



Request for Approval

America's Job Center of CaliforniaSM Adult and Dislocated Worker Career Services Provider

Local Workforce Development Board

Verdugo

Local Workforce Development Area

Verdugo

The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

The *Workforce Innovation and Opportunity Act* (WIOA) allows Local Workforce Development Boards (Local Board) to be an Adult and Dislocated Worker Career Services Provider with the agreement of the Chief Elected Official (CEO) and the Governor.

This application will serve as the Local Board's or administrative entity's request for Governor Approval to be an Adult and Dislocated Worker Career Services Provider within a Local Workforce Development Area (Local Area) under WIOA. The application must be submitted to the California Workforce Development Board (CWDB) by March 1, 2021, through one of the following methods:

Mail California Workforce Development Board
 PO Box 826880
 Sacramento, CA 94280-0001

Overnight Mail California Workforce Development Board
Hand Deliver 800 Capitol Mall, Suite 1022
 Sacramento, CA 95814

If the CWDB determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

Verdugo Workforce Development Board

Name of Local Board

1255 S. Central Ave.

Mailing Address

Glendale, CA 91204
City, State Zip

Judith Velasco

Contact Person

(818) 937-8031

Contact Person's Phone Number

Date of Submission

Request for Approval

Adult and Dislocated Worker Career Services Provider

Local Chief Elected Official Statement

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an America's Job Center of CaliforniaSM must provide a statement from the local CEO indicating his/her request as well as responses to the following questions.

Please provide responses to the following items on a separate document:

- 1. What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?**

The Verdugo Workforce Development Board (VWDB) has provided Adult and Dislocated Worker career services for more than 30 years, through its Verdugo Jobs Center (VJC). However, the VWDB approached the decision to request approval to continue as the career services provider, with the same review and analysis of data as with any critical decision that impacts the workforce development system. As such, the VWDB considered several factors in making its decision to submit this request for approval to remain the Adult and Dislocated Worker Career Services Provider within the Verdugo Workforce Development Area (VWDA) without a competitive bid process.

On December 9, 2020, the Executive Committee of the VWDB met to analyze the outcomes the Board would face if it either:

- a) chose to procure and select a career services provider through a competitive bid process, or
- b) chose to submit a request to the California Governor for approval to remain the Adult and Dislocated Worker Career Services Provider.

The foundation for the analysis is the organizational profile including the VWDA's environmental landscape which, historically, has driven the VWDB to strategically plan and implement its workforce development system to address the unique needs of the community. The environmental scan was presented in the November VWDB meeting and specifically focused on the impact of the layoffs and closures occurring in the VWDA and on the local economy. These layoffs and closures as well as declines in business and consumer spending are a direct result of the COVID-19 pandemic and the subsequent Safer at Home order imposed by the Governor of California and the Los Angeles County Health Officer.

The VWDA is small in comparison to the other six Local Boards that comprise the Los Angeles Basin Regional Planning Unit (LABRPU), with a population of 325,021 as of 2019 and 49,621 businesses as of 2018. While our VWDA is small, our economy is unlike any other region in the state with its mix of highly specialized industry niches. The VWDB has historically assumed the leadership role in the region in targeting and obtaining funding and resources related to regional sector initiatives that include key regional partners from industry, education, community organizations and labor, among others. The fact that the VWDB has been awarded more than 80 competitive grants in the past dozen years with many of them being 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.

The VWDB has initiated and led the most significant industry training initiatives in the region. The VWDA is home to Disney, Warner Bros. Entertainment, Nickelodeon and other entertainment companies. When the local entertainment industry made the difficult transition to digital technologies, leaving many highly skilled workers unprepared, the VWDB was approached by over 20 of the top entertainment unions in the industry to lead an effort to retrain over 1,500 of the industry's top skilled professionals that needed to update their technical skills. The VWDB obtained over \$4 million in grants and trained over 2,000 workers. Similarly, when the region experienced one of the worst nursing shortages in the state, the region's four hospitals asked the VWDB to lead an effort to train more nurses. The VWDB obtained two state grants of \$1 million to train 100 new hospital nurses and provide upgrade training for 200 existing nurses. When local utility companies had difficulty finding skilled workers in a wide variety of occupations, they turned to the VWDB and Glendale Community College to create the Verdugo Power Academy, which trained hundreds of workers for the industry through a \$5 million grant from the U.S. Department of Energy and a grant from the United Way. While the VWDB takes the leadership role, convening the industry leaders and partners, it is the talent of the VJC professional staff who implement the programs, assess, prepare, case manage and place the specialized workforce. Any career service provider for the VWDA must have the same extensive knowledge of our economic landscape as well as our industry niches in order to effectively serve our businesses and job seekers.

