



Verdugo Local Workforce Development Plan 2025 - 2028

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GLOSSARY OF ACRONYMS



ABE	Adult Basic Education
AD	Adults
ADA	Americans with Disability Act
AEFLA	Adult Education Family and Literacy Act
AJCC	America's Job Center of California
AMA	American Medical Assistant
ARS	Armenian Relief Society
ASD	Autism Spectrum Disorder
ASE	Adult Secondary Education
ASL	American Sign Language
BioTC	Biocom Technician Certification
BLS	Bureau of Labor Statistics
BST	Business Services Team
BTAC	Burbank Temporary Aid Center
BUSD	Burbank Unified School District
CA	California
CAEP	California Adult Education Program
CalWORKS	California Work Opportunity and Responsibility to Kids
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
CESH	California Emergency Solutions and Housing Program
CFR	Code of Federal Regulations
CIE	Competitive Integrated Employment
CLEO	Chief Local Elected Official
CNA	Certified Nursing Assistant
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
DCSS	Department of Child Support Services
DEA	Disability Employment Accelerator
DEO	Los Angeles County Department of Economic Opportunity
DOL	Department of Labor
DOR	Department of Rehabilitation
DPSS	Department of Public Social Services
DSPS	Disabled Students Program and Services
DW	Dislocated Workers
ECE	Early Childhood Education
ECEPTS	Early Care Education Pathways to Success
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
GUSD	Glendale Unified School District
GYA	Glendale Youth Alliance
GYEP	Glendale Youth Employment Partnership
HEAP	Homeless Emergency Aid Program
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
IRC	International Rescue Committee
ISD	Integrated Service Delivery
ISS	Individual Service Strategy
ISY	In-School Youth
IT	Information Technology

ITA	Individual Training Account
IWD	Individuals with Disabilities
JJCP	Juvenile Justice Crime Prevention
JPA	Joint Powers Agreement
JPL	Jet Propulsion Lab
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
LAMC	Los Angeles Mission College
LAUSD	Los Angeles Unified School District
LCF	La Cañada Flintridge
LIFERAP	Low Income Employment and Rental Assistance Program
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
OSY	Out-of-School Youth
OMB	Office of Management and Budget
OUY	Other Underserved Youth
P2E	Prison to Employment
PJSA	Personalized Job Search Assistance
PSA	Professional Services Agreement
PTSD	Post Traumatic Stress Disorder
QCEW	Quarterly Census of Employment and Wages
Q	Quarter
REA	Re-Employment Assistance Workshops
RERP	Regional Equity and Recovery Partnership
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
SFV	San Fernando Valley
SGV	San Gabriel Valley
SIY	System Involved Youth
SSA	Social Security Administration
SSI	Supplemental Security Income
STEP	Student Training and Employment Program
STV	Short Term Vocational Training
SWOT	Strength, Weaknesses, Opportunities and Threats
SWP	Strong Workforce Program
TAA	Trade Adjustment Act
TANF	Temporary Assistance to Needy Families
TAP	Talent Acquisition Portal
TEAM	Training Employment & Mentorship Program
TSE	Transitional Subsidized Employment
UI	Unemployment Insurance
US	United States
USA	United States of America
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

I. THE VERDUGO WORKFORCE DEVELOPMENT BOARD

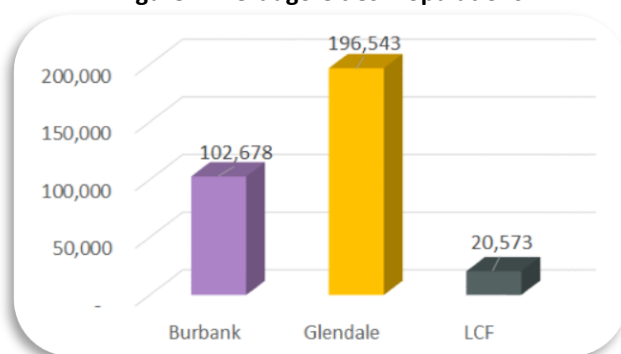


A. The Verdugo Community

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 40 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 319,794 residents,¹ (Figure 1) it is considered one of the smaller Local Workforce Development Areas (LWDA) in the LABRPU; however, the City of Glendale is the fourth largest city in the LABRPU. The VWDB serves its residents through its America's Job Center of California (AJCC), known in the community as the Verdugo Jobs Center (VJC) and its affiliate AJCC, Job Connect located in Burbank.

