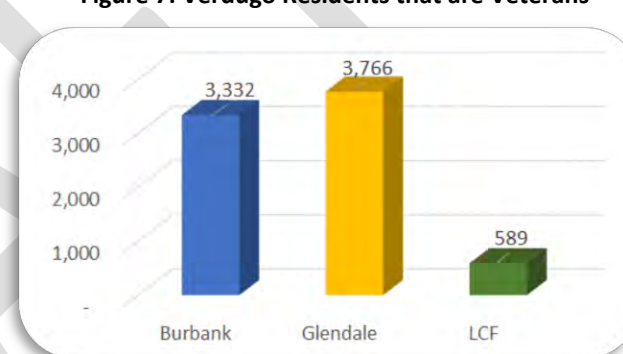
average educational Attainment (high school diploma) rate for the VWDA is 92.5% with all three cities surpassing the national average. While the educational attainment is high, 21% of residents age 25 years and over do not have a high school diploma, representing 23,947 residents (Figure 6). Further, a total of 12,848 of these residents have less than a 9<sup>th</sup> grade education level.<sup>6</sup> These demographics also provide insight into the potential need for adult basic education (ABE) and Adult Secondary Education (ASE) to assist with addressing the literacy gap and absence of diploma or equivalent.

**Figure 6: Verdugo Residents with No Diploma**

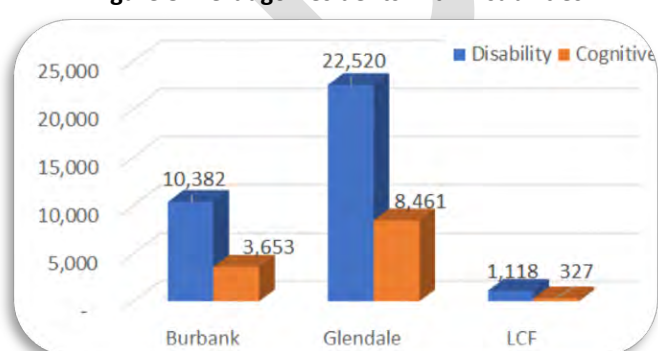


Another target population in addition to low income, are veterans, individuals with disabilities and English Language Learners (ELL). Veterans comprise 5.4% of the Verdugo community that are at least 18 years of age, representing 7,687 residents<sup>7</sup> (Figure 7). Individuals with disabilities, comprise 10.5% of the Verdugo community, representing 34,020 residents and 12,441 of these residents have cognitive disabilities. Cognitive disabilities include individuals with intellectual disabilities and developmental disabilities (Figure 8), both which are target for the design and development of career pathways for the most vulnerable populations. In determining the number of ELL that reside in the Verdugo tri-city community, the VWDB begins with examining the number of residents that speak a language other than English at home (Figure 9). Almost 49% of

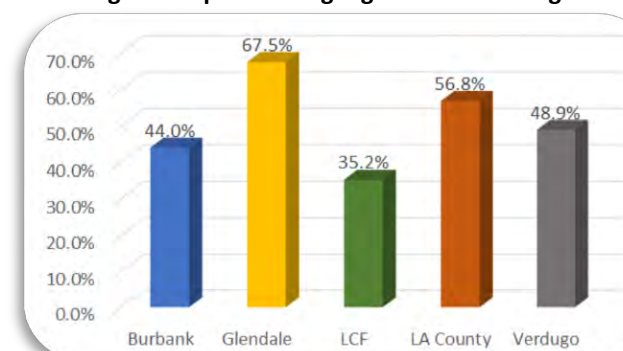
**Figure 7: Verdugo Residents that are Veterans**



**Figure 8: Verdugo Residents with Disabilities**



**Figure 9: Speak a Language Other than English**

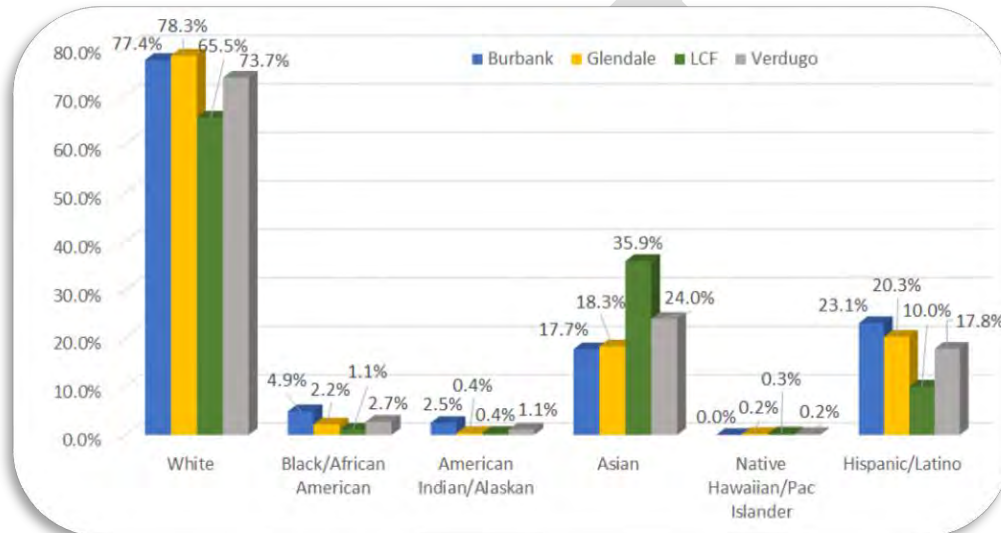


<sup>6</sup> Educational Attainment: Burbank, Glendale, La Cañada Flintridge, 2019 American Community Survey 5 Year Estimates. US Census Bureau.

<sup>7</sup> Veteran Status: Burbank, Glendale, La Cañada Flintridge, 2019 American Community Survey 5 Year Estimates. US Census Bureau.

Verdugo residents (above the age of five years) speak a language other than English at home with Glendale recording a rate of 67.5%, significantly higher than Los Angeles (LA) County of 56.8%, demonstrating the diversity of the VWDA.<sup>8</sup> Although the Race/Ethnicity data for the Verdugo cities shows that 73.7% of residents identify themselves as White/Caucasian (Figure 10), this percentage includes the large immigrant, asylee, and refugee population from middle eastern countries that reside in the community. The community also includes 24% of residents who identify as Asian and 17.8% of residents who identify as Hispanic/Latino.

Figure 10: Verdugo Race/Ethnicity



## B. The COVID-19 Pandemic

No event has changed the local economy and the lives of the Verdugo residents as much as the COVID-19 pandemic. The first case of COVID-19 case was identified in the United States in January 2020, and by March 19, 2020, the Governor of California issued an Executive Order for residents to remain at home and all non-essential services and businesses closed. This Order was followed with a Safer at Home Order from the LA County Health Officer, issued on March 19, 2020. Orders continued to be extended in alignment with California's Four Tier Reopening Plan. The Governor has lifted the shutdown orders for some businesses such as restaurants; however, many restrictions remain due to continued widespread infection of COVID-19 and many non-essential indoor business operations remain closed.

The LA County is the most populous county in California with a population of 10,081,570 residents<sup>9</sup>. Daily reported new COVID-19 cases in LA County have increased due to the spike identified in late November, bringing 92.3 new cases per 100K or 9,270 new cases

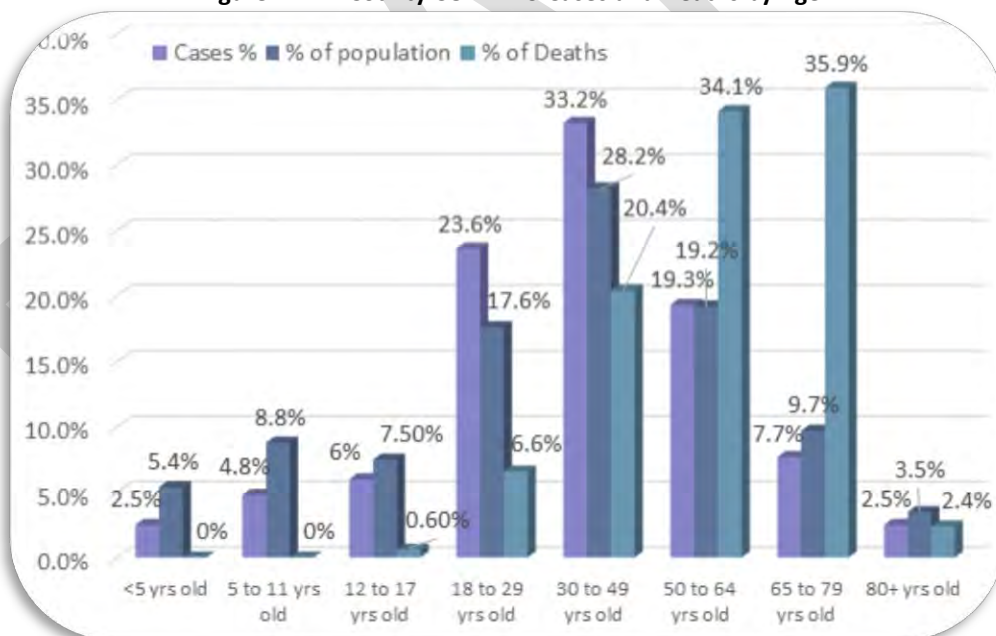
<sup>8</sup> *Selected Social Characteristics: Burbank, Glendale, La Cañada Flintridge 2019 American Community Survey 5 Year Estimates.* US Census Bureau.

<sup>9</sup> *Los Angeles County Profile 2019 American Consumer Survey 5-Year Estimates.* US Census Bureau, <https://data.census.gov>

as of January 22, 2021. These numbers have declined to 18.8 new cases per 100,000 representing 1,886 new daily reported cases, and 2.26 new daily reported deaths per 100,000, representing 227 deaths as recorded on February 25, 2020.<sup>10</sup> The total number of cases recorded for LA County is 1,190,894 and the total number of deaths is 21,328 as of February 26, 2021.<sup>11</sup>

Examining the results of the pandemic on demographic segments assists in determining the impact of COVID-19 on vulnerable populations. COVID-19 cases and deaths (Figure 11) indicate a correlation with age. Cases increase significantly until 49 years of age and then decline significantly from 50 years of age and older. The labor force ages of 18-64 comprise 76.8% of all diagnosed cases even though they are 65% of the population. However, even though the cases decline at 50 years of age, the number of deaths increase for these age groups. The age group of 30 years of age or older, comprise 93% of the deaths, even though they only comprise 61% of the population. The most significant impact is to residents that are 65 to 79 years of age which comprise only 7.7% of the cases, yet almost 36% of the deaths. The VWDB also focuses on the labor force ages of 18 to 64 which comprise 61% of the deaths. These results demonstrate how important following health and safety guidelines is for Verdugo's workforce.

**Figure 11: LA County COVID-19 Cases and Deaths by Age**



Further demonstrating the impact to vulnerable populations, residents in identified areas of poverty indicate that those whose income is closer to the poverty line, have increased numbers of cases and deaths. Residents living at within 20% of the poverty line comprise

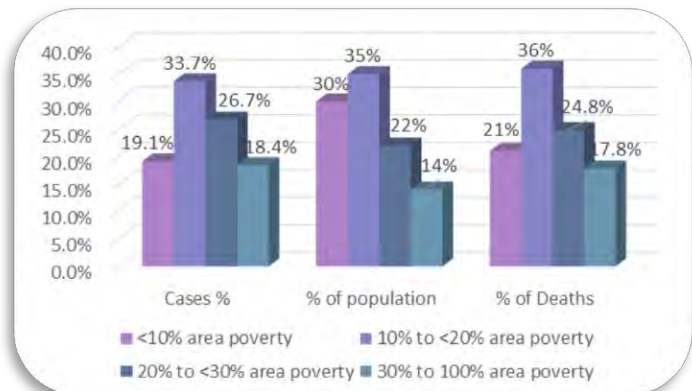
<sup>10</sup> *Daily Reported COVID-19 Cases, Deaths and Tests per 100,000 People: Los Angeles County*. Economic Tracker, February 25, 2021.

<sup>11</sup> *Los Angeles County COVID-19 Dashboard: Gender, Age Range*. County of Los Angeles Public Health COVID-19 Homepage, February 26, 2021.

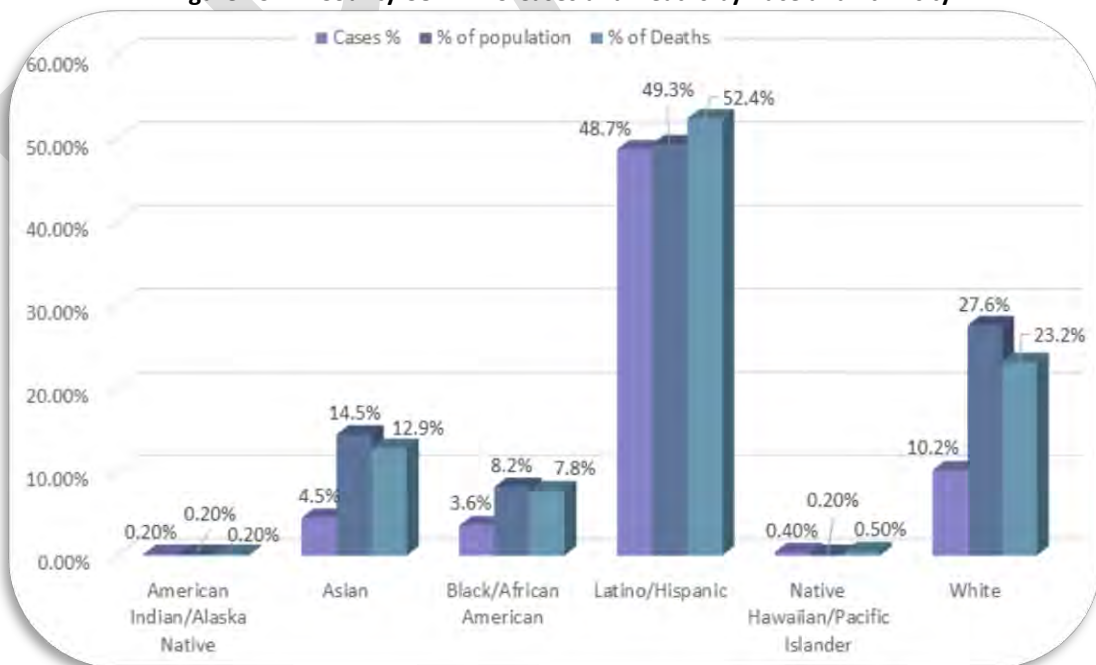


almost 53% of cases and 57% of deaths (Figure 12). These results may indicate that those residents living in poverty may not have access to healthcare and/or affordable care. These results also support the VWDB's focus on creating career pathways that provide the skills training in higher paying occupations to create the economic equity needed to break the cycles of poverty. Closely related to residents living in Areas of Poverty, are the Race and Ethnicity segment results (Figure 13). Data show that in LA County, the Hispanic/Latino population comprise the largest segment of the population at 49.3%, and also comprise the 48.7% of cases and 52.4% of deaths, demonstrating the vulnerability of this population. The Asian population, also a significant population in the Verdugo community, comprises only 4.5% of the cases; however, this segment represents almost 13% of the deaths. Similarly, the White/Caucasian population records only 10.2% of the cases; however, 23% of the deaths, demonstrating the mortality rate is more than double the case rate.<sup>12</sup> Understanding the impact of COVID-19 to the community by demographic segments, assists in understanding the impact to the Verdugo communities and the residents that the VJC serves.

**Figure 12: LA County COVID-19 Cases and Deaths by Area of Poverty**



**Figure 13: LA County COVID-19 Cases and Deaths by Race and Ethnicity**



<sup>12</sup> Los Angeles County COVID-19 Dashboard: Areas of Poverty, Race/Ethnicity. County of Los Angeles Public Health COVID-19 Homepage, February 26, 2021.

Locally, the Verdugo community recorded a total of 27,503 of lab-confirmed COVID-19 cases (Figure 14) and 780 deaths (Figure 15).<sup>13</sup>

Figure 14: Verdugo COVID-19 Cases

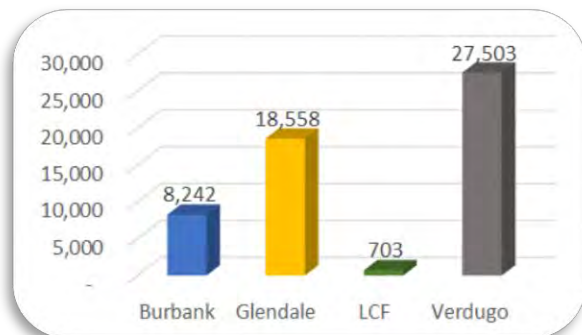
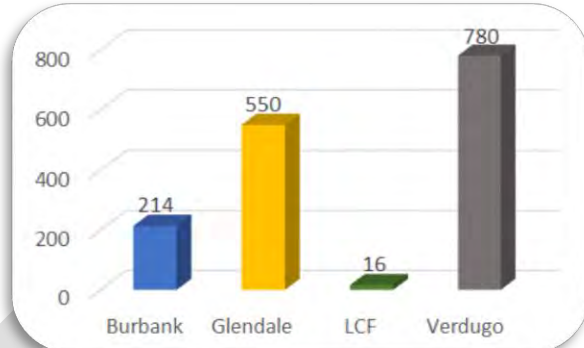
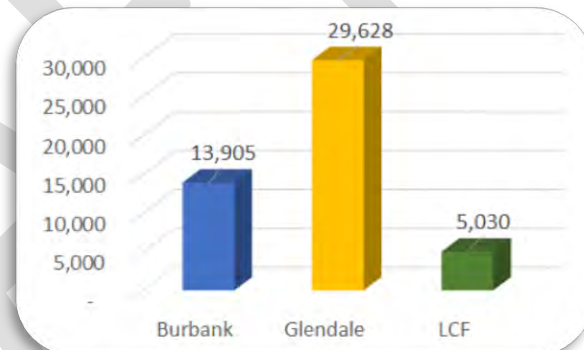


Figure 15: Verdugo COVID-19 Deaths



Vaccinations began in December and as of February 26, 2021, a total of 48,563 residents were vaccinated comprising 20.4%<sup>14</sup> of the Verdugo population (Figure 16). Continued vaccination of residents, may assist in reducing the future cases and deaths, allowing for additional non-essential businesses to resume operations and improved economic landscape. Until the Verdugo community is able to control the spread of the virus, the Verdugo workforce and business community will continue to be affected.