The career pathways and skills gap issues have been one of the VWDB's top priority areas for the past ten years. The VWDB was also asked by a partnership of the Glendale Unified School District, the Burbank Unified School District, Glendale Community College and Cal State University Northridge to take the lead in developing a plan to address career pathways issues in the local education system. This regional economic and workforce development network capitalizes on the labor market research work of the VWDB to develop career pathway programs that focus on technology advances identified by VWDB industry partners in sectors such as entertainment and advanced manufacturing. The result was a \$6 million, 5-year grant application for the Career Pathways Trust to the state Department of Education.

Demonstrating its leadership with sector initiatives, the VWDB was approached by neighboring community colleges and Grifols Biologicals to coordinate the first business led, designed industry-valued credential for BioTechnology Technician occupation. The VWDB was awarded a WAF 7.0

grant and partnered with six additional companies to design the credential including: Gilead, Amgen, Takeda, Prolacta, Neutrogena and Kite, along with Biology instructors from Los Angeles Valley College and Los Angeles Mission College. The BioTech Team worked together to design the assessment instrument to measure the competencies of graduates from any BioScience program in the Los Angeles Basin. Any graduate that earns a 70% score or higher, will earn a digital badge/credential and an interview with one of the seven companies. These seven companies are at the forefront of developing therapeutics and vaccines for the COVID-19, making this project a priority for the VWDB.

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 a Safer at Home 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 Docu-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.

The economic landscape, industry niches, strategic partners and the need for career services staff with the expertise to respond to the unique needs of the VWDA, are the foundation of the analysis to determine whether the VWDB should seek approval to remain the career services provider. Using this foundation, the VWDB analyzed two factors:

- 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.

The two factors were analyzed to determine the impact of each factor on the organization, customers, partners, and employees. The results of the Board's Executive Committee's analysis at the December meeting are as follows:

Factor 1: *There is a possibility that there may be cost savings if a competitive bidder can provide services at a lower cost.*

Result of Analysis for Factor 1: The VWDB concluded that while there is a possibility of a lower cost provider, the threat to the organization is that a lower cost provider may result in lower quality of services. The VWDB would essentially pay for the quality of that lower cost when considering the related facts:

Fact 1: Because the City of Glendale is the administrative entity and the career services staff are City of Glendale employees, the City leverages indirect costs associated with IT support, Finance, legal services, processing of Individual Training Accounts (ITA) for participants, and Human Resources (HR) services. These indirect costs total \$248,913 per year which the City of Glendale absorbs on behalf of the workforce development system.

This support would not be provided to an external provider. The selected service provider would need to allocate funds from its awarded Workforce Innovation and Opportunity Act (WIOA) budget to cover those costs. Typically, an organization charges a federally approved indirect cost rate which may range from 11% to 19% based on the provider's federally approved rates (both profit and non-profit). Organizations without a federally approved indirect cost rate may charge a 10% de minimis rate to cover the expenses. These indirect costs would, most likely, offset any cost savings from using a lower cost provider.

The City of Burbank also provides financial support to the Burbank Workforce Connection, the annex to the VJC which provides Basic Career Services to Burbank residents and links them to the VJC for Individual Career and Training Services. The VWDB allocated \$125,500 for the 2020-2021 Program Year (PY) for Adult and Dislocated Worker Basic Career Services and the City of Burbank provides the facility, furniture, technology, supplies, equipment and other resources. This support would not be provided to an external career services provider. ***The Verdugo Local Area would lose the benefit of financial support from the Cities of Burbank and Glendale.***

Fact 2: Currently, only 10% of the WIOA funds are spent on administrative costs. As described in Fact 1, the City of Glendale absorbs the indirect costs at \$248,913 per year. This ensures that 90% of funds are used for direct services to participants. With no other provider able to secure indirect cost absorption by a separate entity, the cost absorption by the City of Glendale is a direct strength that is ***unmatched against other competitive bids.***