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 the three cities, Glendale, Burbank, and LCF make up the Verdugo Workforce Development Area (VWDA).

Figure 1: Verdugo Cities' Populations



While the VWDA is small, its economy is like no other region in the state with a mix of highly specialized industry niches, such as entertainment. Over the years, the VWDB has emerged as a leader in developing innovative programs to serve businesses and special populations. Most noteworthy is our success in serving English language learners, low income, and people with disabilities in growth occupations that offer economic security and upward mobility opportunities.

The VWDB oversees the workforce development system, including the VJC, located in the City of Glendale as well as the affiliate site in Burbank. The Job Connect 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 California Workforce Development Board (CWDB) and the Unified Strategic Workforce Development Plan 2024-2027 (State Plan). The State Plan's vision is centered on the establishment and growth of a workforce system that promotes equity, job quality,

Figure 2: VWDB Vision & Mission



¹ People and Population: Burbank, Glendale, La Cañada Flintridge, 2023 American Community Survey 1 Year Estimates. US Census Bureau.

and environmental sustainability for all Californians. It further states, “California is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment.”²

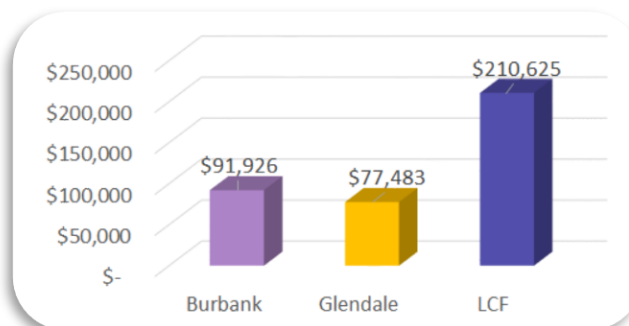
The vision and mission establish the foundation to lead the tri-city workforce development system in responding to community needs. The vision and mission were introduced to the VJC partners and other stakeholders for review and comment and the statements were revised again based on feedback to support 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



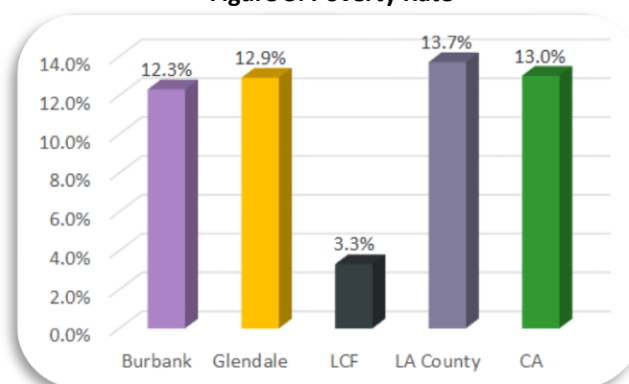
The VWDB’s Vision and Mission set forth the foundation for the Verdugo workforce development system. The system and service delivery are designed based on the needs identified for the tri-city community using demographic and economic data and information. Although Verdugo is home to 122,910 households with a median income of \$91,926 (Figure 4),³ there are significant pockets of poverty throughout the Verdugo communities.