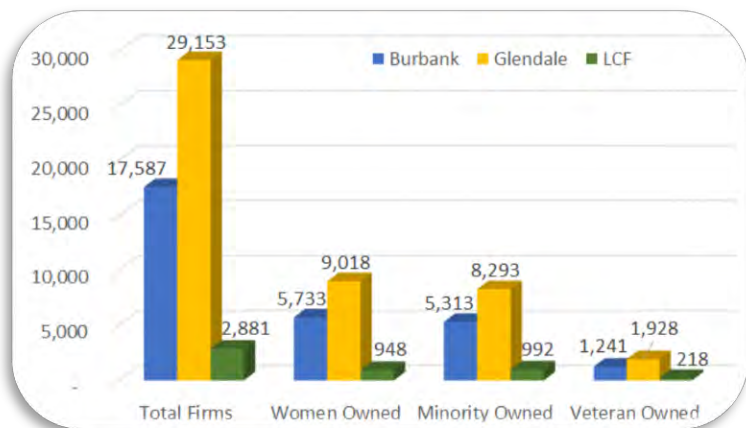
Figure 16: Verdugo Residents Vaccinated



### C. The Verdugo Business Community

Recovering from the 2008 Great Recession, several industry sectors led the improvement in the economic environment. These industry sectors consisted of: Professional, Scientific, and Technical Services (\$10 billion) and Retail Trade (\$5.4 billion) combined accounted for 44% of all reported sales, shipments, receipts, revenues and business

Figure 17: Verdugo Businesses

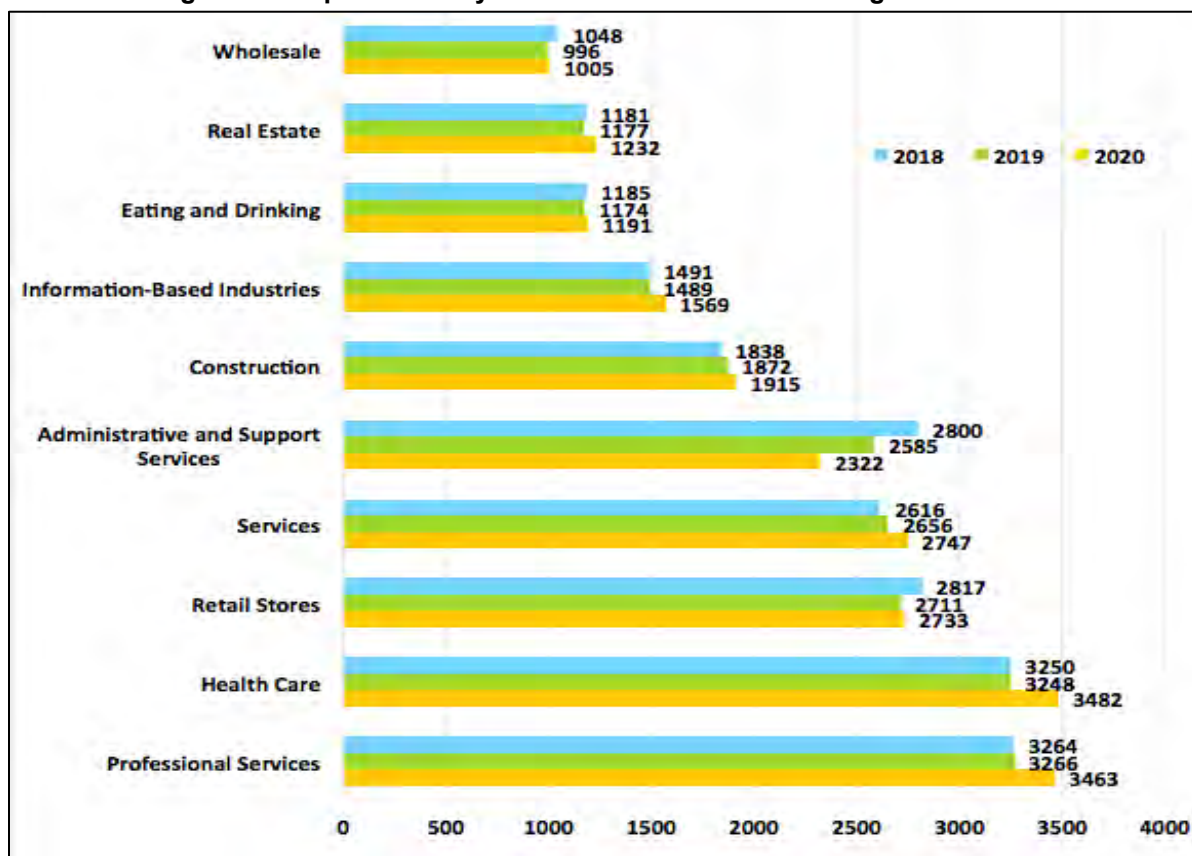


<sup>13</sup> Los Angeles County COVID-19 Cases, City/Community. County of Los Angeles Public Health COVID-19 Homepage, February 26, 2021.

<sup>14</sup> Ibid.

done (\$35.1 billion) in the VWDA in 2012.<sup>15</sup> As of 2019, a total of 49,621 businesses reside in the Verdugo community, with 15,699 of those being women owned businesses, 14,598 are minority owned, and a total of 3,387 are owned by veterans (Figure 17).<sup>16</sup>

**Figure 18: Top 10 Industry Sectors for Business – Verdugo Consortium**



Businesses in the Verdugo Consortium by industry sector is based on the number of businesses registered with Dun & Bradstreet that are located within the three cities. Employers determine their industry sector by selecting the North American Industry Classification System (NAICS) code when they register with Dun & Bradstreet.

Regardless of the pandemic and its impact on business, Health Care is the largest sector and has added companies in 2020, an increase of 7% from 2019 (Figure 18). The *Professional Services* sector which includes accounting, engineering, information technology and management and technical consulting has the second largest number of businesses in Verdugo and has recorded an increase of 6% since 2019. *Services* includes repair and maintenance as well as personal services such as housekeeping and laundry. *Administrative and Support Services* include office, employment, travel, and

<sup>15</sup> 2012 Economic Census of Island Areas, and 2012 Non-employer Statistics. US Census Bureau, 2012 Economic Census.

<sup>16</sup> Business and Owner Characteristics: Burbank, Glendale, La Cañada Flintridge 2019 American Community Survey 5 Year Estimates. US Census Bureau.

security services and has seen an 11% decrease since 2019.<sup>17</sup> These trends will likely continue to change given the economic impact of the mass layoffs that occurred in March 2020 as a result of the Governor's Shelter In Place order in response to the COVID-19 pandemic.

In addition to the Top 10 Industry Sectors, the VWDB also examines the Top Occupations for December 2020 for alignment. Alignment supports focusing on these industry sectors when selecting or reaffirming the target sectors for the VWDB. The Top 10 Occupations (Figure 19) include those from Healthcare (Registered Nurses), Retail (Salesperson) and Professional and Business Services (Software Developers)<sup>18</sup> which are in alignment and support these sectors as targets for the VWDB.

**Figure 19: Verdugo Job Ads**

Top Occupations	Job Ads
Registered Nurses	319
Retail Salesperson	259
Customer Service Representatives	191
Managers, All Other	185
Sales Representatives, Wholesale & Mfg.	185
Computer Occupations, All Other	165
Medical and Health Services Managers	138
First-Line Supervisors for Retail sales Workers	128
Software Developers, Applications	102
Security Guards	98

Businesses across all sectors were impacted by the pandemic and the subsequent shutdown. While the Governor's Executive Order was specific to non-essential businesses, even essential businesses experienced reductions. However, within these reductions, 23 sectors and sub-sectors throughout the LA Basin sustained their resilience during these most challenging times and continued to employ and even hire new employees for their business operations.

**Figure 20: LA County Resilient Industry Sectors & Sub-Sectors**

Sub-Sector	% Change Year	Sub-Sector	% Change Year
Building Material & Garden Equipment Stores	24.3%	Couriers & Messengers	4.7%
Scientific Research & Development Services	10.7%	General Merchandise Stores	4.4%
Electrical & Electronic Goods Merch Wholesalers	10.4%	Computer Systems Design & Related Services	4.4%
Offices of Physicians	8.1%	Ambulatory Health Care Services	4.3%
Securities, Commodity Contracts & Investments	7.7%	Finance & Insurance	3.9%
Grocery Stores	7.0%	Machinery Manufacturing	3.7%
Furniture & Related Product Manufacturing	6.8%	Electrical Equipment & Appliance Manufacturing	3.4%
Nonstore Retailers	6.7%	Agencies, Broker, & Other Insurance Related	
Primary Metal Manufacturing	6.7%	Activities	3.4%
Food & Beverage Stores	6.2%	Utilities	3.3%
Nondepository Credit Intermediation	6.0%	Insurance Carriers & Related	3.2%
Aerospace Product & Parts Manufacturing	5.5%	Activities Related to Real Estate	3.0%

The 23 LA County Resilient Industry Sectors & Sub-Sectors (Figure 20) show positive percent change (year over year), above 3%, in employment as of October 2020. Using March 2019 as a baseline, these sub-sectors show growth even though the prior eight months were impacted by the COVID-19 pandemic and Shelter in Place order. These data provide an indication of the sub-sectors and related jobs that were resilient during this period of decline and show growth levels that can be targeted for workforce services

<sup>17</sup> *Industry Sectors, Verdugo Consortium*. Econovue Report, December 2020, Dunn and Bradstreet.

<sup>18</sup> *Online Job Advertisement – December 2020 Help Wanted Online*. Conference Board, Help Wanted Online; Employment Development Department, Labor Market Information Division.



that result in employment. Retail and related sectors show positive change beginning with Building Material & Garden Equipment Stores at 24.3%, followed by Electrical & Electronic Goods Merchandise Wholesalers at 10.4% and Grocery Stores at 7%. Finance and related sectors, manufacturing, healthcare, and computer services also show resiliency with their positive change. These sectors may be leading the economic recovery efforts and continue growth even beyond the COVID-19 pandemic, providing opportunities for a workforce that may not be able to return to their previous employer.<sup>19</sup>

Based on the industry sector (Figure 18) and occupations data (Figure 19), and occupational outlook of the resilient sectors (Figure 20) in the VWDA, as well as the labor intelligence provided in our Regional Plan, the VWDB reaffirms its target sectors as: health care, manufacturing, professional and business services, information, and retail trade (Figure 21). Manufacturing and healthcare include: LifeScience, BioScience, and BioTechnology. which are also growth subsectors that are a focus for the VWDB. As a region, the LABRPU is also targeting health care, information and manufacturing. Further, occupations in these target industries provide opportunities for our participants to attain employment in middle-skill and mid-level wages allowing them an opportunity for economic security.

**Figure 21: VWDB Target Industries**



Understanding the economic and demographic landscape of the Verdugo Consortium, has allowed the VWDB to establish the strategic direction for the workforce development system, including business services and the development of new career pathways to prepare the workforce for these industries and sectors.

#### **D. The Impact of the Pandemic on the Business Community**

The Governor's Shelter in Place Executive Order directed the closure of non-essential businesses and services including restaurants, bars, theatres, retail stores, gyms and spas, and other retail and entertainment facilities. These closures resulted in numerous layoffs and furloughs in Verdugo's tri-city communities. Establishments affected in the Verdugo Area as a result of the Executive Order include retail and entertainment, which are both hubs in the Verdugo region. According to Dunn & Bradstreet/Econovue, a total of 4,765 establishments are located in the Verdugo cities that are affected by the Executive Order, employing 48,760 workers<sup>20</sup> (Figure 22). While some restaurants maintained a skeletal staff to offer take-out food services, the list does not include other businesses impacted by the closures of these establishments (multiplier effect). For example, suppliers to these establishments have also been affected; however, the impact

<sup>19</sup> Los Angeles Long Beach Glendale Metropolitan Division Industry Employment & Labor Force. State of California Employment Development Department Labor Market Division, October 16, 2020.

<sup>20</sup> Verdugo Consortium Businesses: Retail, Arts & Entertainment, Eating & Drinking, Hotels & Accommodations. Econovue Report, December 2020, Dunn and Bradstreet.

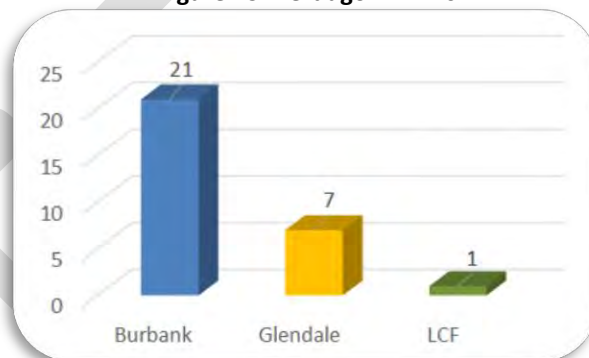
has not yet been measured. Therefore, the actual number of employees affected by the closures is projected to be much higher.

Temporary layoffs, furloughs and closures began almost immediately upon the Governor's Executive Order on March 19<sup>th</sup>, with the initial plan to shelter in place for two weeks to control the spread of the virus. The two weeks became a month, extending temporary layoffs and as the Order continued to be extended, some of those temporary layoffs became permanent and others became closures. Governor Newsom's Executive Order waived the requirement for the Worker Adjustment and Retraining Notification Act (WARN). The WARN requires employers who are planning a plant closing or a mass layoff to give affected employees at least 60 days' notice of such an employment action; however, many companies still submitted a WARN letter to the State of California Employment Development Department (EDD), as typically required, even though it was not 60 days prior to layoff. Once the notice is received, EDD sends a copy of the letter to the local workforce board and notices are also accessible through CalJOBS system. For the VWDA (Figure 23), a total of 29 WARN notices were submitted to EDD affecting 2,224 workers.<sup>21</sup>

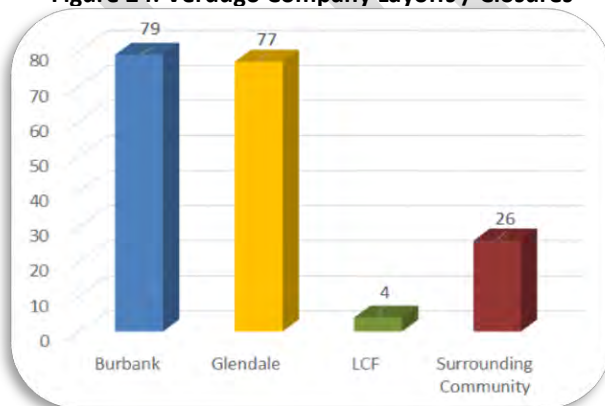
**Figure 22: Verdugo Establishments Affected by Executive Order**

Establishment	# of Establishments	# of Employees
Retail	2,656	24,382
Arts & Entertainment	847	9,047
Eating & Drinking	1,174	14,149
Hotels & Accommodations	88	1,182
<b>Total</b>	<b>4,765</b>	<b>48,760</b>

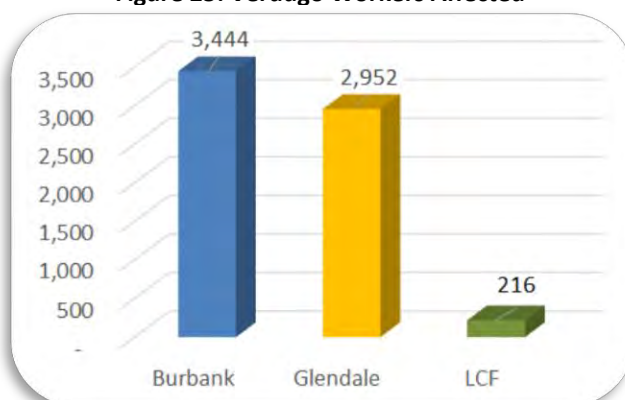
**Figure 23: Verdugo WARNs**



**Figure 24: Verdugo Company Layoffs / Closures**



**Figure 25: Verdugo Workers Affected**

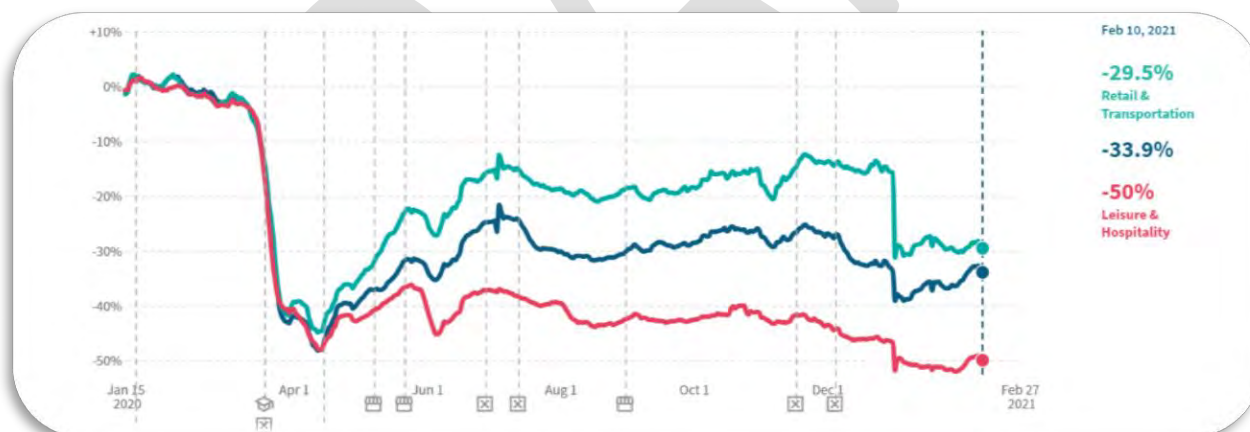


The WARN notices from EDD provide us some insight to the layoff occurring in the Verdugo community; however, the VWDB relies on the VJC Rapid Response Team for more accurate information on layoffs and plant closures. The Rapid Response Team

<sup>21</sup> WARN Summary Report by Month, January 1, 2020 to March 1, 2021.

proactively outreaches businesses that may be affected by layoffs and provides intervention services once the layoff is confirmed. The VJC reports results of its services to the VWDB on a quarterly basis. Since January 2021, the total number of businesses that have experienced layoffs or closures is 186 (Figure 24), affecting 6,612 Verdugo workers (Figure 25). While these numbers provide a more expansive insight to the impact of the pandemic on Verdugo, the Rapid Response Team may not capture all layoffs or closures, and estimates that the numbers may be greater than their report. The businesses affected are predominantly Retail, Eating and Drinking, and Arts & Entertainment (Figure 22). These layoffs and closures are in alignment with the Percent Change in Number of Small Businesses Open in LA County (Figure 26) which shows the decline of 29.5% in Retail and Transportation, and 50% decline in Leisure and Hospitality. Overall, in LA County, as of February 10, 2021, the number of small businesses open (defined as having financial transaction activity), decreased by 33.9% compared to January 2020<sup>22</sup>. The initial deep declines occurred in April 2020 following the shutdown as a result of the Governor's Executive Order. The stimulus checks were issued in April and the unemployment benefits and the Pandemic Unemployment Assistance (PUA) which added \$600 per week in benefits, all began in the April-May timeframe which increased consumer spending, allowing small businesses to open on a limited basis. The continued fluctuation is based on the continued reopening and closures as COVID-19 cases increase and decrease.