Fact 3: Costs incurred from procurement will exceed any potential cost savings from a lower-cost bidder. The costs to operate a competitive bid process, conduct a bidder's conference, recruit objective reviewers, process applications, complete approval process from the VWDB and the administrative entity, are all costs that the WIOA budget would need to bear. These are funds that could be used to serve participants instead. The Executive Committee recognizes that procurement of Career Services Provider(s) may be cost effective and necessary in large WDA that need multiple AJCCs to serve a larger population or reach residents in remote areas. However, VWDB serves a smaller community, making procurement an unnecessary expense. Yet, the location of the Verdugo communities necessitates a dedicated VWDB to serve its residents who would otherwise have an extensive commute to AJCCs located in other WDAs. ***With an approval from the Governor, the VWDB would not need to incur this significant expense.***

Fact 4: The VWDB also considered the impact to personnel. There are 40 staff that are governed under associations which stipulate the process for layoff. This process requires approval from City Council, Personnel Commission, City Manager and City Mayor before layoffs can occur to contract with another agency. The time it takes to follow the required process and attain approvals, conduct exit process for 40 individuals, costs for unemployment insurance benefits, and benefit payouts, will exceed any potential cost savings from selecting a lower cost provider. Furthermore, salaried staff will use their bumping rights to remain employed, causing an employee in another department to be laid off. ***Costs associated with layoffs would decrease and possibly eliminate any potential savings from a lower cost provider.***

Fact 5: The VWDB may acquire risks associated with a provider that has lower costs. The VWDB has a well-educated, degreed staff, with 83% holding a Bachelor's Degree. Of the 83% holding Bachelor's, 53% hold Master's Degrees. The average length of seniority is nine years with 40% of employees having 10 or more years' seniority. A lower cost provider would likely pay lower salaries that would not attract the more highly qualified staff that our customers have come to expect. In researching other providers, the VWDB identified case manager wages as low as \$15 per hour and few holding degrees above a high school diploma. Moreover, as City of Glendale employees, the VJC staff has gone through a rigorous vetting process prior to onboarding that includes background checks, drug testing, and disclosure of conflict of interest review. The disclosure forms are updated annually to ensure integrity. ***The complex needs of our participants and businesses require qualified educated staff to effectively address the needs of VWDB customers.***

Conclusion for Factor 1: Considering the five facts identified as a result of the analysis, the VWDB concludes that the costs of a procurement process, including the loss of financial support from the Cities of Burbank and Glendale, the potential impact to personnel and the potential decrease in service excellence to customers, outweigh any potential benefit of procurement in our VWDA. Therefore, the Executive Committee concludes that ***it would not be a prudent decision to proceed with a procurement process.***

Factor 2: Using a service provider increases the firewall between VWDB and Operations. This increases transparency and integrity.

Result of Analysis for Factor 2: The VWDB assessed Factor 2 carefully, considering the importance that the members place on accountability, integrity and transparency. The following facts were identified as a result of its analysis:

Fact 1: Integrity and transparency are unmatched with the City of Glendale as the VWDB's administrative entity. The City of Glendale can directly access data, including financial data because it uses a single network system across all departments. Stringent controls are in place that limit the VWDB from handling more than petty cash. All account payables and receivables are entered by VWDB staff for processing; however, actual processing is conducted by the Finance Department following stringent, multi-layered approval protocols for increased transparency. A service provider will have its own private system for tracking fiscal transactions and will submit fiscal reports to the VWDB. The VWDB would need to rely on their reports until they are audited to validate their financial performance. Other considerations:

- a) Some service providers have a history of overbilling: Chicana Services Action Center overbilled the Los Angeles County WDB \$8.5 million and leaders were indicted for these actions. After many years of audits, the inappropriate use of funds was finally discovered by the Federal Bureau of Investigations (FBI). Our research also found five other career services providers that overbilled WDBs in Los Angeles from 2007 to 2015, totaling more than \$1.6 million. Based on this history, the VWDB would need to increase its monitoring of an external career services provider which, in turn, would again increase cost. Without the transparency that currently exists with the City of Glendale's daily access to our system, the VWDB would need to implement a much more stringent oversight of an external provider.
- b) **VWDB has a history of zero audit exceptions and has never had a disallowed cost or debarment.** Internal and external audits are conducted by City, State and Federal agencies. Moreover, with the City's access to and control of the finance system, as well as the limited functions of VWDB staff in the system, **there is no opportunity for inappropriate use of funds to occur.**