Figure 4: Median Household Income



The Verdugo area median income is higher than the median income for the Los Angeles Basin (\$86,587) and is below the median income for the entire state of California (\$95,521). Therefore, the VWDB consistently ensures that the workforce development system is not misled by the affluent communities when determining needs. Instead, the VWDB focuses on the demographics that profile the barriers and challenges that Verdugo residents face. The Verdugo poverty rate (Figure 5) provides insight to some of the challenges that residents experience. Poverty rates record in double digits for both, Burbank and Glendale, with Glendale at almost 13%, similar to the overall poverty rate for California. The poverty

Figure 5: Poverty Rate



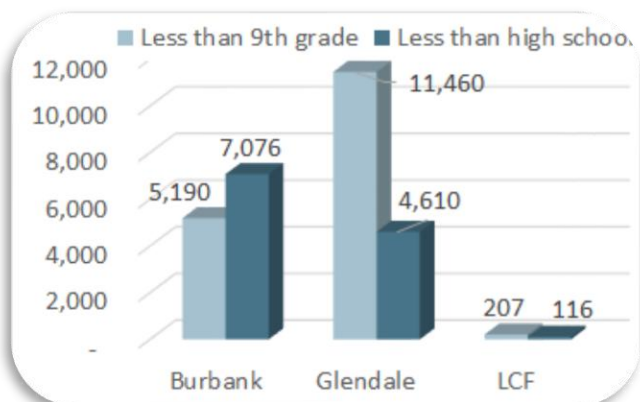
² California’s Unified Strategic Workforce Development Plan, for Program Years 2024-2027. California Workforce Development Board.

³ Income and Poverty: Burbank, Glendale, La Cañada Flintridge, 2023 American Community Survey 1 Year Estimates. US Census Bureau.

rates translate to 38,662 Verdugo residents living in poverty, representing the impact of the declining economy on the local community.

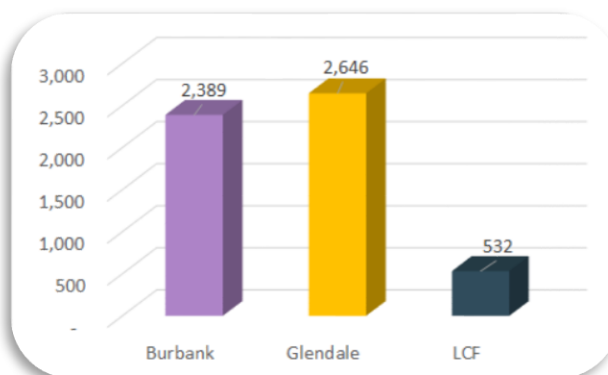
In addition to the poverty rates, educational attainment and other demographics provide insights to the community served as well as the challenges and barriers. The median age for Verdugo residents is 43 years⁴. Verdugo's population of opportunity youth ages 18-24 totals 20,508 and 1,503 of these, representing 7%, do not have a high school diploma. Verdugo's residents that are aged 25 years or older that do not have a high school diploma total 11,802, representing 5% of the population in this age group (Figure 6). Moreover, 16,857 Verdugo residents in this age group have less than a 9th grade education. Therefore, more than 30,000 Verdugo residents do not have the educational attainment needed to obtain the level of employment opportunities needed for job quality and economic self-sufficiency.⁵ These demographics 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 25 Years & Over with No Diploma



Another target population in addition to low income and low educational levels, are veterans. Veterans comprise 2.2% of the Verdugo community that are at least 18 years of age, representing 5,567 residents⁶ (Figure 7). These data represent a decline of more than 2,000 veterans since 2019 who have moved out of the region because of the high cost of living, indicating the impact that the declining economy has on this vulnerable population.

Figure 7: Verdugo Veterans



Individuals with disabilities, comprise 12.32% of the Verdugo community, representing 39,401 residents. This is an increase in residents with disabilities which recorded at 34,020 (10.5%) in 2019, as reported in the previous Verdugo Local Plan. Of the 39,401 Verdugo residents with disabilities, 19,600 (49.7%) have cognitive disabilities. Cognitive

⁴ *Selected Social Characteristics: Burbank, Glendale, La Cañada Flintridge, 2023 American Community Survey 1 Year Estimates.* US Census Bureau

⁵ *Educational Attainment: Burbank, Glendale, La Cañada Flintridge, 2022 American Community Survey 5 Year Estimates.* US Census Bureau.