**Figure 26: Percent Change in Number of Small Businesses Open – LA County**

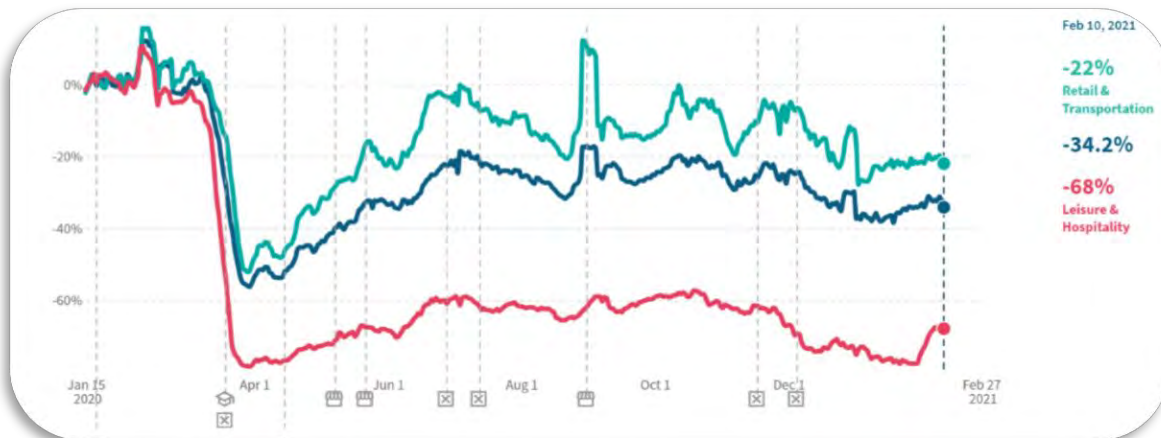


In alignment with the Percent Change in Number of Small Businesses Open (Figure 26), the total small business revenue decreased by 34.2% in LA County as of February 10, 2021 as compared to January 2020 (Figure 27). Revenue for Retail and Transportation small businesses declined 29.5% and revenue for Leisure & Hospitality declined 50%. The CARES Act was implemented in March 2020 which assisted in the recovery of small businesses and the opening of businesses also helped to increase revenue in June-July timeframe. The small decline in August may be attributed to the cessation of the Paycheck Protection Program (PPP) and PUA which ended in July. The PUA benefit began again

<sup>22</sup> *Percent Change in Small Businesses Open*. Opportunity Insights Economic Tracker, Harvard University, Brown University, and Chetty, Friedman, Hendren, Stepner, and the OI Team, February 27, 2021.

in late August-September although at a reduced amount; however, it may have attributed to gains in that timeframe. The spike in COVID-19 cases that began during the winter holidays resulted in another shutdown of non-essential businesses which once again, affected revenue for small business.<sup>23</sup> The continued spikes in COVID-19 cases resulting in closures and intermittent openings contribute to the volatility of small business revenue.

**Figure 27: Percent Change in Small Business Revenue – LA County**



Declines in the percent change in small businesses open and small business revenue result in layoffs of workers that may be temporary or permanent. The longer the shutdowns continue, the less likely that the small business will be able to reopen and rehire the worker that were terminated as a result of the shutdown.

## E. The Verdugo Workforce and Impact of the Pandemic

The Verdugo labor force is 163,900 residents strong (Figure 28) with an average unemployment rate of 9.8%, as of December 2020, representing 16,000 residents.<sup>24</sup> According to the State of California Employment Development Department (EDD), the labor force is determined by the number of residents who earned any income during the reporting period. The City of Glendale has the largest labor force with 98,800 residents. These labor force results reflect the impact of the COVID-19 pandemic and the subsequent shutdown of non-essential businesses on March 19, 2020 with the Governor's Shelter in Place Executive Order. The shutdown order resulted in the closure of businesses and layoff of thousands of Verdugo workers.

**Figure 28: Verdugo Labor Force Data (December 2020)**

City	Labor Force	Employment	Unemployment
Burbank	56,300	50,400	5,900
Glendale	98,800	89,100	9,700
LCF	8,800	9,400	400

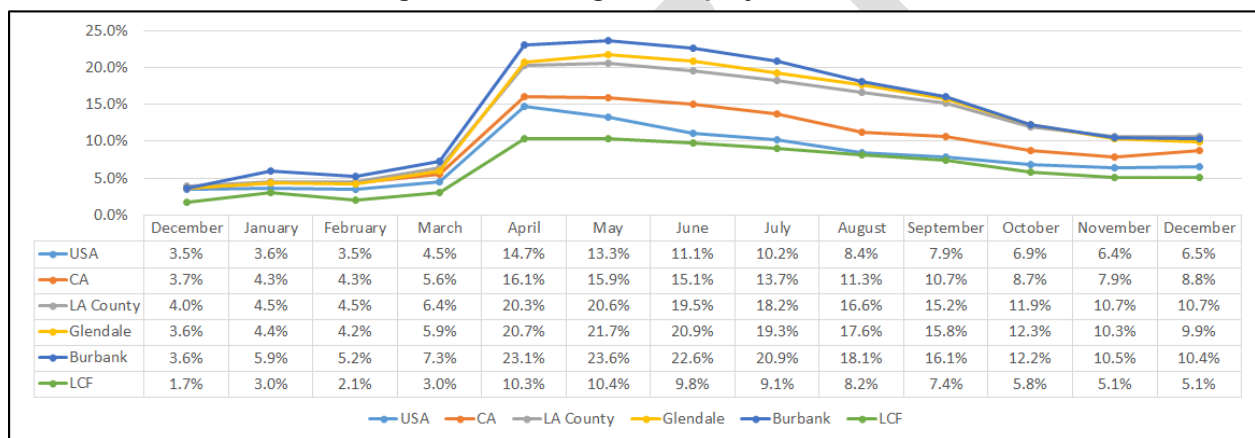
<sup>23</sup> *Percent Change in Small Business Revenue*. Opportunity Insights Economic Tracker, Harvard University, Brown University, and Chetty, Friedman, Hendren, Stepner, and the OI Team, February 27, 2021.

<sup>24</sup> *Monthly Labor Force Data for Local Workforce Development Areas, Report 400 December 2020*. Employment Development Department Labor Market Information Division.



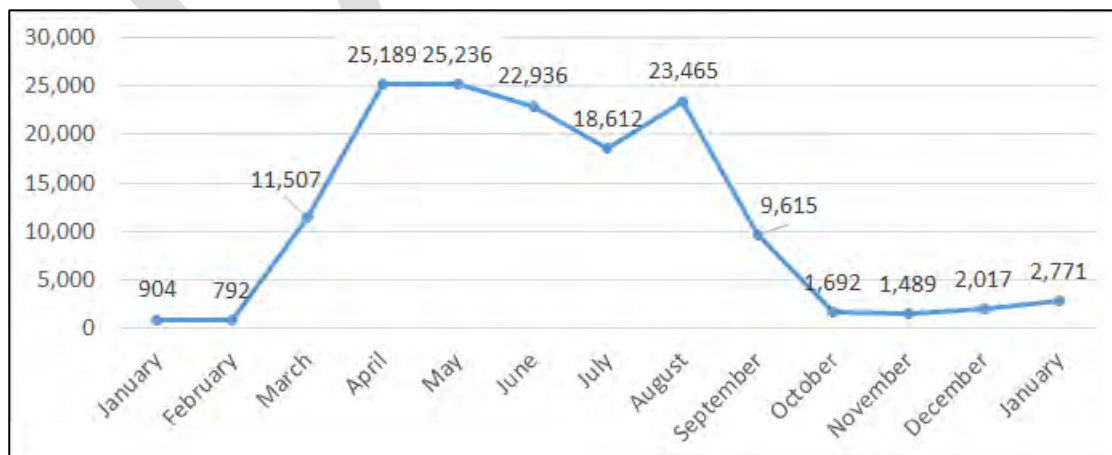
Prior to the pandemic and layoffs, the Verdugo community was experiencing historical levels of prosperity. In December 2020, Verdugo cities recorded some of the lowest unemployment rates with 3.6% for Burbank and Glendale and 1.7% for LCF (Figure 29). The shutdown began in March, with the Governor's Executive Order, and by May, Verdugo experienced historically high unemployment rates with 21.7% for Glendale, 23.6% for Burbank and 10.4% for LCF. The unemployment rates have gradually declined with only Burbank remaining above 10%.<sup>25</sup> This decline is due to the reopening of businesses on a restricted basis. Restaurants reopened to provide "to go" orders and outside dining. Other businesses also opened on a limited basis, allowing employees to be recalled for work. Fluctuations in diagnosed COVID-19 cases have also caused fluctuations in businesses closing and reopening.

**Figure 29: Verdugo Unemployment Rates**



The VWDB relies on WARN reports and VJC reports to provide insights into the number of layoffs occurring in the Verdugo community, as well as the number of affected workers. An additional source for determining the number of affected workers is based on the number of workers that filed unemployment insurance (UI) claims (Figure 30).

**Figure 30: Number of New Unemployment Insurance (UI) Claims for the Verdugo Consortium**



<sup>25</sup> Monthly Labor Force Data for Local Workforce Development Areas, Report 400 December 2020. Employment Development Department Labor Market Information Division.

Prior to the Shelter in Place Order, the VWDA had 904 workers apply for UI in January 2020, and 793 in February 2020. Once the Order was implemented in March 2020, and layoffs began, the number of UI Claims significantly increased to 11,507. The PUA which provided an additional \$600 per week to each recipient, was implemented in April. The PUA required a separate claim to be filed, which more than doubled the number of claims to 25,189 by April. The Governor's recovery plan allowed for some businesses to open in June 2020, which returned some workers to their employers resulting in a decline of the number of UI Claims during this month. The PUA benefit ended in July, also causing a decline in claims; however, another spike in COVID-19 cases came in August resulting in re-closures of businesses and the new round of PUA benefits was approved by an Executive Order from the President, albeit only \$300 per week.<sup>26</sup>

The UI Claims have decreased significantly since August 2020, even as the new spike in COVID-19 cases occurred at the end of November, resulting in closure once again for all non-essential business. With no new stimulus approved extending unemployment benefits and PUA, the claims have not increased significantly with the new shutdown orders to address the spike. Once the new stimulus package is approved, an increase in UI claims is expected to occur, even though the Governor has lifted the shutdown orders as of January 2021, allowing businesses to reopen in limited capacity. Claims in January 2021 (Figure 30) consist of only 2,771; however, remain at triple the numbers prior to the pandemic.

An examination of the UI claimants' demographics provides a profile of the affected workers (Figure 31) to understand the impact on vulnerable populations. The Verdugo labor force is comprised of about the same number of males and females and this is reflected in the Claimants. Males are slightly higher at 54.4% compared to Females at 45.5%. Most of the Claimants are between the ages of 25 to 54, which also comprise the largest segment of Verdugo labor force (Figure 32).

All races/ethnicities were affected by the layoffs and closures resulting from the Shelter in Place Order. A comparison of the data shows the percentage of UI claimants that identified themselves in a particular race/ethnicity, relative to the percentage of the labor that the

Figure 31: Verdugo UI Claimants by Gender

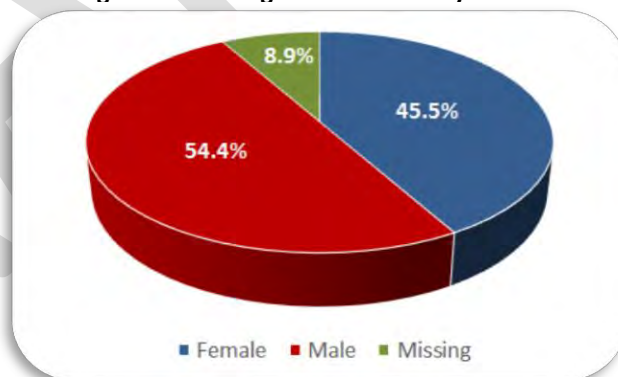
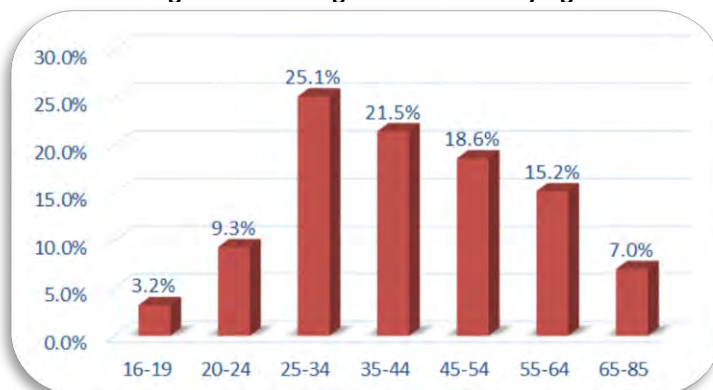


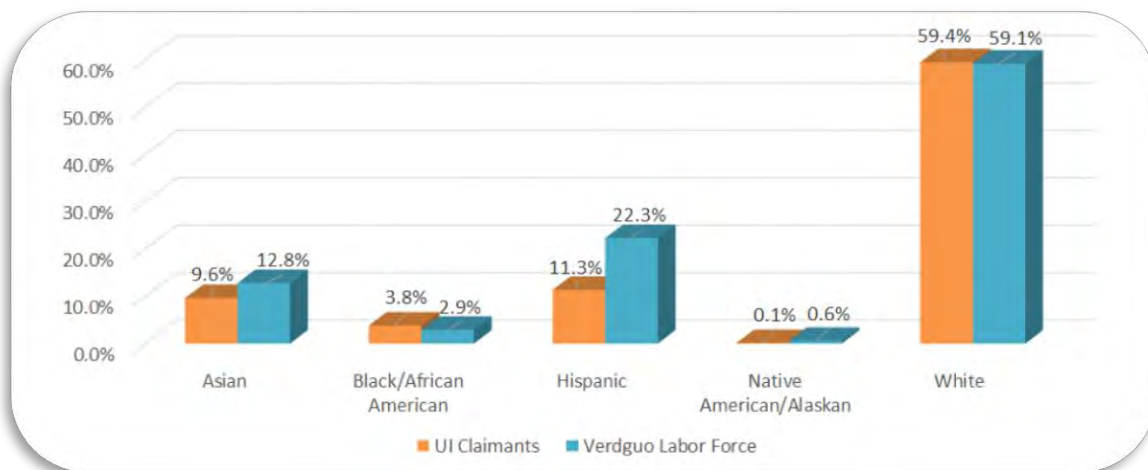
Figure 32: Verdugo UI Claimants by Age



<sup>26</sup> **Number of Weekly Unemployment Insurance Claims for Verdugo Consortium.** State of California Employment Development Department, Week Ending February 13, 2021.

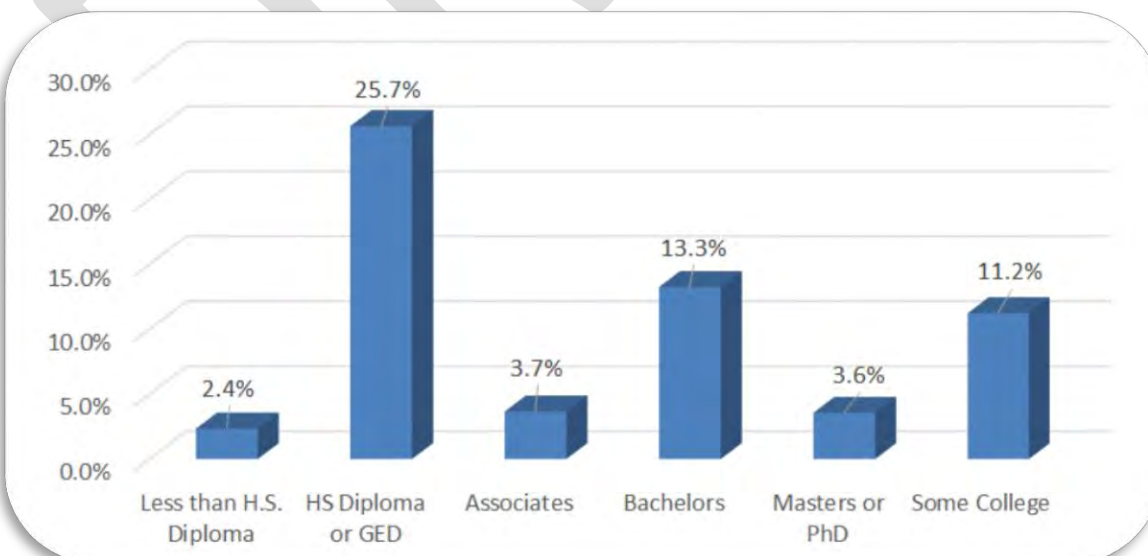
segment represents. For example, 59.1% of workers identify as “White” and 59.4% of the claimants identify as “White” (Figure 33). It is then expected that the claimants, which indicate those impacted by the layoffs and closures, reflect the demographics of the labor force. Where there are differences, such as the Hispanic segment where claimants are about half of the Labor Force percentage, indicate that more Hispanics either remained on the job/payroll or perhaps, did not file for UI.<sup>27</sup>

**Figure 33: Verdugo UI Claimants Demographics by Race/Ethnicity**



Verdugo residents who are Black/African American are one of the smallest segments, making up about 2% of our population. They make up 2.9% of the labor force and represent 3.8% of claimants. Because the percentage of claimants is higher than the percentage represented in the labor force, this indicates that the workers who are Black may have been more impacted by the layoffs and closures.

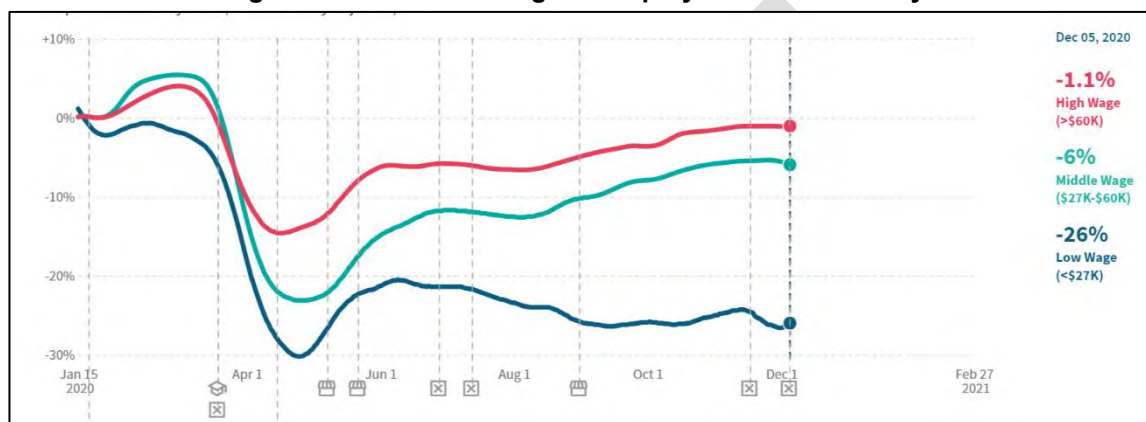
**Figure 34: Verdugo UI Claimants Demographics by Education**



<sup>27</sup> Number of Unemployment Claims by Demographics: Verdugo. State of California Employment Development Department.