Fact 2: There is a distinct separation between administrative staff and operations staff. VJC staff provides direct services to customers and report directly to the VJC Manager. VJC staff does not conduct any administrative functions. The administrative staff does not provide direct services to customers and reports directly to the Executive Director. Administrative staff conducts internal monitoring on a semi-annual basis and submits reports directly to the Executive Director to demonstrate the firewall between administration and operations. Supporting the firewall between administration and operations, the VWDB procures its One-Stop Operator (OSO). The OSO reports to the VWDB

Executive Director, coordinates the AJCC partners and ensures the AJCC MOU is met, among other responsibilities to maintain the firewall.

Conclusion for Factor 2: The VWDB concluded that using a service provider does not increase integrity and considering the stringent policies and protocols of the City, including internal and external audits annually, it provides the firewalls, accountability, transparency and integrity that the Board members rely on as the overseers of the organization. **Furthermore, there is a distinct firewall between administrative staff and operations staff.** Operations staff reports to the VJC Manager while the administrative staff reports to the Executive Director.

Based on the analysis and the factors and facts considered, the VWDB ascertains that there is no need to conduct a costly procurement process. There is no tangible benefit that can be determined based on this analysis. The result would be costly, high risk to the organization, and a significant impact to customers.

2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?

Participants would be better served by the Local Board remaining as the career services provider. Should another provider be awarded the contract to provide career services, there are several factors that would impact service to participants as follows:

- a) **Disruption in Services:** The disruption in services to transition caseloads from one case manager to another in a different organization would significantly impact our customers, many of whom are people with disabilities, recipients of public assistance, are homeless, English Language Learners and veterans, all who are vulnerable to change and transitions. Consistency is crucial when serving special populations, in particular, participants with Autism Spectrum Disorders (ASD).
- b) **Not All Providers Serve Individuals with Intellectual Disabilities:** The VJC is the only America's Job Center of California (AJCC) that specifically targets individuals with intellectual disabilities and developmental disabilities. By way of illustration, our Lanterman Regional Center partner approached other AJCCs in the Los Angeles Basin for partnering and referring participants to those AJCCs. Lanterman has been co-enrolling participants in VJC programs for many years and wanted to co-enroll with other AJCCs in Los Angeles. However, she was turned away when those AJCC staff learned that Regional Center consumers have intellectual disabilities or developmental disabilities.
- c) **Previous Experience:** The VWDB has previous experience with procuring and using an external service provider. There were several issues that the VWDB had to address such as: the provider did not meet performance standards and jeopardized our long-term standing as a higher performer; provider could not find a location in the Verdugo communities to provide services to our residents; and could not establish partnerships

fast enough to provide services in the community. The VWDB was forced to deobligate the funds and terminate the contract. In turn, the VWDB and the VJC have been recognized as role models for the services they provide and the performance they achieve including: Implementing one of the first Disability Employment Accelerator grants providing services to participants with disabilities and being the first Workforce Development Board in the nation to receive Work Incentives Program Assistance (WIPA) grant from the Social Security Administration (SSA). The VJC is currently recognized for its leadership in strategic co-enrollment, resulting in a Slingshot grant to lead the Los Angeles Basin Regional Planning Unit (LABRPU) in implementing a strategic co-enrollment system. This system facilitates co-enrollments across workforce boards, offering greater opportunities for participants to access career pathways available throughout the LABRPU.

- d) ***Special Populations:*** In addition to serving people with disabilities, other special populations we serve include English Language Learners. The Verdugo region is home to a large population of immigrants, asylees and refugees, many of which come from middle eastern countries. As such, many of our participants speak Armenian and Farsi. Some of our staff serve as Armenian and Farsi translators and understand the culture of this special population which helps build trust when providing services. Many staff members live in the Verdugo community and therefore, not only empathize with customers, but also have a vested interest in the economic vitality of our community. We also serve the dislocated workers from the entertainment industry who are often highly educated; however, their skills are obsolete and now must retrain to re-enter the work environment. Our customer feedback during focus groups recognized the expertise that staff hold in serving dislocated workers from the entertainment industry.
- e) ***Business Services:*** Our staff has long-standing relationships with our business community which has come to rely on the single-point-of-contact service. These customer relationships have been established over many years of service provision. Many of our staff have been providing business services in the VWDA for more than nine years and these relationships cannot be replaced without great disruptions to service. In addition to the employee recruitment and Rapid Response services, the VJC Business Services Team 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.
- f) ***Partnerships:*** Our staff has strong partnerships that cannot easily be replaced. Partnerships with Glendale Community College, State of California Employment Development Department (EDD), Department of Rehabilitation, Adult Education, School Districts, labor, as well as all other key partners, are all essential to customer service. Our partnership with Glendale Community College (GCC) is another 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. 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. Another key partnership is the one the VJC staff have established with VWDB members, 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 meet the needs of our participants.