⁶ *Veteran Status: Burbank, Glendale, La Cañada Flintridge, 2022 American Community Survey 5 Year Estimates.* US Census Bureau.

disabilities include individuals with intellectual disabilities and developmental disabilities (Figure 8), both which are targets for the design and development of VWDB's career pathways for the most vulnerable populations. Individuals with disabilities have the highest unemployment rate of any underserved population with individuals with Autism Spectrum Disorders (ASD) recording at 39% according to National Institute of Health. The VWDB continues to focus on developing innovative programs and services for people with disabilities and prioritizing individuals with cognitive disabilities including autism, to address the profound unemployment rate.

Figure 8: Verdugo Residents with Disabilities

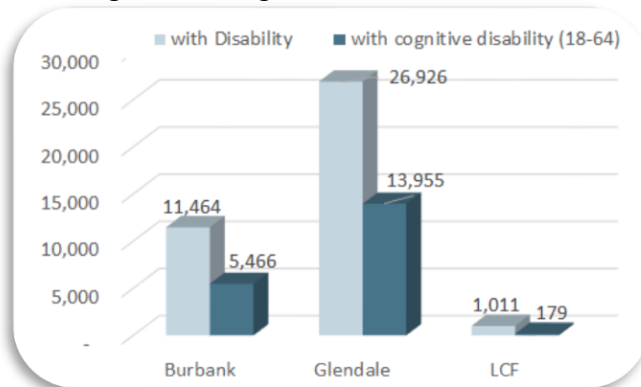
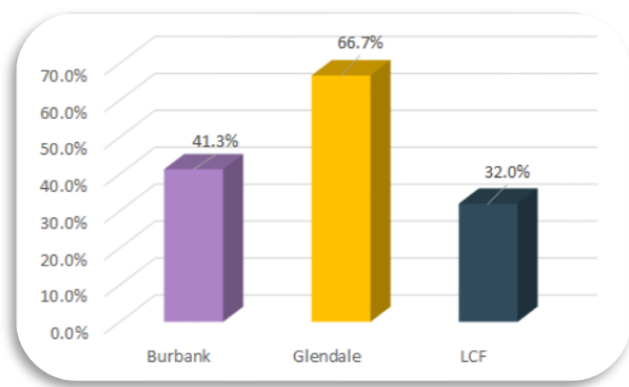


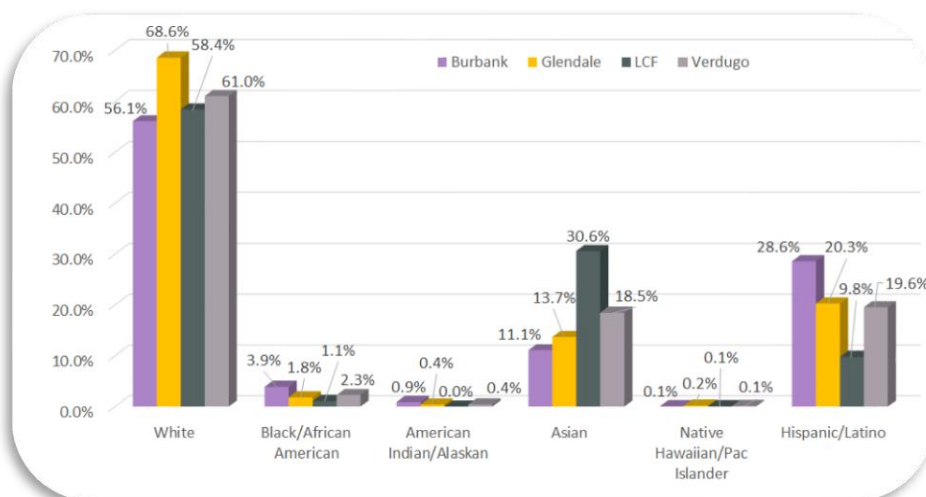
Figure 9: Speak a Language Other than English