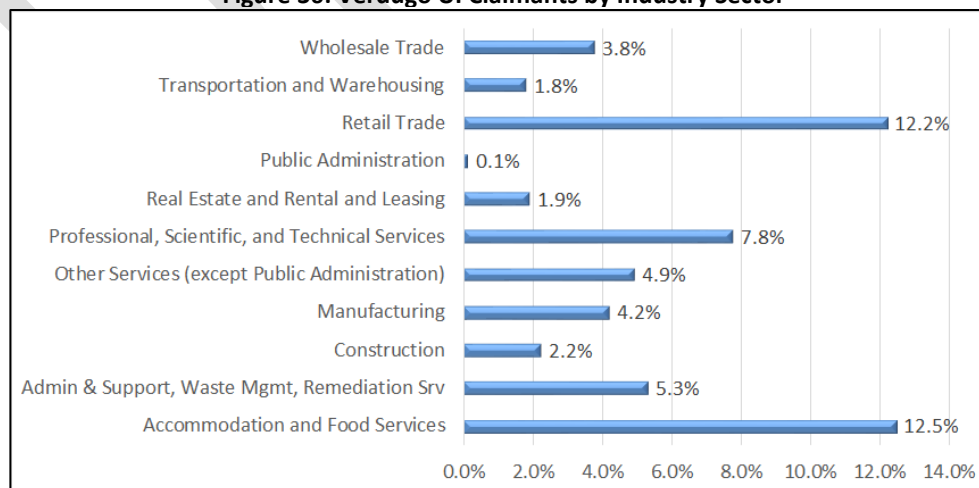
Education was also a demographic that was examined (Figure 34). Results show that 25.7% of the UI claimants were workers with a high school diploma or GED. Those with higher education including those with some college were less affected, and therefore, do not have the same numbers of claimants<sup>28</sup>. These results support the importance of building the skills and education of the labor force, increasing their resiliency during challenging economic times.

**Figure 35: Percent Change in Employment – LA County**



The impact of on workers with less education is further demonstrated with the Percent Change in Employment for LA County (Figure 35). As of December 2020, employment rate among workers in the bottom wage quartile (earning less than \$27K) decreased by 26% compared to January 2020 (not seasonally adjusted). Low wage earners are typically workers with lower levels of education. In comparison, the middle wage earners (earning \$27K to \$60K) only experienced a 6% decrease and the high wage earner (earning more than \$60K) experienced a 1.1% decrease<sup>29</sup>.

**Figure 36: Verdugo UI Claimants by Industry Sector**



<sup>28</sup> Number of Unemployment Claims by Demographics: Verdugo. State of California Employment Development Department.

<sup>29</sup> Percent Change in Employment, December 31, 2020. Opportunity Insights Economic Tracker, Harvard University, Brown University, and Chetty, Friedman, Hendren, Stepner, and the OI Team, February 27, 2021.



In addition to the demographics, the VWDB also examined the industries and sectors where the claimants were employed to understand the extent to which those industries and sectors were affected. Claimants came from all of the industries that were impacted in some way by the pandemic (Figure 36). Most claimants came from Retail Trade and Accommodation and Food Services which were significantly impacted with more than 12% of claimants being from each of these industries<sup>30</sup>. The affected industries are in alignment with the identified non-essential businesses expected to be affected (Figure 22). Overall, almost all industry sectors were affected by the pandemic and subsequent shutdown.

Understanding the Verdugo community, its demographics, economic landscape and the impact of the pandemic and Shelter in Place Order, provides a profile of current strengths and challenges. This environmental scan sets the foundation for the continuation and reimagining of the workforce development system, including the partnership relationships to meet the needs of the community.

### III. ALIGNMENT TO REGIONAL PLAN

#### A. Local & Regional Plan Alignment

Several virtual public meetings using webinar platforms were held for local and regional planning throughout the LABRPU. Local workforce boards held meetings in their own communities and multiple meetings were held regionwide to discuss key issues that affect the entire LA Basin, including the unprecedented challenges as a result of the pandemic. The VWDB sent invitations for regional meetings to all partners and stakeholders and encouraged their participation to provide input on issues that impact the region. Participants in local and regional meetings included our VJC partners representing education; community based organizations (CBO); WIOA Title II, III, and IV representatives; and business customers including those representing our target industries.

The participants explored key workforce development issues including: industry-valued credentials, career pathways, and pathways to middle-class. This allowed participants to assess workforce activities as well as Verdugo's workforce development system overall. Key to these discussions was the identification of challenges that job seekers and trainees faced as a result of the pandemic, including the need for supportive services to assist participants in completing their training. Supportive services needs include housing assistance and technology such as Chromebooks, laptops and hotspots for internet connectivity. Technology allows participants to access services virtually and participate in distance learning opportunities. This input is used to redesign services to meet the needs of participants.

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<sup>30</sup> Number of Unemployment Claims by Demographics: Verdugo. State of California Employment Development Department.

Business customers provided direct input to their expectations and requirements, noting where workforce development services could develop services to meet their needs. Key learnings from the sessions were used to develop a summary of opportunities for excellence (OFE) for the partners to address over the next four years. These OFEs also serve as a guide for carrying out core programs including industry sector strategies, career pathways, youth services, earn & learn, and services to special populations. Addressing these issues will also contribute towards the VWDB's strategic goals and objectives. At the local level, business input is gathered through multiple means and through meetings that already exist as opposed to creating additional meetings for gathering input. The VWDB accessed information through its Board meetings and industry sector strategy meetings. Issues such as preserving the technical talent so they can return to their previous employer has been discussed as a key business concern. Even though they had to lay off workers, they will need the talent to return when they are ready to open. Other employers such as our BioScience companies express concern with meeting their human capital needs through centralized means so they no longer hunt for candidates through multiple colleges and AJCCs. Input gathered at the local level was also shared in the preparation of the Regional Plan to ensure alignment.

The Regional Plan also delineates several approaches for implementing regional sector strategies and career pathways that will assist in implementing core programs at the regional level. The Slingshot Initiative in health care is an example of how the Local Boards worked together to develop a sector pathway in the LABRPU. The Boards identified employment needs for Case Manager and Care Coordinator and launched training programs in partnership with local college and adult education providers to train in these occupations. For example, Glendale Community College, the local adult education provider for Glendale, offered the training and enrolled participants referred by the AJCCs throughout the LABRPU.

To facilitate in developing and enrolling in regional career pathways, the VWDB submitted the Slingshot 2.0 grant proposal on behalf of the region to implement strategic co-enrollment across the region. Through our successful Verdugo Computer Numerical Control (CNC) Machinist Academy for students with intellectual disabilities, founded in Glendale in 2015, Verdugo has a proven co-enrollment strategy. This model was shared with the other six local boards and used as the foundation for developing a strategic co-enrollment process for the region. This process allows for co-enrollment and co-case management, implementing Workforce Services Directive (WSD) 19-09, across local boards. As contributors to WSD 19-09, Verdugo provided the technical assistance and led the project to design and pilot the strategic co-enrollment process across all seven boards. To date, all seven boards have piloted the co-enrollment system with at least one co-enrollment with another board. This system will be fully implemented to facilitate the co-enrollment of participants in any career pathway or apprenticeship in the LABRPU. This co-enrollment will maximize the opportunities available for participants to gain the technical skills they need to earn competitive wage and achieve economic equity.

To further align VWDB local strategies to those in the Regional Plan, as well as to support regional career pathways, the VWDB is the project lead to coordinate the Communication

Strategy on behalf of the LABRPU. This included managing the procurement process for selecting a communication consultant to work with all boards and ensure a consistent and effective messaging for the region. Responsibilities include, but not limited to, identifying the appropriate marketing tools to ensure the region's promotion of regional workforce development activities to all stakeholders. Currently the VWDB is managing the regional website: <https://www.labwn.com> which will serve as the communication means for AJCC staff to access information on current career pathways and continue co-enrollment to maximize opportunities for their participants.

## **B. Regional Plan Engagement**

The VWDB participates in multiple activities throughout the year in order to ensure that the Local Plan is aligned and continues to align with the Regional Plan strategies and direction. Engaged in regional planning is defined as participating in and contributing to regional planning, regional plan implementation, and regional performance negotiations. The VWDB participates in and contributed to regional planning and negotiating regional performance measures in the following ways:

- 1) The VWDB's, Executive Director participates on all scheduled LABRPU meetings. If the Executive Director cannot participate, a VWDB staff participates on behalf of the organization. Previously, the VWDB has hosted regional meetings at their AJCC location and provided support by taking minutes for the meeting and organizing all meeting logistics.
- 2) The VWDB is currently supporting the Regional Plan by inviting our local stakeholders to participate in meaningful discussions as well as providing needed information to incorporate in the plan. Issues that pertain to the Regional Plan were discussed in the public meetings to prepare the Local Workforce Development Plan, including: the impact of the COVID-19 pandemic on businesses and AJCC customer, participant and business needs as a result of the pandemic and Shelter in Place Executive Order, workforce development system redesign in response to the pandemic and partner coordination. Minutes and the summary of attendees were submitted to the LABRPU Regional Coordinator to include in the Regional Plan.
- 3) The VWDB staff provide support to regional grants. Staff assisted in writing grants for P2E and Slingshot 2.0, 3.0 and 4.0. For the P2E grant, VWDB staff reviewed the grant application, wrote sections of the grant and revised other sections accordingly, in the spirit of regional collaboration and investment in regional success.
- 4) The VWDB has participated and referred clients to regional grant initiatives such as the regional apprenticeship programs called "Aeroflex" that allows for manufacturing and aerospace companies to participate in identifying local talent that can help them with their job needs.

- 5) The VWDB Executive Committee Members attended a special Board Member regional meeting that included board members from all seven boards that comprise LABRPU. The purpose of the meeting was to discuss and engage in common workforce issues across all boards in implementing WIOA and serving priority populations.

#### IV. WIOA CORE AND REQUIRED PARTNER COORDINATION



##### A. Coordination with WIOA Core and Mandated Partners

The VWDB and VJC are proud of the partnerships they have developed over many years with their Core and Mandated Partners (Figure 37). Partnerships are solidified in the VJC Memorandum of Understanding (MOU). The MOU documents the services provided by each partner, including a matrix for “at-a-glance” reference by partners. In addition, a contact list is used for each partner so that staff can connect with the specific staff they can coordinate with for co-enrollment of participants as well as co-case management.

**Figure 37: Core and Mandated Partners**

Mandatory Program	Partner
Adults (WIOA I)	Verdugo Jobs Center/City of Glendale (one-stop/AJCC operator)
Dislocated Workers (WIOA I)	Verdugo Jobs Center/City of Glendale (one-stop/AJCC operator)
Youth (WIOA I)	Verdugo Jobs Center/City of Glendale (one-stop/AJCC operator)
Native American Programs	United American Indian Involvement, Inc.
Veterans	State of California Employment Development Department
Wagner-Peyser	State of California, Employment Development Department
Adult Education & Literacy	Glendale Community College
Rehabilitation Act	State of California Department of Rehabilitation
Senior/Older Americans Act	Los Angeles County Department of Workforce Development, Aging and Community Services
Postsecondary Vocational Ed./Perkins Voc.	Glendale Community College; GlendaleLEARNS
Trade Adjustment Assistance/NAFTA/NTAAA	State of California Employment Development Department
Veterans/disabled veterans	State of California, Employment Development Department
Housing and Urban Development Programs	City of Glendale
Unemployment Compensation	State of California Employment Development Department
Temporary Assistance for Needy Families	Los Angeles County Department Public and Social Services

Prior to the pandemic, several partners were co-located at the VJC, including State of California Department of Rehabilitation (DOR), Glendale Community College (GCC), and State of California Employment Development Department (EDD). Due to the Shelter in Place, partners were also required to shutdown and work remotely. EDD and WIOA Title I (WIOA I) staff remained on a reduced basis. Most employees worked remotely and only skeletal staff remained to answer phones and continue operations. Participants are seen by appointment as needed in order to accommodate special needs including disabilities. EDD also maintained skeletal staff to assist with phones and inquiries. Other than special

appointments, the VJC is closed to the public at this time; however, it will reopen immediately when it is safe to do so. The VJC has been redesigned to ensure social distancing and other health and safety standards issued by the Center for Disease Control (CDC) are met. This redesign to meet CDC standards ensures that the VJC is ready to reopen at any time it is safe for staff, customers, and all partners.

Partnerships with GCC, EDD, DOR, GlendaleLEARNs (Adult Education), School Districts, labor, as well as all other core partners, are all essential to customer service. Our partnership with GCC is a role model that has been featured in multiple conferences, in both the workforce and education systems. With many local workforce boards having difficulty partnering with their local community colleges, VWDB's integrated partnership with GCC is showcased as a best practice for others to emulate.

The integration of workforce and education is demonstrated through the co-enrollment of students in VJC programs with adult education programs and/or Career Technical Education (CTE) through Strong Workforce Program (SWP). Further, a VWDB staff member serves as the Coordinator for the California Adult Education Program (CAEP) and supports the CAEP Director in this capacity. In addition, the VWDB Executive Director serves as a member of the CAEP Consortium Board of Directors, further enhancing the integration of the two systems. ELL students are strategically co-enrolled in English as a Second Language (ESL), CTE for technical training, CAEP for work readiness, and WIOA I for work-based learning and case management.

Strategic co-enrollment was implemented approximately five years ago to facilitate the intake and eligibility process for individuals with disabilities, in particular, individuals with Autism Spectrum Disorders (ASD). The partners developed a streamlined process with a common intake application that an individual completes and allows for co-enrollment with multiple partners. A primary case manager is assigned for a single point of contact for the participant; however, the co-case management, coordination and communication occurs with partners, invisible to the participant. Continuous assessment occurs and any need that is identified, is brought to the partner team to determine which agency can provide and fund the service. The primary case manager follow through to ensure the needed service is provided to the participant. This strategic co-enrollment ensures the partners deliver services as a unified system, strategically assessing needs and aligning them with service strategies to meet the necessities of participants and employers that rely on the trained and prepared workforce from which to hire.

Another key partnership is the one the VJC staff have established with VWDB members and other local businesses, accessing their expertise to expand partnerships and to gain insights on business and industry changes. These relationships have been established over many years of working together at the staff and leadership levels alike, and are crucial in developing career pathways that build the qualified workforce that employer need.

## **B. Coordination of Services and Resources Identified in MOU**

All partner services are included in the MOU with a matrix that staff can use to easily identify services their participants need and the partner that provides them. The partner leaders meet on a monthly basis to coordinate services, establish or refine processes, and ensure that services are provided in an integrated manner. Partner staff that provide services to participants also meet monthly at a minimum with co-case managing staff meeting weekly or as needed. Partners also meet on a quarterly basis to ensure processes are implemented, updates on services are provided and changing participant needs are identified and addressed through the workforce system.

The partners work together to address issues that may arise. For example, the partners are currently working on branding and developing a coordinated communication strategy to introduce potential participants and business customers to VJC services. Brochures and other instruments are being developed to outreach participants with systematic introduction to all services, regardless of the partner that provides the service. Another example is the partner team that was selected to train and use Customer-Centered Design (CCD) to identify OFEs and use the tools to develop innovative solutions. The Verdugo Innovation and Vision Implementation Design (VIVID) Team, redesigned the entire welcoming process and Universal Access services to better meet the needs of customers who visit the center. CCD tools were also used to develop the VJC Strategic Co-Enrollment System.

### **C. Co-Enrollment and Common Case Management**

The Verdugo Strategic Co-Enrollment System and Common Case Management is based on the successful system designed and used in the Verdugo CNC Machinist Academy at GCC (VMA). The VMA was founded at GCC in 2015, in partnership with the VWDB, the VJC, DOR, Lanterman Regional Center, GlendaleLEARNs and other workforce and community organizations, as well as manufacturing businesses. The VMA was designed with the assistance of local manufacturing employers to train adults with intellectual and development disabilities, targeting individuals with ASD, as CNC Machinists. The partners developed a strategic co-enrollment system to ensure participants receive all the services they need to successfully complete the career pathway program and attain full-time permanent employment with livable wages. After four cohorts trained through the VMA, the partnership achieved an 88% entered employment rate for this underserved population.

Led by the VWDB, the partners participated in training and implementation of a CCD project which included an ethnographic study of customer segments receiving services. Individuals with disabilities was a priority customer segment that was studied while they completed the application forms and the overall intake, eligibility, enrollment and assessment process. The partners also participated in the process to learn firsthand, the customer experience in the intake and enrollment process. Results of the research were used to simplify the process and design a universal system that all partners can use to co-enroll participants. A common intake application packet was developed so that participants only needed to complete one set of forms, yet, could be enrolled with multiple partners including GCC's Disabled Students Programs and Services (DSPS) to ensure

they accessed all the services they needed. Using the strategic co-enrollment system, participants are co-enrolled with the following funding sources: WIOA Title I, WIOA Title IV, Disability Employment Accelerator (DEA), Lanterman Act, CTE, SWP, CAEP (formerly Adult Education Block Grant), and DSPS. Each partner provides a specific service using respective funds without duplicating any services. A Student Success Team was formed to facilitate Common Case Management. The Team meets weekly at a minimum and includes all partners and instructors. Progress for each student is discussed and any identified barriers are addressed by the partner that provides the services and funds the service. The DSPS Career Counselor attends the Academy daily to monitor student progress in the classroom and communicates with the instructor to identify any issues or emerging barriers. DSPS completes weekly reports and submits them to all partners to assist with case management. Should any issues be identified, DSPS calls or texts the primary Case Manager to advise of the issue for immediate resolution.

The system has been used and improved over multiple cohorts and has developed into a continuum of care model that provides continuous Common Case Management and support throughout the participants' enrollment (Figure 38). Key features of the integrated co-enrollment system include:

- 1) All partners were involved in the CCD research and design of the universal integrated co-enrollment system, facilitating buy-in from all partners.
- 2) The Student Success Team is established to meet weekly, or as needed, and monitor student progress, identify emerging barriers and identify resources to address those barriers.
- 3) The CAEP Coordinator, which is also a VWDB staff member, is used to facilitate partner meetings and is the central point for coordinating all partner enrollments and service provision including DSPS services, class schedules, and non-credit courses and labs. The CAEP Coordinator works directly with the GCC Division Chair and faculty to coordinate the overall Academy.
- 4) A common intake packet is used that includes streamlined application forms, release of information waiver forms, work experience payroll forms, and grievance forms. Partners use the same packet to co-enroll a participant into each of their programs.
- 5) The completed packet is shared with all co-enrolling partners, including back up documentation needed by the partners to determine eligibility for their respective programs. Back up documentation may include copies of: government issued identification card, Social Security card, and verification of disability. Results of any assessments completed by any of the partners is also shared as well as completed service plans such as Individual Employment Plans.