- g) ***History of Performance Excellence:*** The VJC holds a long history of meeting or exceeding performance measures for its formula allocations (Figure 3) and performance goals for all other grants. The VJC continuously seeks to improve its programs and services to meet the evolving needs of participants, resulting in increased performance. Continuous improvement strategies are assessed by the VWDB through its AJCC Certification process. Performance reports for all grants are included in monthly reports to the VWDB's Executive Committee and quarterly reports to the full Board, to ensure accountability and transparency. The VWDB recently received its status of High Performance Workforce Board based on criteria that includes demonstrating that performance measures are exceeded. A history of performance is further validation of the successful services provided to participants that result in transforming lives through the dignity of work.

3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.

The VWDB and VJC have emerged as leaders in developing innovative programs to serve business and special populations. Most noteworthy is VJC's success in serving people with disabilities, English Language Learners, individuals who are homeless, and low-income residents.

The VWDB oversees the full-service VJC located in the City of Glendale as well as the Burbank Workforce Connection (BWC), an annex 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 Basic Career 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 Safer at Home Order; 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 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.

Our Basic and Individualized Services 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 Computer Numerical Control (CNC) Machinist Academy.

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 On-the-Job Training 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.

Figure 1: Verdugo Jobs Center Product Box for Basic and Individual Career Services

Basic Career Services	Individual Career Services
<ul style="list-style-type: none"> ➤ Outreach, intake, orientation ➤ Determination of eligibility for all AJCC programs ➤ Initial assessment of skills, aptitudes, abilities ➤ Labor Exchange Services ➤ Referrals to other programs & Services in the community ➤ Assistance in establishing eligibility for non-WIOA programs ➤ Labor Market Information ➤ Information on program cost ➤ Information on Supportive Services ➤ Unemployment insurance benefit information ➤ Virtual job seeker services: resume builder, interviewing, cover letter (CalJOBS) 	<ul style="list-style-type: none"> ➤ Comprehensive, specialized, diagnostic assessments & in-depth interviewing ➤ Service/career plan development ➤ Group counseling ➤ Individual counseling ➤ Career planning ➤ Career exploration ➤ Short-term prevocational services ➤ Internships/ Work experience (WEX) ➤ Financial literacy ➤ Out-of-area job search ➤ Contextualized English language acquisition ➤ Citizenship (CAEP) ➤ Immigration/cultural workshops (CAEP) ➤ Work readiness workshops ➤ Guest speakers: employers

A complete list of our Basic and Individualized Services for Adult and Dislocated Worker customers are detailed in Figure 1. 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.

Our VJC Business Services Team (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.

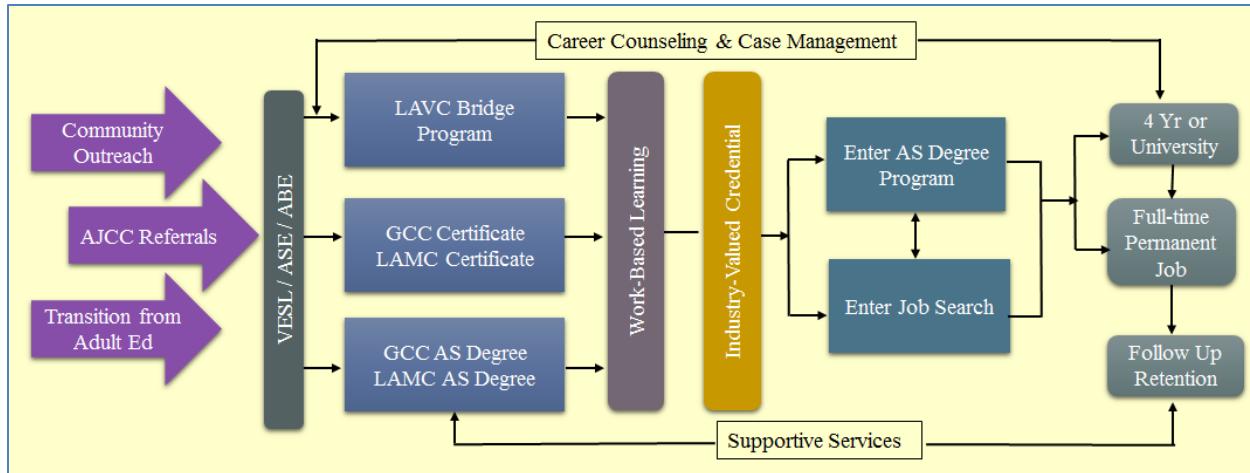
Business Services include Rapid Response services for those organizations that are faced with the difficult decision to layoff employees due to downsizing or closures. As members of the BST, Rapid Response staff track indicators of potential reductions, at risk business, and notifications submitted to VJC and/or EDD, including those submitted to meet the Worker Retraining and Notification (WARN) Act. The goal of Rapid Response services is to outreach business and provide intervention services to avert any potential layoff or closure. 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 148 businesses and 6,396 affected workers.

The VJC has also developed and maintained strong partnerships with our K-12 education partners. The Verdugo Creative Technologies Consortium (VCTC) develops career pathways in Digital Manufacturing and Digital Media for local high school and community college students. 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 also 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, Adults Secondary Education and Basic Education 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 English Language Learners, and the Verdugo BioTechnology Academy (Figure 2) which is currently under development.

Figure 2: 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. A new career services provider would require partnerships to be developed again with new staff which would take years to reach the level they are with current VJC staff. This partnership disruption may jeopardize the innovation leadership that has become synonymous with "Verdugo".

4. Provide the Local Area's performance outcomes for each of the last two Program Years (PY 18-19 and 19-20) and evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to

the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services.

Figure 3: Verdugo History of Performance 2018 – 2020

Verdugo		PY 2018-2019			PY 2019-2020		
Performance Measure	Program	Negotiated Performance Level	Actual Performance Level	Success Rate	Negotiated Performance Level	Actual Performance Level	Success Rate
Entered Employment Rate	Adult	64.0%	68.0%	106.2%	66.0%	73.6%	111.5%
	Dislocated Workers	68.0%	64.9%	95.4%	58.5%	70.7%	120.8%
Retention Rate	Adult	60.5%	63.7%	105.2%	63.5%	67.1%	105.6%
	Dislocated Workers	63.5%	60.3%	94.9%	56.0%	73.8%	131.7%
Average Earnings	Adult	\$5,200	\$6,234	119.8%	\$5,300	\$6,138	115.8%
	Dislocated Workers	\$7,450	\$8,286	111.2%	\$8,000	\$12,122	151.5%

The VWDB has a history of stellar performance relative to the negotiated performance measures established by the State. Results for the past two program years are shown in Figure 3, Verdugo History of Performance 2018 – 2020. As shown, the VWDB exceeded four of the six performance measures in PY 2018-2019; however, significantly exceeded all six performance measures for PY 2019-2020. This performance contributed to the designation of “High Performing Board” by the California Workforce Development Board. The two measures that were not met in PY 2018-2019, were just slightly below goal of five percentage points or less. Both are within 20% of the measures. These results are remarkable considering 100% of its participants have multiple barriers to employment and our focus on serving people with intellectual disabilities, a population with 39% unemployment in the Verdugo region.

Evidence that the VWDB is qualified to provide Adult and Dislocated Worker Career Services includes: 1) history of excellent performance; 2) integrated partnerships that braid resources and assist the most vulnerable populations; and 3) numerous testimonials from our partners, stakeholders and customers commensurate with our qualifications.