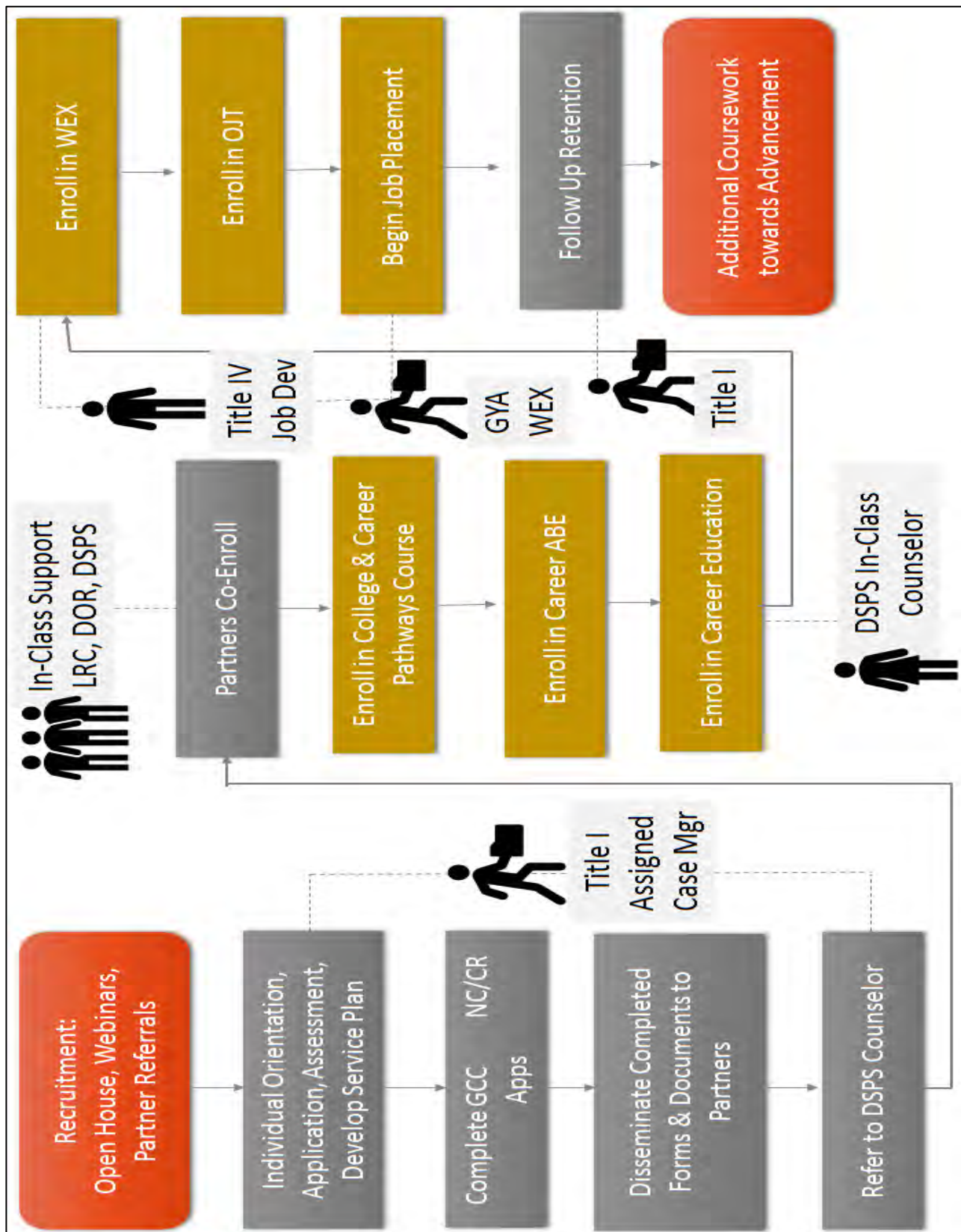
- 6) A single point of contact for each participant that conducts intake, enrollment, and assessment is also the primary case manager for the participant throughout the enrollment process. Currently, this service is provided by the VJC staff person funded by WIOA Title I, for the VMA.
- 7) In-Class case management is conducted to monitor student progress daily and identify services needed, including tutors, individual aides, notetakers, and other supports. In-class Case Manager also communicates with instructors to identify academic issues and progress.
- 8) A designated Job Developer that is the single point of contact for the employers is also assigned. This is currently provided by DOR and funded by WIOA Title IV. All partners refer their employer contacts to the job developer to pursue employment opportunities and job placement for VMA graduates. The Job Developer also coordinates work-based learning opportunities including work experience and/or On-the-Job (OJT) that may be funded by either Title I, Title IV, or CAEP. Job Developer also works with employers to coordinate on-site job coaching and mentoring.
- 9) Business engagement occurs with a designated afternoon each week where employers host student site visits to their manufacturing companies. These site visits introduce students to manufacturing environments and observe employees at work in similar jobs. This also allows employers to interact with the students that they will be hiring upon graduation. Business representatives also visit the classroom and speak to the students to answer questions about their companies, the jobs available, and conduct interviews to fill current job openings.

This innovative strategic co-enrollment system is recognized as a best practice that is was used as a model for the Policy Guidance for Co-enrollment that led to the development of WSD 19-09. VWDB staff participated in the statewide committee to develop the WSD and led the Technical Assistance Workgroup to develop tools to assist local workforce boards in implementing strategic co-enrollment in alignment with WSD 19-09.

Based on the feedback from partners and stakeholders who participated in the community forums and meetings for the Local Plan Modification in 2019, the same strategic co-enrollment system was adopted to serve other special populations and assist in ensuring access to all services needed as well as program retention. A version of this system was adopted for ELL customers (Figure 38) and for individuals who are homeless. The system is also being used for all career pathways. Career pathways are used in Verdugo to develop technical skills; address education gaps by integrates ESL, Adult Basic Education (ABE) and/or Adult Secondary Education (ASE); integrate work-based learning such as work experience (WEX) or OJT; and connect to employers. They are designed to serve underserved populations including low income, low levels of education, veterans, homeless, ELL, non-custodial parents, justice involved, and individuals with disabilities.



Figure 38: Verdugo Strategic Co-Enrollment System – Verdugo CNC Machinist Academy



#### **D. Facilitate Access to Services through Technological Means**

The VWDB and VJC continuously seek to identify OFEs and develop innovative programs and services to meet the needs of participants and business customers. VWDB and VJC staff have never been more challenged than the most recent emergency event as a result of the COVID-19 pandemic. The VJC converted all services to a virtual platform in a week to continue providing services during the Shelter in Place Executive Order. Not only did the VJC staff convert services and required forms to a virtual format, but also became digital literacy instructors to their participants to walk them through accessing services from their technology devices. Providing technology support became a daily task for staff as they assisted participants in troubleshooting any problems they were experiencing with their devices. The VJC staff not only rose to the challenge but without hesitation, provided immediate intervention and developed innovative approaches to providing services under the most difficult times.

Innovative approaches developed by VJC staff include the complete reimagining of the intake process to expedite the determination of eligibility, enrollment into career services, and issuance of supportive services. VJC immediately converted to an online application process, adopting a pre-application strategy to expedite eligibility determination, implementing Adobe-Sign for electronic signatures, and adopting the system capability for participants to upload identification and other backup documentation in a secure manner to process enrollments. In addition, VJC expanded its Continuity Policy, approved by the VWDB, to include reimbursements for living expenses during emergency events, as allowed under WIOA, including: rent or mortgage, utilities, car payments, medical expenses, and the purchase of technology and hotspots to access workforce and education services. Supportive services have been a welcome relief for workers affected by the pandemic, in particular, those who experienced extensive delays in the issuance of unemployment insurance benefits.

To increase the access to virtual services, the CAEP Coordinator, which is a VWDB staff member, negotiated with the City of Glendale Library Arts & Culture (Library) to purchase Chromebooks, laptops and hotspots using CAEP funds, and have them available for students and participants to check out and access services including distance learning. While VJC can provide for technology using supportive services, the technology can be immediately available for use should funds not be available for supportive services. These VJC innovations are driven by customer-focused staff anticipating the needs of participants and implementing immediate changes to processes, policies, and procedures to address those needs.

#### **E. Coordination of Workforce & Education Activities with Supportive Services**

The workforce and education system are fully integrated in Glendale and is recognized as role model in both, the workforce and education systems. The CAEP Coordinator is a VWDB staff member who reports to the CAEP Director who is the Dean of Community and Continuing Education for GCC as well as the Executive Director. The CAEP Coordinator works to coordinate adult education partners, coordinates and facilitates

monthly CAEP Consortium meetings, coordinates CAEP career pathways, ensures co-enrollment of students with WIOA I and WIOA participants with education. The VJC and GCC partner to provide participants with education and skills training while VJC focuses on work-based learning, job placement assistance, and supportive services.

Supportive services have never been more important for students, as a result of the COVID-19 pandemic. The VJC targeted ESL classes to visit on the virtual platform and reach out to students for assistance. Students were co-enrolled in WIOA I for career services, training services, and supportive services. Receiving supportive services made it possible for participants to continue their skills and/or educational courses, including ESL, which will provide greater opportunities for employment once the State reopens its businesses.

#### **F. Compliance with WIOA Section 188 and Americans with Disabilities Act**

The VWDB and VJC ensure compliance with WIOA Section 188 and Americans with Disabilities Act (ADA), including WSD 17-01. Requirements are included in MOU, on all published materials, and all contracts executed on behalf of the VWDB. The One-Stop Operator (OSO) ensures that all partners are kept updated on Equal Opportunity (EO) Issues and ADA. Annual trainings are held that focus on EO and ADA provided by the City of Glendale, through the LABRPU professional development funds, and for special projects. For example, as the project lead for Slingshot 2.0 which implemented strategic co-enrollment across all seven workforce boards in the LABRPU, the VWDB provided training to all LABRPU AJCC. *Who Put the Stars in the Sky?* training was provided to teach AJCC staff on serving participants with ASD. More than 30 staff, representing all seven boards, attended the training.

To ensure that VWDB and VJC are fully in compliance, internal monitoring is conducted on an annual basis by administrative staff and externally by EDD. The last external monitoring was conducted in 2020 which found that the VJC and BWC were fully in compliance. Compliance is also reviewed every three years through AJCC Baseline Certification.

### **V. STATE STRATEGIC PARTNER COORDINATION**



#### **A. Coordination with County Health, Human Services Agencies & CalFresh**

The VWDB has historically focused on providing services to low income participants including those receiving public assistance such as California Work Opportunity and Responsibility to Kids (CalWORKs) and CalFresh, along with its partners and programs available at the VJC. The DPSS representative for CalFresh and Temporary Assistance for Needy Families (TANF) attends all partner and leadership meetings to ensure services are coordinated with all VJC partners.

The VWDB and the VJC rely on the co-enrollment process and the MOUs to jointly serve participants in a seamless and integrated manner and share information across partners. Challenges remain in access to information systems for real-time information to better serve participants. Further, the VJC Common Intake Application includes information gathered to determine eligibility for CalFresh. While DPSS has not adopted the Common Intake Application, the information allows partners to identify applicants who may be eligible and should be referred to CalFresh. The partners continue to share hard copies or electronic encrypted transfer of information including the completed intake packets and back up documentation to facilitate co-enrollments. All release authorizations and confidentiality agreements are on file for participants and partners before information is shared. To develop and customize services and co-enrollment for CalFRESH recipients, the needs of these participants are identified from the providers and supported by demographic data.

The overall population for the Verdugo Consortium is 324,196 (Figure 39) residents, and the median income for the tri-city consortium records at \$75,827. However, the high median income from the affluent city of LCF increases the overall median, leaving a misrepresentation of the residents with multiple barriers that need services, including public assistance. For example, the overall average poverty rate for the Verdugo Consortium is 9.3% with Glendale recording the highest poverty rate at 13.5% while overall LA County rate is at 14.9%<sup>31</sup>. These data demonstrate that the median income is skewed by the data of one city, while significant poverty remains in the remaining two cities. It is also important to note that the most current data available are from 2019 which was prior to the pandemic. With the Shelter in Place Order significantly impacting local and national economy, it is expected that 2020 demographic data will significantly change, and may demonstrate that median income has dropped due to the number of residents that are unemployed, and the poverty rates increase due to the decline in income.

**Figure 39: Verdugo Consortium: Population, Income & Poverty Rates**

Demographic	Burbank	Glendale	LCF
Population	103,703	200,232	20,261
Median Income	\$ 75,827	\$ 66,130	\$ 175,788
Poverty Levels	10.5%	13.5%	3.9%
Population Below Poverty Level	10,952	25,180	779

The total number of Verdugo residents living below the poverty level is 36,911, and the total number of households living below the poverty level is 17,330 (Figure 40). However, only 3,566 are receiving CalFresh, representing 14.4% of the poverty population<sup>32</sup> (Figure

<sup>31</sup> *Selected Economic Characteristics: Burbank, Glendale, La Cañada Flintridge. 2019 American Community Survey 5-Year Estimates.* American FactFinder, US Census Bureau.

<sup>32</sup> *Ibid, Selected Economics Characteristics.*

40). These data indicate that 13,764 households living below poverty level are not receiving CalFresh assistance, even though they may be eligible.

**Figure 40: Verdugo Consortium: Households Receiving CalFresh**

Demographic	Burbank	Glendale	LCF
Number of Households Below Poverty Level	5,849	11,239	242
Number of Households Receiving SNAP/CalFresh	653	2,898	15
Percent of Poverty Households Receiving CalFresh	11.2%	25.8%	6.2%

Based on data provided by DPSS a total of 2,398 Verdugo residents receiving CalFresh are recorded as ELL, representing 34% of recipients and 169 individuals are recorded as reentry, representing 2% of the recipients (Figure 41). The results indicate the disproportionate impact of poverty on ELL and other underserved populations, supporting the VWDB's focus on developing career pathways specifically to break the cycles of poverty for these populations. These data also demonstrate the importance of the partnership that VWDB and VJC have built with DPSS which provides CalFresh to residents of the LA Basin.

**Figure 41: Demographics of Verdugo Residents Receiving CalFresh**

	Number of Recipients	Percentage of Recipients
Homeless	908	13%
Non-English Spoken Language	2,398	34%
Non-English Written Language	427	6%
Formerly Incarcerated	169	2%

Using partner expertise and the demographic data, the partners identified the following employment barriers for CalFresh recipients that need to be considered when developing or providing services:

- 1) Many are homeless or couch surfing, and have no forms of transportation or money to pay for public transportation and/or reliable childcare.
- 2) Many have multiple barriers (e.g. language & literacy, undiagnosed disabilities).
- 3) Many recipients feel desperation regarding food security.
- 4) Recipients are concerned about how signing up for different programs will impact their current benefits.

- 5) Participants do not want to provide personal information or fill out more paperwork.

All career services and career pathway programs are customized or designed to address the barriers of CalFresh recipients. Currently, CalFresh Employment & Training (E&T) services are only available through DPSS and not service providers. Recipients volunteer for E&T, unless they receive General Relief. General Relief recipients are required to participate in E&T. DPSS expects to procure this service in the future so that other organizations throughout the region will be able to provide E&T and receive the 50% reimbursement for costs incurred. Working with partners and WDBs across the region, VWDB expects an expansion on career pathways linked to employment designed to meet the needs of this target population. VWDB will integrate needed services within the pathways including ESL, ABE and ASE, work readiness and retention, and earn and learn opportunities (i.e. WEX, OJT).

Adult education partner, GCC, is recognized as serving the highest number of CalWORKs participants in California (CA), providing ABE/ASE as well as parent education; ESL; and non-credit career courses such as Account Clerk, Microsoft Office, Medical Front Office or Dental Front Office. Most of these students are also receiving CalFresh services. Dedicated GCC career counselors provide support services to the CalWORKs participants and assist them in enrolling in non-credit courses and transitioning them to higher education at the credit courses available at the GCC Verdugo Campus. Participants are also referred to VJC case managers who are co-located at the Garfield Campus for co-enrollment into Title I, IV and CAEP for earn and learn work-based learning opportunities such as WEX and OJT. VJC Case Managers also provide job placement and retention services. GCC career counselors set appointments for participants to meet with VJC case managers on campus or virtually to facilitate co-enrollments.

The VWDB partners with Workforce Development and Community Services (WDACS) to serve participants that are homeless through the VJC's Regional Immediate Intervention Services for Employment (RIISE) and often, these participants are also recipients of CalFresh. Using County Measure H funds, the VJC provides work readiness and WEX to individuals who are homeless. As one of three Continuum of Care (CoC) Cities in LA County, Glendale provides comprehensive housing and support services to individuals and families who are homeless. The CoC and CBOs, such as Asencia, provide referrals to RIISE to prepare and transition participants to full-time permanent employment earning self-sustaining wages. CoC and CBO referrals ensure that participants are food secure, housing secure, and are ready for employment. Many participants are receiving CalFresh and other public assistance during this transitional period until they attain/retain employment. In keeping with other successful VWDB programs, a dedicated RIISE Case Manager is assigned as the single point of contact for referring agencies as well as participants.

Based on the input from partners the following workforce service needs were identified for CalFresh recipients that are the guide for continued provision of services:



1. VJC partners should complete the implementation of its CCD solutions for welcome and intake process to assist customers in navigating through programs and services.
2. All VJC partner services should lead to a job.
3. Continue outreach strategy with a campaign on a large scale so that customers know about the services available.
4. Supportive service needs should be addressed including: housing assistance, childcare, transportation, interview clothes, counseling and mental health services, and technology for accessing services.
5. Emotional Intelligence training and work readiness preparation are needed so that participants gain the competencies to work effectively in organizations, team environment, problem solving, negotiation skills, and financial literacy; and not just for attaining employment.
6. VJC should continue to develop career pathways linked to direct employment that offer the competitive wages needed to reduce dependency on public assistance.
7. Continue incorporating ABE/ASE/ESL in career pathway curricula to bridge education and literacy gaps while developing technical skills.
8. Continue integrating work-based learning in career pathways to assist in transitioning students from the classroom to the work environment.
9. Career pathways should lead to career opportunities that allow and encourage continued education and skill gains to support career progression and upward mobility.

#### **B. Coordination with Local Child Support Agencies and Others for Non-Custodial Parents**

Setting the foundation for partnerships and serving the non-custodial parent participant is understanding their demographics and how these may create barriers or challenges in accomplishing career and educational goals. A significant challenge in understanding the Non-Custodial Parent population is the limited data available at the local level. WDACS, on behalf of the LABRPU, accessed data from the Department of Child Support Services (DCSS); at the county level as well as LWDA level. The LABRPU's 2019 population for Non-Custodial Parent is 112,301 (Figure 43), of which 91% are male and 8% are female (Figure 42). The remaining numbers represent those parents who did not respond to the question, or identified their gender as "Other" or "Unknown." The median age for the regional Non-Custodial Parent population is 55 with the greatest number aged 25-39

years (Figure 44). Overall, a total of 109,432 of this population are of working age, with 2,386 of these within the youth age population (17-24).

The Verdugo LWDA records a total of 1,496 Non-Custodial Parents (Figure 43), with 101 (7%) being female and 1,379 (92%) being male (16 individuals recorded as Null or Unknown). In addition, 126 individuals reported being reentry while 644 (43%) reported being unemployed. The age range for Non-Custodial Parents shows that 97% are within the working age range of 18-64 (Figure 45). The ethnicity breakdown shows that 41% recorded as being Hispanic while the remainder are spread across other ethnicities (Figure 46).