- a) **History of Performance:** The VWDB has served the Verdugo communities for more than 30 years, establishing its leadership with innovative sector pathways in the entertainment and healthcare industries, and earning more than 80 highly competitive grants to successfully implement the programs. Further, our history of exceeding performance measures is demonstrated in Figure 3, *Verdugo History of Performance 2018-2020*. Considering that the VWDB is one of the smallest, receiving significantly less funding allocations than five of the remaining six Boards located in the LABRPU, this history of performance is key evidence of our qualifications.
- b) **Integrated Partnerships:** The VWDB has successfully established partnerships with education, labor, business and community organizations over the past 30 years. These long-term partnerships are the basis of our integrated service delivery model that includes co-enrollment of shared customers. We capitalize on our partnerships by

integrating services and braiding resources as demonstrated through our Integrated Career Pathways such as our CNC Machinist Academy.

Our successful partnerships allow the VWDB and VJC to take the intelligent risks that create the innovative programs that provide opportunities for participants, including those with disabilities, to reach their full potential. Implementing the first manufacturing career pathway for people with autism, is an example of our innovation and successful partnerships. These long-term partnerships coupled with industry leadership, innovation and risk taking is a formula for success that makes the VWDB irreplaceable in providing career services in the Verdugo community.

- c) ***Testimonials:*** Supporting our qualifications, the VWDB submits letters of testimony from our participants, partners, business customers, and elected officials. The letters are included in this application packet under *Attachment II: Support Letters and Customer Testimonials* section.

5. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.

The letter signed by the Chair of the VWDB is included in *Attachment II: Support Letters and Customer Testimonials* along with the letter signed by the Chief Elected Official, Vrej Agajanian, Mayor for the City of Glendale. We have also included the application Signature Page and all relevant VWDB agendas, action items, and minutes in *Attachment I: Verification of Approvals*.

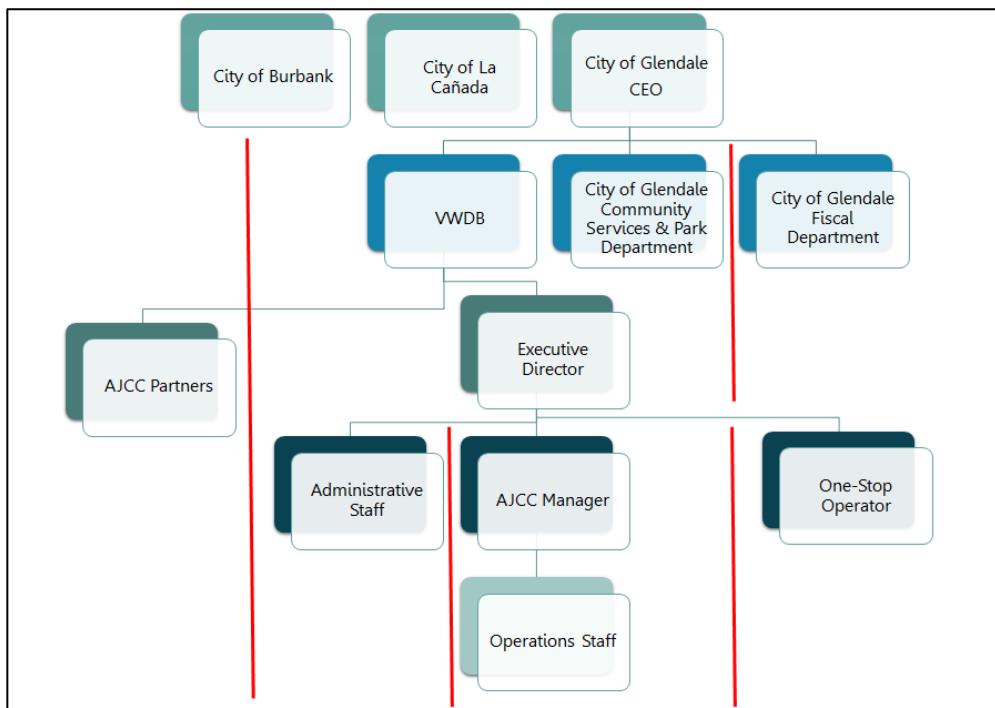
6. Attach documentation of internal controls, conflict of interest, and firewall policies.