**Figure 42: LABRPU  
Non-Custodial Parent  
Population**

Gender	Count
Female	8,893
Male	102,640
Null	459
Other	4
Unknown	305
<b>Total</b>	<b>112,301</b>

**Figure 43: LABRPU  
Non-Custodial Parent  
Population by LWDA**

LWDA	Count
Foothill	2,392
LA County	48,182
Los Angeles	39,061
Pacific Gateway	7,379
SELACO	5,553
South Bay	8,238
Verdugo	1,496
<b>Total</b>	<b>112,301</b>

**Figure 44: LABRPU  
Non-Custodial Parent  
Population by Age**

Age Range	Count
Ages 17-24	2,386
Ages 25-39	49,801
Ages 40-55	47,760
Ages 56-64	9,485
Over 64	2,774

**Figure 45: Verdugo Non-Custodial Parent  
Population Age Range**

Age Range	Number NC Parent	% of NC Parents
18 – 24	13	0.9%
25 – 29	77	5.1%
30 – 34	155	10.4%
35 – 39	269	18.0%
40 – 44	286	19.1%
45 – 49	269	18.0%
50 – 54	185	12.4%
55 – 59	109	7.3%
60 – 64	78	5.2%
65 and Older	55	3.7%

**Figure 46: Verdugo  
Non-Custodial Parent Ethnicity**

Ethnicity	Number NC Parent	% of NC Parents
White	317	21.2%
Black	127	8.5%
Hispanic	614	41.0%
Asian	21	1.4%
Armenian	85	5.7%
Pacific Asian	47	3.1%
Null	200	13.4%
Other	85	5.7%

Based on the data provided by DCSS, 644 Non-Custodial Parents residing in the Verdugo LWDA are unemployed, representing 43% of the 1,496 total Verdugo Non-Custodial Parents. Considering the impact of the pandemic, it is possible that non-custodial parents have also been significantly impacted, including job loss.



Data from DCSS records 1,496 Non-Custodial Parents residing in the tri-city Verdugo Consortium (Figure 43). As one of the smallest LWDA in the LABRPU, Verdugo records the least number of Non-Custodial Parent populations. However, these data only represent Non-Custodial Parents that have cases with DCSS and do not include the entire population. Non-Custodial Parents who do not have open cases may exist regardless of whether they are paying child support. To consider the potential Non-Custodial Parent population in the Verdugo Consortium, the VWDB also examined the total number of households with a single lead which is 7,3666, for households with children under the age of 18 (Figure 47). While these numbers do not confirm the number of Non-Custodial Parents, they provide an indicator that the actual number of these parents, may be higher than the 1,496 that have open cases with DCSS.

**Figure 47: Estimates for Verdugo Non-Custodial Population**

Relationship to Householder	Burbank	Glendale	LCF
Households with Male Single Parent	358	658	51
Households with Female Single Parent	1,449	2,717	994
Households with Grandparents Caring for Children	292	512	335
Total	2,099	3,887	1,380

Ex-offender data recorded 125 individuals for VWDB, representing 8% of the 1,496 of the non-custodial population. To understand the prospective population, the CA Department of Corrections and Rehabilitation (CDCR) provided data to the LABRPU for the overall ex-offender population, many of which are Non-Custodial Parents. According to CDCR, the annual average number of adult offenders released to Parole Supervision is 5,862 and 4,847 are released to Probation for a total of 10,709 released offenders in LABRPU, accounting for almost 30% of the statewide annual average release of 36,373.

**Figure 48: Ages of Released Population**

Age Range	% Released Population	Age Range	% Released Population
18 – 24	12.0%	45 – 49	9.3%
25 – 29	18.7%	50 – 54	8.1%
30 – 34	15.8%	55 - 59	6.1%
35 – 39	13.8%	60 – 64	3.2%
40 – 44	10.0%	65 and Older	2.9%

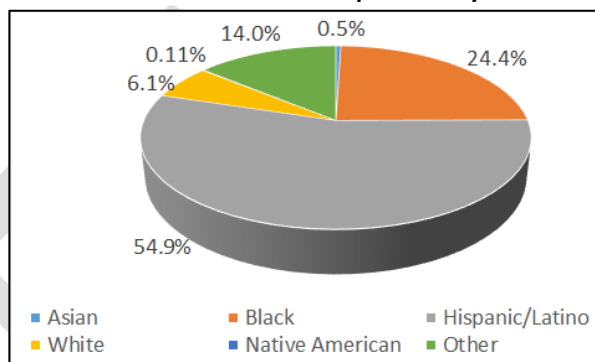
The released population is comprised of 81% male and 19% female. Age range data show that the greatest number of released populations are 25-29 years of age at 18.1%, with 97% within working age, representing 10,388 potential job seekers, and include Non-Custodial Parents (Figure 48). The average age for males is 38.2 years and 37.6 for females, demonstrating little difference in age for both genders. According to CDCR, 30% of supervised population has a mental health designation with 23% of in Correctional Clinical Case Management System (CCCMS) and 7% in Enhanced Outpatient Program.

Therefore, for those ex-offenders that are also Non-Custodial Parents, are also likely to have a mental health designation.

According to DCSS, the racial breakdown for Non-Custodial Parents residing in LABRPU show that more than half report themselves as Hispanic/Latino, which comprises the largest portion of this population. The Native American Non-Custodial Parents is the smallest group recording at .11% and the Asian population recording at .5% (Figure 49).

As an LA County Department, the WDACS has taken a lead role in coordinating with DCSS, on behalf of the LABRPU for a regional coordinated effort and partnership for referrals and co-enrollments. WDACS is exploring expansion of its Automated Referral System (ARS) as part of the larger effort to align workforce services across LABRPU. WDACS developed the web-based ARS to better track the referrals made by partner departments to the AJCCs within the LABRPU. The ARS is currently used for Non-Custodial Parents referred to the LA County workforce system from DCSS to provide services to unemployed, underemployed, and payment-delinquent non-custodial parents. The goal is to expand the ARS throughout the LABRPU to facilitate access to services for Non-Custodial Parents throughout the region.

**Figure 49: LABRPU  
Non-Custodial Parent Population by Race**



The VJC partners meet with DCSS as often as possible throughout the year. DCSS is invited to all meetings; however, due to limited staffing, they are not always able to participate. However, all partners have been trained by DCSS on their services and tools available to assist non-custodial participants. Participants that are identified as non-custodial, are referred to DCSS if they are not on their caseload already. DCSS provides updated information and resources as needed by VJC partners.

Based on the demographic data and input from partners, barriers were identified that impact non-custodial parents (Figure 50). Based on these barriers as well as the data from the demographics of the population, services are developed or customized.

**Figure 50: Non-Custodial Parents: Barriers to Employment**

<ul style="list-style-type: none"> <li>• Mental health</li> <li>• Debt repayment/wage garnished</li> <li>• Suspended license / License removal</li> <li>• Feelings of helplessness, no way out</li> <li>• Other barriers: homeless, reentry</li> <li>• Lack of education; drop-out</li> </ul>	<ul style="list-style-type: none"> <li>• ELL</li> <li>• Friction with the other parent</li> <li>• Lack of parenting skills</li> <li>• Financial counseling: not aware of the benefit of working and earning salary even when wages are garnished</li> </ul>
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Other barriers these parents face include the court ordered mandates they must meet to regain custody including multiple weekly drug testing, parent education, counseling and

other activities that impact their availability for career training and employment. Other issues identified include the impact of feeling overwhelmed with child support in arrears, or a negative relationship with the custodial parent. Partners identified the intensive counseling that may be needed to support these participants and career pathway programs that accommodate their scheduling needs. For example, partners will explore incorporating required parent education courses within the career pathway curriculum to accommodate this need. Further, for those parents overwhelmed with child support debt, they can be referred to DCSS which can establish a payment plan that meets their needs. Some non-custodial parents may have their driver's licenses captured if they are not paying court ordered child support and this may impact their ability to participate in programs or employment. DCSS can also assist these parents in regaining their licenses if they enroll in workforce development programs or attain employment.

Most of the services that were identified benefit all segments of the Non-Custodial Parent population, as well as all special populations. Specific services such as ESL/ABE/ASE meet the needs of ELL and those lacking education including a high school diploma or equivalent. Career pathways in labor demand occupations with competitive wages and direct links to employment was identified as a primary need for all segments, using Verdugo's CNC Machinist Academy as a model which infuses all necessary services and support services in the curriculum. Because non-custodial parents often must demonstrate they have employment in order to begin to regain custody of their children, career pathways with integrated work-based learning is a critical service.

Current VJC partners, which include WIOA and non-WIOA funded agencies, work together to provide services to non-custodial parents. Co-located partners at the VJC include: EDD providing Title III services; DOR; GCC/GlendaleLEARNS providing adult education; and Glendale Youth Alliance (GYA) providing services to youth and young adults, including teen parents. All Basic and Individualized Career Services are provided as well as training, WEX, OJT; job placement; and retention services.

### **C. Coordination with Local Partnership Agreement Partners for Competitive Integrated Employment**

The VWDB has focused on serving individuals with Intellectual Disabilities and Developmental Disabilities (ID/DD) for the past six years. While the VWDB and the VJC have served people with disabilities for many years, the strategic focus on ID/DD began six years ago with the examination of the demographic data, the increasing rates of ASD, and the partners' commitment to develop career pathways for this underserved population. The partners, including VWDB, VJC, GCC and its DSPS Counselors, DOR, Lanterman Regional Center, GlendaleLEARNS and Foothill Special Education Local Planning Area (SELPA), among others, worked together to develop and implement the Verdugo CNC Machinist Academy. Since its inception, the partners launched a Customer-Centered Design project that resulted in the universal strategic co-enrollment system to co-enroll all individuals with disabilities using a single process and common intake application packet. The co-enrollment system is the foundation for the integrated approach to delivering services as a partner team. All VMA students are co-enrolled in

multiple programs with multiple funding sources to ensure all services and supports are provided as needed, allowing for the braiding of resources while avoiding duplication.

The partnership continues to work together to expand career pathways to individuals with ID/DD and have piloted Information Technology/Cybersecurity. Other career pathways underway include: Certified Quality Inspector Associate (CQIA), Biotechnology Technician, and will continue to expand services and ensure student success while creating additional Competitive Integrated Employment (CIE) opportunities. CIE is not a new concept to the VWDB and its partners. The partners made a conscious and unanimous decision that no participant would ever be placed at subminimum wages. The VWDB has never placed any participant, including those with disabilities, earning below the minimum wage at the time of placement. For example, the starting wage for VMA is \$16 per hour and after the first promotion they earn more than \$20 per hour and as high as \$40 per hour.

The VWDB and DOR celebrate a highly integrated and successful partnership as demonstrated through its projects. DOR is co-located at the VJC allowing daily access to staff for common case management. To further demonstrate the integrated partnership with DOR, Local Partnership Agreements (LPA) have been developed with the three school districts within the three cities of the Verdugo Consortium: Burbank, Glendale and La Cañada Flintridge Unified School Districts. The VWDB is including in all three LPAs as a key community partner.

The purpose of the LPAs is to foster preparation for and achievement of CIE for youth and young adults (ages 14 through 22) with disabilities including individuals with ID/DD. Through person-centered planning and streamlining the provisions of services, the collaboration will increase communication between partners, remove barriers, avoid duplication of services and increase overall employment outcomes for this population, in alignment with the VWDBs current programs including its strategic co-enrollment system for participants with ID/DD. The LPA's have been signed by the core partners and delineate the VWDB as a key partner along with VJC as the local AJCC, its youth provider Glendale Youth Alliance, and its youth task force Verdugo School to Career Coalition.

The VWDB's commitment to serving individuals with ID/DD is not only based on its Vision, Mission, and Values and dedication to serving individuals with disabilities, but also due to the number of ID/DD in Verdugo that need assistance. Based on VJC experience in working with this underserved population, many do not enter the workforce because of the lack of services and opportunities available for this customer segment. Data include unemployment rates that indicate that these individuals are not accessing workforce development services to meet their needs, making them a priority of service for the VWDB.

Locally, the Verdugo Consortium is home to 10,791 individuals of working age (18-64 years) with disabilities including 3,248 with cognitive disabilities (Figure 51). While 4,321

individuals with disabilities are in the labor force, 6,470 are not<sup>33</sup>. Although there could be many reasons why 60% of working age individuals with ID/DD are not in the labor force, the VWDB has learned that many are not because they do not believe there are employment opportunities for them and are not familiar with services available to train and assist them.

**Figure 51: Labor Force Status with Disabilities**

Demographic	Burbank	Glendale	LCF
Total Disability Population Ages 18-64	3,880	6,563	348
Total Labor Force with Disability	1,678	2,532	111
Total Not in Labor Force	2,202	4,031	237

To further demonstrate the challenges that are faced by individuals with cognitive disabilities, the employment data for these individuals was analyzed for the tri-city consortium. There are 991 individuals with cognitive disabilities that are in the labor force with 801 employed, leaving 184 unemployed for an overall unemployment rate of 18.5% for the three cities. Conversely, the total number of individuals with disabilities that do not have cognitive disabilities is 3,330 with 2,966 of these individuals employed and 364 unemployed, for an unemployment rate of 10.9%. While the overall unemployment rate for people with disabilities at 14.7% is significant, those without cognitive disabilities have a lower unemployment rate at 10.9% than those with cognitive disabilities at 18.5%.<sup>34</sup> Moreover, these unemployment rates are significantly higher than the unemployment rates of workers without disabilities in Verdugo which records at 9.8%

The CDC released its research findings in 2017 that reported the prevalence of ASD in the US is 1 in 54. These results show a profound increase in ASD reported by CDC in 2009 with a rate of 1 in 110.<sup>35</sup> In CA, the prevalence of ASD is 1 in 113<sup>36</sup>; however, in 2017, the Department of Education reported a 7% increase in diagnosis of ASD in its students, indicating the increase in the autism rate throughout the state continues. A study by UC Davis identified clusters with higher rates of ASD, based on the service areas of Regional Centers. Four of the 10 clusters identified were located in LA County including the Westside Regional Center which serves Culver City, Santa Monica and Inglewood; Harbor Regional Center, serving Bellflower, Harbor City, Long Beach and Torrance; North LA County Regional center serving San Fernando and Antelope Valley; and South Central LA Regional Center serving Compton and Gardena.<sup>37</sup> Therefore, clusters of ASD were found in the northern, western, southern and central areas of LA County. In March

<sup>33</sup> *Employment Status by Disability Status and Type, Burbank, Glendale and La Cañada Flintridge, 2019 American Community Survey 1-Year Estimates.* U.S. Census Bureau.

<sup>34</sup> *Employment Status by Disability Status and Type, Burbank, Glendale and La Cañada Flintridge, 2019 American Community Survey 1-Year Estimates.* U.S. Census Bureau.

<sup>35</sup> *Prevalence and Characteristics of Autism Spectrum Disorder Among Children Aged 8 Years – Autism and Developmental Disabilities Monitoring Network, 11 Sites, United States, 2016.* Center for Disease Control, March 2020. <http://www.cdc.gov/mmwr/volumes/65/ss/ss6503a1.htm>

<sup>36</sup> *Latest Autism Statistics.* Talk About Curing Autism (December 2015). <http://www.tacanow.org/family-resources/latest-autism-statistics-2/>

<sup>37</sup> *Autism Clusters Identified in California Associated with Areas of Greater Parental Education.* University of California at Davis, Health System (January 2010).

2016, 87,291 people with developmental disabilities, including those with ASD, were recorded as receiving services in LA Regional Centers; however, this does not include those with ID/DD who are not receiving services.<sup>38</sup>

In an article from WestEd, *Research Helps Target Support for Students with Disabilities*, REL West research found that Students with Disabilities had a significantly lower graduation rate at 59% as compared to General Education Students with a 78% graduation rate (Figure 52)<sup>39</sup>. These outcomes were based on 41,496 students expected to graduate in 2011. Students with Disabilities also had a higher dropout rate at 26%

**Figure 52: Four Year High School Outcomes**

Students	Graduation Rate	Dropout Rates
General Education Students	78%	21%
Students with Disabilities	59%	26%
Speech or Language Impairment	75%	21%
Specific Learning Disability	65%	27%
Other Health Impairment	60%	26%
Autism	48%	11%
Emotional Disturbance	43%	44%
Intellectual Disability	33%	15%
Multiple Disabilities	16%	15%

compared to 21% of General Education Students. Those students that did not graduate nor dropout, were either retained in school or earned a certificate. Students recording Emotional Disturbance had the highest dropout rate (44%) and students with Intellectual Disabilities or Multiple Disabilities had the lowest graduation rates at 33% and 16% respectively. Yet, earnings and increases in earnings is directly correlated to educational attainment (Figure 53). The overall average annual earnings is \$24,041 for individuals with less than high school diploma in the Verdugo region; however, earnings more than double with a Bachelor's Degree<sup>40</sup>. Therefore, in order to assist individuals with disabilities, including ID/DD, educational attainment should be a focus and integrated into career pathways.

**Figure 53: Median Earnings by Educational Attainment**

Educational Attainment	Glendale	Burbank	La Canada Flintridge	Verdugo Average
Less than high school	\$ 19,529	\$ 25,558	\$ 27,035	\$ 24,041
High school grad / equivalent	\$ 25,957	\$ 30,751	\$ 40,441	\$ 32,383
Some college or associates	\$ 31,316	\$ 41,007	\$ 50,101	\$ 40,808
Bachelors	\$ 50,865	\$ 53,105	\$ 64,958	\$ 56,309
Graduate or professional degree	\$ 64,557	\$ 70,986	\$ 121,278	\$ 85,607

Students with ASD record a 48% graduation rate, one of the lowest for the student segments researched (Figure 52) and an 11% dropout rate, which means that 60% of students are either retained or only earn a certificate, limiting their abilities to earn

<sup>38</sup> *Monthly Consumer Caseload Report, Regional Center Caseloads by Consumer Status Through March 2016*. CA Department of Development Services. [http://www.dds.ca.gov/FactsStats/Caseload\\_Main.cfm](http://www.dds.ca.gov/FactsStats/Caseload_Main.cfm)

<sup>39</sup> *Research Helps Target Support for Students with Disabilities*. WestEd R&D Alert, May 2016. [https://www.wested.org/rd\\_alert\\_online/disabilities-students-research-supports/](https://www.wested.org/rd_alert_online/disabilities-students-research-supports/)

<sup>40</sup> *Median Earnings by Educational Attainment 2013-2017 Five Year Estimates*. American FactFinder. US Census Bureau.



competitive salaries (Figure 53). Studies show that 50,000 students with ASD leave high school each year with hope of finding a job; however, only 58% of these young adults, nationwide, actually do work between high school and their early 20's. Young adults with ASD have the lowest employment rate across disabilities with a 58% rate for ASD. Further, those with ASD that did work, earned an average \$9.11 per hour for part-time work and earned even less for full-time work with a per hour wage of \$8.08. Only 13% are employed in production/manufacturing work with the potential of earning a livable wage,<sup>41</sup> creating the urgency to address the needs of this population through innovative strategies. Nationwide, individuals with ASD are recording unemployment rates as high as 85% for adult individuals with college degrees.<sup>42</sup>

Based on these demographics, the VWDB will continue to prioritize individuals with ID/DD for services and continue its partnerships to ensure participants enter competitive integrated employment.

#### D. Coordination with Partners to Serve English Language Learners

The Verdugo Consortium is a diverse region with a significant percentage of its population foreign born (Figure 54). A total of 155,371 residents are born outside of the US, representing 47%, with 83,301 of these reporting that they speak English "less than very well."<sup>43</sup> These individuals represent potential candidates for our ESL courses, regardless of their employment status.

**Figure 54: Verdugo Consortium Foreign Born Population**

Demographic	Total	Burbank	Glendale	LCF
Foreign-born population	155,371	46,278	102,525	6,568
Speak English "less than very well"	83,301	15,924	65,066	1,890

**Figure 55: Characteristics of People Who Speak a Language Other than English at Home**

Poverty Levels			
Characteristics	Burbank	Glendale	LCF
Below poverty level	6,439	21,939	208
At or below poverty level	39,681	107,500	6,354

A total of 28,586 of residents from all three cities live below poverty level; however, 153,540 live at or below the poverty level, demonstrating the need for career pathways that can provide livable wages and upward mobility opportunities.

<sup>41</sup> *National Autism Indicators Report: transition into Young Adulthood 2015*. Life Course Outcomes Research Program. AJ Drexel Autism Institute.

<sup>42</sup> *Why is the Autistic Unemployment Rate so High?* Thinking Person's Guide to Autism. February 2018.

<sup>43</sup> *Selected Social Characteristics, 2013-2017 American Community Survey 5-Year Estimates*. American FactFinder, U.S. Census Bureau.

As a CAEP member and provider, the VWDB has access to data from TopsPro Enterprise and Launchboard to enroll students in workforce development services using CAEP funds and track services as well as demographics. According to Launchboard, a total of 6,708 students were enrolled in adult education for program year 2018-2019, with 4,672 (70%) of these students enrolled in ESL classes. Of these students, 163 were enrolled into CAEP via TopsPro Enterprise, for workforce development services by VWDB, with 52% of these being ELL. These data indicated that the VWDB and GlendaleLEARNs have made significant progress in serving the ELL population; however, this only represents 6% of the ELL that speak English “less than very well” (Figure 54), necessitating continued expansion to meet the needs of the Verdugo communities. Further, new immigrants, refugees and asylees continue to enter the area according to GlendaleLEARNs partner and service provider, International Rescue Committee (IRC), adding to the ELL population.

The VWDB and VJC, rely on their partners to serve ELL and meet their needs to achieve their career and educational goals. ELL partners include GCC, GlendaleLEARNs, IRC, Armenian Relief Society, and Jewish Vocational Service. As a member of GlendaleLEARNs, the VWDB coordinates ESL introductory classes at the IRC office where these individuals are referred upon entry into the country. In addition to ESL, they receive citizenship and acculturation workshops as well as counseling, legal, and financial services. The VWDB enrolls the student into CAEP which funds the ESL classes and works with IRC to co-enroll job seeking students into WIOA I and transitioning them to career pathways and additional courses at GCC. According to IRC, the number of new immigrants, refugees and asylees have declined over the past year; however, those that do gain entry, require immediate coordinated services to address their unique needs and transition to employment for self-sufficiency and overall sustainability.

Partners identified several barriers to employment faced by ELL. Many were common across the priority customer groups including career skills that can assist them in gaining employment with sustainable wages and career progression leading to upward mobility. Barriers that are unique to this population were identified as follows:

- 1) Academic issues in writing and speaking;
- 2) Need childcare services during class; in particular those that are not working and cannot afford to pay for childcare;
- 3) Some are not literate in their own language which makes ESL more challenging;
- 4) Many have gaps in basic education, lack of diploma or credentials that were earned in their native country and not recognized in the US.

To address these barriers and needs, the partners have designed customized career pathways to transition these participants to employment that offer competitive wages. The American Medical Assistant (AMA) career pathway was designed as a nine-month program that offers dual credentials for front office and back office medical assistant. The



curricula integrates contextual ESL, including medical terminology to fully prepare students for their new occupations. The VJC has added WEX to complete the career pathway and graduates from the program will enter paid WEX for up to 216 hours. Due to the pandemic, GCC was forced to close its campus; however, within one week, it resumed courses through distance learning. AMA resumed all courses, including ESL on a virtual platform. Co-enrollment into WIOA I also provided students with supportive services that assisted in continuing their training during the most difficult time. The partners will continue to design and implement career pathways that are customized to the needs of ELL participants.

## VI. WIOA TITLE I COORDINATION



### A. Professional Development in Digital Fluency

Professional development in digital fluency occurs throughout the year with trainings provided by the City of Glendale and support from the City's Information Technology (IT) Department. The Help Desk is available during work hours for staff to access individual technical assistance as needed to support digital fluency. Trainings on CalJOBS are offered by EDD throughout the year as well as trainings on Econovue are also offered throughout the year.

The VWDB and VJC staff converted all programs, services, and functions to a virtual format in one week as staff were required to Shelter in Place and work remotely from home, in compliance with the Governor's Executive Order. A skeletal staff remained at VJC to answer calls and provide in-person services for special needs customers such as those with disabilities. This required staff to learn how to use virtual platforms such as Zoom, WebEx, Adobe Connect, and Microsoft Teams. While the City provides training on WebEx and Microsoft Teams, staff used YouTube videos and instructions and videos provided by the platforms to quickly be able to use the technology that partners are using. All staff received virtual training and instructions on accessing their work desktop remotely as well as "shared files" on the intranet.

Trainings were also provided for using Docu-Sign and CalJOBS Pre-Application. The VWDB MIS Analyst will often receive training from EDD and in turn, train staff on the use of the software applications and platforms. While training typically occurred in-person, they are not provided through virtual platforms. In addition, to being trained, VJC staff also trained participants on using virtual platforms, Docu-Sign, Adobe/pdf files and completing electronic forms. This required extensive staff time to walk individuals through the applications in order to ensure they were able to access services as the training was conducted by phone. As recipients of the ELL Navigator Grant, training was also provided by the Grant Coaches on providing virtual services. The VJC partners identify staff trainings on an annual basis and coordinate them throughout the year using funds allocated to the LABRPU for professional development. Trainings are usually added throughout the year in order to meet identified needs. As new software applications and

platforms are introduced to improve virtual services, staff will continue to be trained to address these changes.

## **B. Professional Development in Cultural Competencies**

The VWDB and VJC staff participate in multiple trainings throughout the year to continuously develop cultural competencies. Due to the diversity of its community, as well as its focus on targeting underserved populations, maintaining and refining its cultural competencies is key to providing legendary services to all participants regardless of challenges they may face. This dedication is exemplified with its programs and services designed for participants with ID/DD, being the first local workforce board in California to implement career pathways for these participants that lead to competitive wages that support independence while capitalizing on their talents. The VJC's expertise in serving ID/DD has been recognized and has provided training and technical assistance to other partners and local workforce boards. Staff continue to participate annually in trainings offered through The Help Group which focuses on serving and educating individuals with ID/DD, in particular those with ASD.

As a community that has a high population of immigrants, asylees and refugees, with 47% of its population being foreign-born, cultural competence is critical to serving these participants. The VJC hires employees from the community to ensure they reflect the participants they serve, including bilingual capabilities in languages such as Armenian, Farsi, Russian, Tagalog and Spanish. Staff participate in trainings offered by California Workforce Association (CWA) and EDD on serving ELL, as well as trainings from our partners such as IRC that provide annual trainings on serving immigrants, asylees and refugees. With many of the immigrants in the Verdugo community coming from war-torn countries, expertise is needed to serve trauma-exposed populations. Given the diversity of the VJC staff and their cultural backgrounds, many have experienced trauma from their birth countries, they are most prepared to provide the support the participants need to assist them in their transition to their new country and enter the work environment. As trainings are implemented for staff to strengthen their skills in serving trauma exposed individuals, leadership honors the staff's background in this professional development area.

In addition to Verdugo immigrants, cultural competency to serve trauma exposed individuals is also needed in serving victims of domestic violence; veterans, in particular, women with Post Traumatic Stress Disorders (PTSD); LGBTQ; and even ID/DD who have endured years of bullying and physical and mental abuse. This trauma was discovered in the Emotional Intelligence course offered to participants where our participants with ASD described in detail the horrific bullying and abuse they endured growing up. The competence to provide counseling and support while supporting their recovery and perseverance as survivors, is a skill and talent that is gained through experience and practice in addition to classroom training.

In alignment with cultural competence, staff have participated in trainings to design programs to increase equity across diverse populations including underserved

populations and people of color. This allows the VWDB and VJC to capitalize on its expertise of building career pathways for ELL and ID/DD customized to provide the support needed to ensure equity so they can achieve success in a rigorous program and curriculum needed to prepare them to be competitive on the job. Infusing ABE, ASE and VESL into curricula for career pathways, as well as common case management and support provided in the classroom and the provision of supportive services, are examples of how gaps are addressed to increase equity so participants can successfully complete their career pathway and attain employment in the same manner that a student without barriers can achieve the same. Staff have participated in cultural competence and equity-focused workshops provided by CAEP and are currently coordinating continued training with the other six local workforce boards as goals established for the Slingshot 3.0 grant.

### **C. Coordinate Workforce Activities with Rapid Response Activities**

The VJC offers a comprehensive set of services for businesses. Business services include Rapid Response services for those organizations that are faced with the difficult decision to lay off employees due to downsizing or closures. As members of the VJC Business Services Team (BST), Rapid Response staff track indicators of potential reductions, at risk business, and notifications submitted to VJC and/or EDD, including those submitted to meet the Worker Retraining and Notification (WARN) Act. Staff also use resources such as Econovue and connections with Economic Development Departments for the Cities of Burbank and Glendale to identify potentially “at risk” companies. These at risk companies are then targeted for business outreach that occurs daily, for support and resource referrals.

The goal of Rapid Response services is to outreach business and provide intervention services to avert any potential layoff or closure. the VJC BST partners with the City of Glendale’s Economic Development, Police and Public Works Departments, and a member from the City Council to form the Glendale Relationship Initiation Team (GRIT). The GRIT visits selected businesses to discuss their needs and identify solutions. The GRIT member that can address the solution with the business continues providing the targeted service until the need is met. As members of GRIT, staff have easy access to all support services available to assist business turnarounds. For those organizations that must proceed with layoff, a full array of services are available including orientations to affected workers, counseling and guidance to affected workers and management, and transition services to VJC services or alternative employment. The current pandemic has devastated many organizations, in particular, small businesses that were forced to shut down or reduce personnel. Rapid Response services have also been converted to a virtual platform and staff proactively outreach to business and their affected workers. Since the beginning of the pandemic, staff have outreached to 186 businesses and 6,612 affected workers.

Rapid Response staff coordinate services with statewide rapid response activities by participating in quarterly meetings held. Staff have hosted the in-person meetings in the past and will continue to support the meetings in the future. The meetings now occur virtually and staff continue to participate to network with other service providers and to

understand the statewide activities including layoffs that occur in an industry that impacts business throughout the state such as the airline industry.

#### **D. Adult and Dislocated Worker Activities and Targeted Populations**

The VWDB oversees the full-service VJC located in the City of Glendale as well as the BWC, the affiliate center located in the City of Burbank. The BWC expands access to residents of Burbank as well as residents in the surrounding area who may find the BWC a more convenient location. Although it is an affiliate site, it is a highly active center offering Universal Access Services, Rapid Response and Business Services. The current program year, which began July 1, 2020, has already generated 1,293 customer visits at the BWC, and 607 businesses have been contacted for services. This demonstrates BWC's proactive approach to reaching customers, both job seekers and business. The BWC also serves as an on ramp to the VJC for comprehensive services, training and career pathways. VJC staff are outstationed at the BWC for training enrollments at least once per month for the convenience of customers. They are also available to be outstationed as needed. Currently, services are provided virtually due to the pandemic and Shelter in Place; however, in-person services will be provided when it is safe to do so. The partnership with the City of Burbank and the BWC is demonstrated through the Annual Veteran's Job Fair which is held every March. The event includes the VWDB and VJC staff as well as EDD to coordinate and host the job fair which typically brings together more than 75 hiring employers and 200 job seekers.

In addition to the BWC, the VJC staff are outstationed at GCC and Burbank Adult School to outreach students who need assistance. Due to the pandemic, the VJC has established a virtual system to connect with students and provide them with orientations to the services available including all virtual services. The VJC is developing customized workshops for special populations to increase outreach to individuals such as those receiving public assistance (GAIN/GROW). Offering workshops to assist with resume writing and interviewing skills for example, introduces the VJC services to these special populations and encourages them to access additional services by enrolling in the program. This may also increase referrals from partners and other agencies once they become more familiar with VJC offerings. These virtual workshops can also be used with graduates from career pathways such as GCC's American Medical Assistant program, to prepare them for their job search.

Through its comprehensive VJC, the VWDB provides the education and training necessary to create the competitive human capital required for business sustained growth and industry leadership. Based on its experience and business acumen, services are strategically developed to support the local business' visionary leadership, as well as the intelligent risk-taking needed to compete in the global marketplace today. The BioTechnology Technician Industry-Valued Credential project led by Grifols Biologicals, includes six additional BioScience companies, and is another example of how the VWDB and VJC support business. The six businesses include Gilead, Amgen, Tekada, Kite, Prolacta and Neutrogena, all who worked with Grifols and the rest of the team to develop the assessment instrument that will be used to measure the competencies achieved by

students graduating from any BioScience program in the LA Basin. Moreover, these companies are at the forefront of developing vaccines and therapeutics to address the COVID-19 virus, making this project one of the most critical in workforce development today. Graduates who pass the assessment with a 70% score or higher, will earn a digital credential to confirm their competencies. All graduate who earn a credential, are guaranteed an interview by at least one of the seven companies.

The VJC is also partnering with Biocom Institute, a BioScience industry association, to connect recipients of the credential to the hundreds of members who are seeking BioTechnology Technicians. Using a web-based portal, the VJC, in partnership with Biocom, will match students with member companies, creating a centralized pool of qualified, credentialed candidates for hiring employers.

The VJC Basic and Individualized Career Services (Figure 56) are extensive; however, the unique feature is the partnerships which are well integrated, and co-enrollment across partners, including non-WIOA funded partners, is a daily occurrence as opposed to an afterthought. We are one of two Workforce Boards in the state that enroll students who are funded with CAEP Grant funds into CalJOBS and co-enroll into WIOA as well. However, we are the only Workforce Board to enroll CAEP students into CalJOBS and provide services funded by CAEP and then co-enroll into WIOA as needed. This best practice is exemplified through our Verdugo CNC Machinist Academy.

**Figure 56: Verdugo Jobs Center Product Box for Basic and Individual Career Services**

Basic Career Services	Individual Career Services
Outreach, intake, orientation	Comprehensive, specialized, diagnostic assessments & in-depth interviewing
Determination of eligibility for all AJCC programs	Service/career plan development
Initial assessment of skills, aptitudes, abilities	Group counseling
Labor Exchange Services	Individual counseling
Referrals to other programs & Services in the community	Career planning
Assistance in establishing eligibility for non-WIOA programs	Career exploration
Labor Market Information	Short-term prevocational services
Information on program cost	Internships/ Work experience (WEX)
Information on Supportive Services	Financial literacy
Unemployment insurance benefit information	Out-of-area job search
Virtual job seeker services: resume builder, interviewing, cover letter (CalJOBS)	Contextualized English language acquisition
	Citizenship (CAEP)
	Immigration/cultural workshops (CAEP)
	Work readiness workshops
	Guest speakers: employers

The CNC Machinist Academy was created in partnership with GCC, Department of Rehabilitation, and industry partners from the manufacturing industry. It is the first sector pathway designed for people with autism, providing training as CNC Machinists, and creating opportunities for them to enter manufacturing jobs with middle-skill and mid-level wages. These participants were assessed and enrolled in Career Training under WIOA by our VJC staff. VJC also enrolled the students into CAEP in CalJOBS to provide work readiness and basic education (technical math), and the Department of Rehabilitation

enrolled the students under WIOA Title IV for job placement assistance. Students were also enrolled into WIOA Title I for OJT and retention services. Lanterman Regional Center provided in-class support to students who needed the intensive service in order to access the curricula, build friendships with other students, and ensure their success in the classroom. Therefore, these participants were enrolled in CAEP, WIOA Title I, WIOA Title IV, and Lanterman Act without duplication or supplanting of services, demonstrating the integration of services and braiding of resources. All partners worked together to provide a full-service package with wrap-around services, including co-case management, in a seamless manner. This level of partnering coordination comes through years of working together to ensure the seamless approach to providing exceptional services to customers.

The VJC was the first career services provider in California to be awarded funds by the Social Security Administration (SSA) and operate the Employment Network. Under this grant, the VJC provides and coordinates services to Social Security disability beneficiaries. This allows the VJC to provide these non-WIOA supplemental services to participants with disabilities. The VJC relies on WIOA and non-WIOA funds to service its targeted populations.

Our VJC BST was developed with our EDD partner to increase job opportunities for our participants as well as to serve the business community. The BST coordinates and implements more than 60 hiring events annually, participates in or hosts job fairs on a quarterly basis, staffs open positions for employers, and provides labor market information in addition to other business services. In 2016, the BST was recognized by the US Census for providing them with more qualified candidates than any other workforce development agency in California and this recognition continues each year. The BST was established under the Integrated Service Delivery framework; however, the success of the team is due to the partnership developed over years of working together. With almost half of the VWDB staff having nine years' seniority or more, this consistency in staffing allows for successful partnerships to be developed and maintained. The BST is in the process of expanding by adding additional MOU partners to the team and enhancing its business services strategy to address current challenges including the impact of the pandemic.

The VJC has also developed and maintained strong partnerships with our K-12 education partners. This partnership is now integrated with our Verdugo School to Career Coalition (VSTCC) for a focused effort on transitioning high school students to higher education or career pathways. Several goals and objectives define the VSTCC's efforts, including: development of dual-enrollment plans between the local community college and the two school districts in the VWDA; skill competency mapping for target occupations; and industry definition of high-growth career pathways in Digital Media and Digital Manufacturing. Industry partners include: Warner Bros Entertainment, Inc., Nickelodeon, Cartoon Network Studios, The Motion Picture Editors Guild, and The Art Director's Guild.

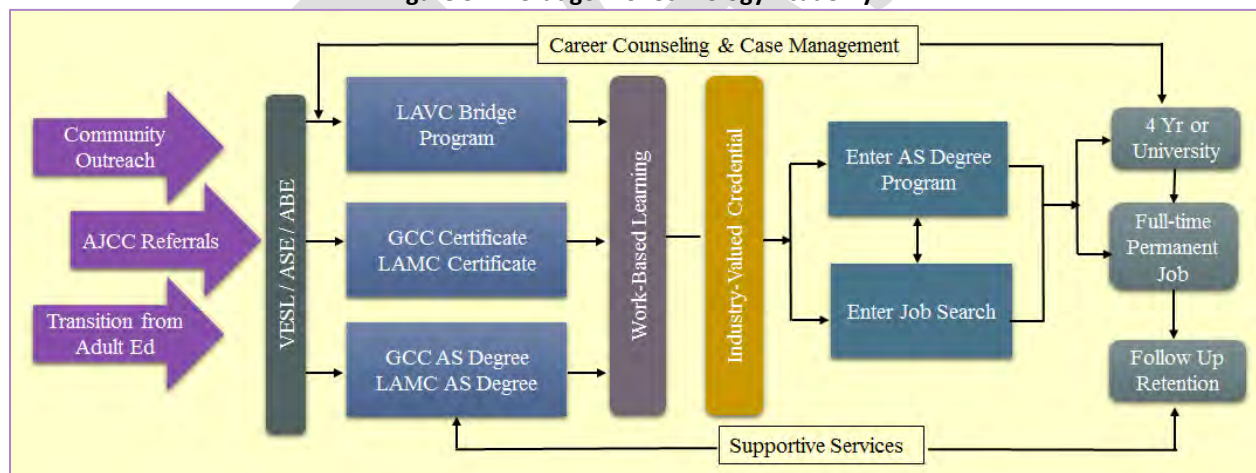
Integrated Career Pathways is a success model for the VWDB and VJC that has been featured in several conferences. Integrated Career Pathways begin with the employer partnership to identify human capital needs. Skills and competencies are defined in



partnership with our community college partner and the technical training is designed with the employers. Because of the populations we target, Vocational English as a Second Language (VESL), ABE and ASE are infused in the technical training curriculum. Technical training includes certificated programs for immediate employment preparation as well as stackable credentialed programs for advanced training or higher education. The industry-valued credential is developed and incorporated for graduates to ensure skills and competencies have been achieved.