The VWDB has an established policy, guidelines and requirements to avoid real and perceived conflicts of interests (*Attachment III: VWDB Conflict of Interest Policy*). These requirements are met through disclosures of conflicts of interests, established internal controls, and firewalls. The organizational structure assists in ensuring these internal controls and firewall are maintained (Figure 4). The organizational structure illustrates the relationships and firewall between the local board, the WIOA Administrative Entity, the AJCC One-Stop Operator, and the current Adult/Dislocated Worker Career Services Provider. The relationships begin with the three cities which are partnered under a Joint Powers Agreement for the Verdugo Workforce Development Area (VWDA). The three cities are members of the Arroyo Verdugo Communities Joint Powers Authority which appoints the members to the VWDB. The City of Glendale Mayor is the Chief Elected Official (CEO) on behalf of the VWDA.

The City of Glendale is also the administrative entity for the VWDA and the Executive Director reports to the VWDB as well as the City of Glendale Community Services and Parks' Director which provides fiscal and managerial oversight of the workforce development services. The City

of Glendale Fiscal Department conducts audits of the workforce development system's fiscal management and reports directly to the Mayor (CEO) and City Council to maintain a stringent firewall (red line in Figure 4).

Figure 4: Organizational Structure with Firewalls



The external audits are conducted on an annual basis which are reported directly to the Mayor and City Council to ensure fiscal integrity. A significant benefit of using the City of Glendale as the administrative entity for WIOA funds, is the robust electronic financial system, stringent controls and firewalls, oversight, and comprehensive processes to ensure integrity of the funds expended. The Glendale Finance Department uses a customized MUNIS financial system. VWDB staff has access to the MUNIS system for viewing status on transaction and generating reports but cannot make changes to the system. Entries are completed by VWDB staff; however, the entries go through multiple layers of approvals to ensure accuracy. The division of duties and approval requirements ensure that the firewall and internal controls are maintained. Processing of Individual Training Accounts (ITA), supportive services, staff travel reimbursements and expense reports, and other financial requests, require multiple layers of review and authorization prior to being processed in the MUNIS system. All back-up documentation is uploaded in the system and all transactions are recorded to facilitate tracking and reporting. Other documents such as contracts, must be reviewed and approved by the City Attorney prior to being approved by the VWDB Executive Director and signed by the Director of the Department of Community Services & Parks. Contracts that are \$50,000 or more, require approval and signature from the City Manager and contracts of \$150,000 or more, also require City Council approval.

The Executive Director maintains daily management and oversight responsibility on behalf of the VWDB and the administrative entity. The Executive Director directly manages the VWDB administrative staff, the VJC Manager, and the OSO. While the Executive Director supervises the VJC Manager, she does not provide direct services to customers in order to maintain the firewall between administration and operations as depicted by the red line between these two functions (Figure 4). Administrative staff support the VWDB, write grants, conduct strategic planning, provide accounting support, as well as other administrative functions. While administration responsibilities such as grant writing support the VJC, the administrative staff do not provide services to customers.

The VJC staff report to the VJC Manager and participant tracking is completed in CalJOBS for real-time reporting of activities. Authorizations for ITAs and supportive services are approved by the VJC Manager. Services to participants are provided as needed and as funding allows without requiring administrative approval to ensure that the VJC Manager and staff are able to provide the services that participants need in a timely manner. There is also a red line firewall that is maintained between AJCC Partners which represent operational services and the VWDB as well as administration (Figure 4). The partnerships are joined through the MOUs that exist between the partners and the VWDB.

Another red line firewall exists between the OSO and operations to ensure objectivity in the coordination of partner services. The VWDB releases the Request for Proposals (RFP) for OSO services every three years. The OSO contract delineates 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:

- Coordinating the service delivery of required AJCC partners and service providers.
- Ensuring the implementation of partner responsibilities and contributions agreed upon in Memorandums of Understanding - Phase I and Phase II.
- Reporting to the VWDB on operations, performance, and continuous improvement recommendations.
- Implementing policies established by the VWDB.
- 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).

Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be an Adult and Dislocated Worker Career Services Provider. Each party certifies that this application submission was reviewed and demonstrates that the Local Board or administrative entity will meet all the requirements as an Adult and Dislocated Worker Career Services Provider under WIOA law and regulations.

Instructions

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

**Local Workforce Development Board
Chair**

Signature

Ara Aslanian

Name

Board Chair, VWDB

Title

Date

Local Chief Elected Official

Signature

Vrej Agajanian

Name

Mayor, City of Glendale

Title

Date

Attachment I
Verification of Approvals

Attachment II
Support Letters and Customer Testimonials

Attachment III
Verdugo Workforce Development Board Conflict of Interest Policy