Work-based learning is also incorporated for students to apply their newly acquired skills in the workforce environment, while continuing to develop those skills with training and guidance from the employer. Work-based learning is paid time to allow students to begin earning as soon as possible, contributing to program retention and success. Transition assistance and support is provided to enter permanent full-time employment and continues to ensure job retention and higher education goals are achieved. Case management and supportive services are provided throughout the enrollment to assist with retention and transitions. This strategy is based on the model implemented for the CNC Machinist Academy which combines adult education with technical training, work-based learning and job placement to complete the career pathway. The design of the pathway and the target population assists the VJC in identifying the partners that need to be brought in for co-enrollment of participants enrolled in the career pathway. This model was used to design and develop the BioScience Apprenticeship for ELL and the Verdugo BioTechnology Academy (Figure 57) which is currently under development.

**Figure 57: Verdugo BioTechnology Academy**



These innovative programs and services are the result of the VJC staff's expertise and long-term partnerships that have been developed and maintained over many years. The longevity of VJC staff is a primary reason for the successful partnerships. Partnerships often decline due to staff turnover; however, with the consistency of VJC staff, partnerships can be maintained even if partners experience turnover.

The VWDB is a recognized force in the sector initiatives and career pathways of the VWDA; however, this recognition is due to the delivery of services from the VJC staff who have the expertise to carry out the vision and leadership of the VWDB. The

professionalism of VJC staff has never been more challenged than the most recent emergency event as a result of the COVID-19 pandemic. The VJC converted all services to a virtual platform in a week to continue providing services during the Shelter in Place Order. Not only did the VJC staff convert services and required forms to a virtual format, but also became digital literacy instructors to their participants to walk them through accessing services from their technology devices. Providing technology support became a daily task for staff as they assisted participants in troubleshooting any problems they were experiencing with their devices. The VJC staff not only rose to the challenge but without hesitation, provided immediate intervention and developed innovative approaches to providing services under the most difficult times.

Innovative approaches developed by VJC staff include the complete reimagining of the intake process to expedite the determination of eligibility, enrollment into career services, and issuance of supportive services. VJC immediately converted to an online application process, adopting a pre-application strategy to expedite eligibility determination, implementing Adobe-Sign for electronic signatures, and adopting the system capability for participants to upload identification and other backup documentation to process enrollments. In addition, VJC expanded its Continuity Policy, approved by the VWDB, to include reimbursements for living expenses during emergency events, as allowed under WIOA, including: rent or mortgage, utilities, car payments, medical expenses, and the purchase of technology and hotspots to access workforce and education services. Supportive services have been a welcome relief for workers affected by the pandemic, in particular, those who experienced extensive delays in the issuance of unemployment insurance benefits. These VJC innovations are driven by customer-focused staff anticipating the needs of participants and implementing immediate changes to processes, policies, and procedures to address those needs.

## **E. Youth Workforce Investment Activities**

The VWDB assumes the role of a catalyst to increase partnerships between our youth workforce development activities with the business community and ensure we create the competitive workforce of the future. The VWDB has maintained a youth council, VSTCC, to facilitate cooperation between youth-related partners in the community. The VSTCC meets on a quarterly basis and members including the local school districts, community colleges, youth disability program, elected officials, VJC staff and VWDB members.

Youth service offerings (Figure 58) parallel those for adults in that they also focus on education and training to build a competitive workforce and are funded through WIOA as well as non-WIOA sources. The immediate goals for youth (ages 14 to 24) customers are to provide services that will assist them in completing their education and earn their diploma, whether it is remaining in school or returning to school. Services to transition youth to higher education is also a goal. For the older youth, the goal may be employment. Work experience is a primary service for our youth customers who have little to no work history. WEX provides 200 hours of paid work experience with a local employer to build a work history and introduce them to the world of work.

Youth workforce development activities (Figure 58) continue to be expanded to bring innovative services to our young customers. Youth services are designed to meet the needs of our youth with multiple barriers including: foster, adjudicated, pregnant or parenting, homeless, disconnected, low-income and youth with disabilities. As services continue to be provided virtually, youth are trained by their Case Managers on completing the electronic forms and using virtual platforms to access services including work readiness training. Interviews for WEX are conducted virtually by employers and youth must be fluent in the various platforms to be able to participate in the interviews. Trainings are offered by Case Managers on an individual basis and in small groups as distance learning.

**Figure 58: VJC Service Offerings: Youth Customers**

Work Preparation	Training	Earn & Learn & Employment Assistance
<ul style="list-style-type: none"> <li>▪ Career Assessment</li> <li>▪ Career Exploration</li> <li>▪ Job Readiness Workshops</li> <li>▪ Mentoring</li> <li>▪ Counseling</li> <li>▪ Supportive Services</li> <li>▪ Life Skills</li> <li>▪ Financial Literacy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer Service Training</li> <li>▪ Vocational Education</li> <li>▪ WASC Accredited Degree</li> <li>▪ Vocational Training</li> <li>▪ Diploma and Equivalency preparation</li> <li>▪ Digital Literacy and Fluency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Paid Work Experience</li> <li>▪ On-the-Job Training</li> <li>▪ Job Placement Assistance</li> </ul>

Disconnected rates have dropped four points over the past 10 years from 20% to 16% in the LABRPU, which indicates that policies and strategies are working; however, 207,774 young adults remain disconnected.<sup>44</sup> The VWDB and its youth service provider, GYA have developed strong partnerships with local school districts to ensure at-risk youth are identified and services are provided before they become disconnected. For example, youth staff provide transition assistance for students referred to GCC for credit recovery to ensure they enroll. Glendale Unified School District (GUSD) refers the students to GCC and GCC receives the referral information. Youth staff are outstationed at GCC once per week to introduce youth to WEX which is a motivator for completing their studies towards a diploma or equivalent. Key to reaching Disconnected Youth is our partnerships with GUSD; Burbank Unified School District (BUSD); GCC including the Community and Continuing Education at Garfield campus; Burbank Adult School; Los Angeles City College; the Cities of Burbank, Glendale and La Cañada Flintridge, and local homeless & foster care agencies.

While assessments conducted of overall workforce development activities identified the needs for youth services during partner and Stakeholder Forums, including the need for additional career pathways, youth customers also provided input. Focus groups were held with more than 40 alternative education students facing multiple challenges in their young lives. They provided input in several key areas that we are using to guide the development of programs and services including career pathways.

<sup>44</sup> Fogg, Neeta and Harrington, Paul. *Opportunity Rising: Los Angeles Disconnected Young Adults*. [Wiblacity.org/index.php/about-the-wdb/wdb-reports](http://Wiblacity.org/index.php/about-the-wdb/wdb-reports).

The VWDB's Youth Program has been designed to meet the needs and expectations of youth and young adults. Once participants are assessed and Individual Service Strategies (ISS) are developed, participants enter preparation which may include leadership, entrepreneurship, hospitality, and work readiness. Participants may enter career pathway, CTE, or diploma or High School Equivalence (HiSET) preparation, as identified in their ISS. Young adults are co-enrolled into WIOA AD program as appropriate. WEX is provided either concurrently or following training. All youth receive intense case management and supportive services based on need. Specific initiatives have been designed that incorporate the youth services and add innovative strategies as follows:

- 1) **The Employment Incentive Program (EIP):** The EIP serves Disconnected Youth ages 18-24. Youth are placed primarily in private businesses to gain the skills and experience needed to climb the career ladder within a company. The program pays for the initial 200 hours of work as an incentive for the employer to hire the youth.
- 2) **Innovative WEX:** Two programs are offered that increase the number of youth we are able to serve because the programs are self-sustaining and therefore, do not require WIOA funding. **Glendale Youth Employment Partnership (GYEP):** The GYEP consists of supervised teams of youth ages 14 to 24 that perform hillside brush clearance on private properties for a fee. Teams are comprised of both male and female youth, promoting non-traditional occupations. **Glendale's Resource for Employment and Training (GREAT):** Youth can also be placed in GREAT career exploration jobs where the wages are paid by the business that hires them. The goal of the program is to allow employers to invest in their future workforce while providing youth opportunities with work experience to obtain permanent employment.
- 3) **WEX for Youth with Disabilities:** Another innovative WEX program is the Summer Training and Employment Program for Students (STEPS). The STEPS project provides job preparation training, including job exploration, workplace readiness skills training, and work-based learning experiences through summer work experience, to students with disabilities. The overall goal of STEPS is to increase services provided to students with disabilities.

## F. Entity Responsible for the Disbursal of Funds

The JPA, signed by the three cities that comprise the Verdugo Consortium, appoints the City of Glendale as the administrative entity for the Consortium. As the administrative entity, the City of Glendale, on behalf of the Consortium and VWDB, is responsible for the dispersal of grant funds.

The VWDB and all staff follow the **Purchasing Policy 3-11: Procedures, PCards, Contracts and PSAs** set forth by the City of Glendale, as the administrative entity. The Purchasing Policy and its procedures follow all Office of Management and Budget (OMB) regulations as well as Uniform Guidance and Code of Federal Regulations related to micro-purchases, small purchases, and competitive procurement requirements. While OMB allows for small purchases, the City requires that all contracts up to \$49,999 be

signed by the Director of the Community Services & Parks Department, all contracts \$50,000 to \$149,000 are signed by the City Manager, and contracts over the \$150,000 threshold require City Council approval. A stringent Request for Proposal (RFP) process is used to ensure open and competitive bids. To ensure objectivity, a panel of reviewers is used when selecting our youth vendor that typically includes VWDB members and may include external reviewers as well.

All RFP's are approved by the VWDB for release in a public meeting and are published widely to ensure an open and competitive process. The RFP documents are reviewed and approved by the City Attorney prior to their release to ensure compliance with all applicable federal, state and local regulations. The evaluation process and rating or scoring rubric for the bids, as well as the grievance procedure, is delineated in the RFP for transparency.

### **G. Selection of AJCC One-Stop Operator and Career Services Provider**

1) **Selection of AJCC One-Stop Operator:** The VWDB releases the RFP for the OSO services every three years. The OSO contract delineates the role and responsibilities as outlined in the EDD Workforce Services Directive (WSD 16-14). In accordance to WSD 16-14, the contract describes the OSO's responsibility for coordinating service delivery among all AJCC partners and service providers within the VWDA. By having the OSO act as the local service delivery coordinator, the VWDB can focus on strategic planning, oversight, policy development and creating partnerships at the local and regional level. The contract also describes the role of the OSO as follows:

- a) Coordinating the service delivery of required AJCC partners and service providers.
- b) Ensuring the implementation of partner responsibilities and contributions agreed upon in Memorandums of Understanding - Phase I and Phase II.
- c) Reporting to the VWDB on operations, performance, and continuous improvement recommendations.
- d) Implementing policies established by the VWDB.
- e) Adhering to all applicable federal and state guidance.

The OSO selection process is conducted through an open and competitive RFP process. All procurement regulations and requirements are maintained during this process including the City of Glendale's Procurement Policy, EDD Directive (WSD 12-10) and the Office of Management and Budget's Uniform Guidance (§200.318-200.326) and Code of Federal Regulations (2 CFR 200).

### **2) Selection of Career Services Provider:**

The VWDB conducts a thorough analysis every three years to determine if it should procure its Adult and Dislocated Worker career services provider or submit an application

to the Governor for approval to continue as the career services provider. As with all decision-making for the Verdugo workforce development system, the VWDB uses data and analysis as the basis for determining whether to continue as the career services provider or procure the service in an open and competitive bid process.

The VWDB examines two areas:

- a) **Efficiency:** The possibility that there may be cost savings if a competitive bidder can provide services at a lower cost.
- b) **Firewall:** Using a service provider increases the firewall between VWDB and Operations. This increases transparency and integrity.

Based on these two areas, the VWDB examines data and information to determine the cost effectiveness of providing its own career services or procuring the service. In its research, the VWDB determined that the support from the City of Glendale for indirect costs including Human Resources, IT Support, staff training, and many other functions, makes it difficult for another provider to compete with a lower bid.

As the administrative entity, the City of Glendale has proven procedures that maintain the firewall between the VWDB and operations. The City of Glendale has direct access to financials system and follows stringent separation of duties responsibilities to ensure integrity. The City conducts annual internal and external audits in addition to the VWDB monitorings to ensure firewalls are maintained. The VWDB also has a comprehensive Conflict of Interest Policy in place that has been reviewed by legal counsel to ensure compliance with all applicable regulations and requirements.

In addition to the two areas, the VWDB also considers the VJC's history of performance excellence and recognition of innovative programs prior to making its decision. The final documents reviewed are the letters of support from participants, businesses, partners and elected officials that support the application.

The VWDB dedicates an entire public meeting or schedules a special public meeting to review and analyze data and information. All areas are fully examined with multiple factors considered, supported by data, prior to making the decision. Following this process ensures that the VWDB will be confident in its decision and application that is submitted to the Governor for approval.

## VII. STAKEHOLDER AND COMMUNITY ENGAGEMENT



### A. Public Meeting and Comment

The VWDB gathered input from customers, partners and stakeholders through public meetings and incorporated input into the Local Plan. The summary of community engagement is included in Appendix 1. Due to the challenges faced with the pandemic in



bringing stakeholders together and so many partners working remotely, the VWDB capitalized on already scheduled public meetings rather than creating new ones. The VWDB presented and gathered input at the following public meetings: VWDB monthly Executive Committee Meeting and Quarterly VWDB Meeting, AJCC MOU Partner meeting, the BioTechnology Credential Team monthly meeting, and the CAEP monthly meetings. The VWDB was able to gather input from a wide range of stakeholders.

The draft Local Plan was also released for public review and comment for 30 days. The electronic document was emailed to all partners, VWDB member, and other key stakeholders. The document was posted on the VWDB website, City websites, as well as partner websites. Presentations were also conducted in scheduled public meetings to gather any expressed concerns or disagreements.

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**APPENDIX 1: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY**

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Department of Public Social Service	12/15/2020	Partner: Government Customer: TANF, CalFRESH
Email	Burbank Workforce Connection	12/15/2020	Partner: Workforce /Government Customer: All
Email	Employment Development Department	12/15/2020	Partner: Government Customer: Dislocated Workers, Vets
Email	Job Corps	12/15/2020	Partner: Government Customer: Youth
Email	United American Indian Involvement	12/15/2020	Partner: Community Organization Customer: Native Americans, Indigenous People
Email	Glendale Community College	12/15/2020	Partner: Education, Community College Customer: All
Email	Glendale Youth Alliance	12/15/2020	Partner: Government Customer: Youth
Email	Verdugo Workforce Development Board	12/15/2020	Partner: Government Customer: All
Email	City of Glendale Library Arts & Culture	12/15/2020	Partner: Government Customer: ELL, Immigrants, Refugees
Email	GlendaleLEARNS	12/15/2020	Partner: Education, Adult Ed/CAEP Customer: All, target ELL
Email	Family Promise of the Verdugos	12/17/2020	Partner: Community Organization Customer: Homeless, Vets, Low Income
Email	International Rescue Committee	12/17/2020	Partner: Community Organization Customer: ELL, Immigrants, Refugees
Email	JVS SoCal	12/17/2020, 01/21/21	Partner: Community Organization Customer: Homeless, Vets, Low Income, ELL, Immigrants, Refugees
Email	Department of Rehabilitation	12/17/2020, 01/21/21	Partner: Government Customer: Individual with Disabilities

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Glendale Unified School District / FAACTS	12/17/2020, 01/21/21	Partner: Education K-12 Customer: Youth, Young Adults with Disabilities
Email	Lanterman Regional Center	12/17/2020, 01/21/21	Partner: Community Organization Customer: DD/ID
Email	Campbell Center	12/17/2020, 01/21/21	Partner: Community Organization Customer: DD/ID
Email	International Alliance of Theatrical Stage Employees, Local 33	12/15/2020	Partner: Labor Union Customer: Business, Labor Members
Email	Tribal TANF	2/8/2021	Partner: Community Organization Customer: Homeless, Vets, Low Income
Email	Inverselogic	11/4/20, 12/9/20, 01/13/21	Partner: Business Customer: Business
Email	Southern California Gas Company	11/4/20, 01/13/21	Partner: Business Customer: Business
Email	Copy Central	11/4/20, 12/9/20, 01/13/21	Partner: Business Customer: Small Business
Email	Glen West Management	11/4/20, 12/9/20, 01/13/21	Partner: Business Customer: Business
Email	Operating Engineers Local 501	11/4/20, 12/9/20, 01/13/21	Partner: Labor Union Customer: Business, Labor Members
Email	City of Glendale Economic Development Department	11/4/2020	Partner: Government/Economic Development Customer: Business
Email	City of Burbank Economic Development Department	11/4/2020	Partner: Government/Economic Development Customer: Business
Email	PacFed Benefits	11/4/2020	Partner: Business Customer: Business

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Liquid Sky Sports	11/4/2020	Partner: Small Business Customer: Business
Email	Grifols Biologicals	1/14/2021	Partner: Business Customer: Business
Email	Biocom Institute	1/14/2021	Partner: Industry Association Customer: Business

**APPENDIX 2: PUBLIC COMMENTS****Local Board Record of Comments**

Local Plan Section	Comment/Response

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**APPENDIX 3: SIGNATURE PAGE****SIGNATURE PAGE****Instructions**

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development  
Board Chair****Local Chief Elected Official**\_\_\_\_\_  
Signature\_\_\_\_\_  
Signature\_\_\_\_\_  
Ara Aslanian  
Name\_\_\_\_\_  
Vrej Agajanian  
Name\_\_\_\_\_  
Chair  
Title\_\_\_\_\_  
Mayor, City of Glendale  
Title\_\_\_\_\_  
Date\_\_\_\_\_  
Date

Please see attached memo

**To:** Tim Rainey, Executive Director  
California Workforce Development Board

**From:** Ara Aslanian, Chair  
Verdugo Workforce Development Board

**Subject:** Local Plan Signatures

Due to the pandemic, the Verdugo Workforce Development Board (VWDB) has experienced delays in scheduling the presentation of the Local Plan to the Glendale City Council and gain approving signatures by the Chief Elected Official (CEO) for the Verdugo Consortium. As such, the VWDB will be delayed in acquiring the CEO signature on the Local Workforce Development Plan (Local Plan) to meet the April 30, 2021 deadline.

The VWDB completed its public comment period on April 10, 2021; however, will not be able to present to the City Council until May 4, 2021. We anticipate that we will access the CEO signature on May 5, 2021 and submit the final signature page at that time. The VWDB has reviewed the Local Plan and has approved its submission pending the CEO signature.

Thank you for your consideration.