The English Language Learner (ELL) population is another underserved population that is a priority for services for all AJCC partners. 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). An average of 47% of Verdugo residents (above the age of five years) speak a language other than English at home. Glendale records a rate of almost 67%, significantly higher than Los Angeles (LA) County which records that 57% of residents speak a language other than English at home, demonstrating the diversity of the VWDA.⁷

The Race/Ethnicity data for the Verdugo cities shows that 61% 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 who also identify as White/Caucasian. The community also includes 18.5% of residents who identify as Asian and 19.6% of residents who identify as Hispanic/Latino and 2.3% who identify as Black/African American. While the Race/Ethnicity data show the diversity of the tri-city community, the languages spoken at home and the number of residents who speak English "less than very well" reflect the barriers more accurately.

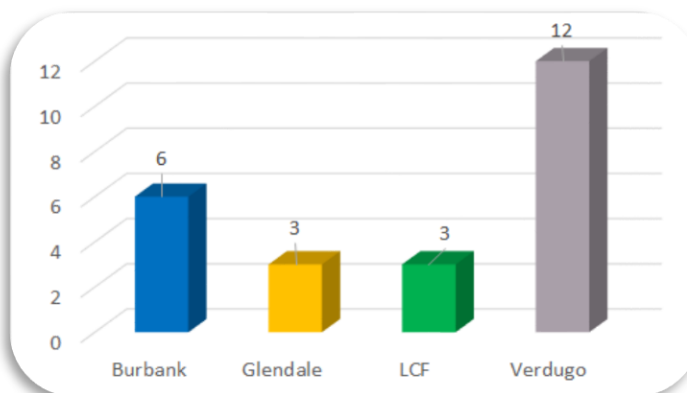
⁷ *Selected Social Characteristics: Burbank, Glendale, La Cañada Flintridge 2022 American Community Survey 5 Year Estimates.*
US Census Bureau.

Figure 10: Verdugo Race/Ethnicity

B. The Verdugo Workforce

The Worker Adjustment and Retraining Notification Act (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. Companies submit the WARN letter to the State of California Employment Development Department (EDD) and may do so even if the layoff does not meet the threshold. Once received, EDD sends a copy of the

letter to the local workforce board and notices are also accessible through the CalJOBS system. For the VWDA (Figure 11), a total of 12 WARN notices were received since the beginning of the program year, July 1, 2024. Three of these WARN notices were for CalTech, Jet Propulsion Lab, representing multiple rounds of layoffs.

Figure 11: Verdugo WARNs

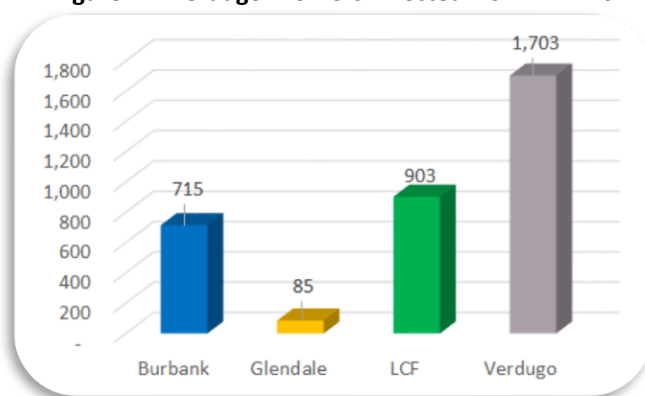
The WARN notices from EDD provide the VWDB and the VJC with insight to the layoffs occurring in the Verdugo community; however, the VWDB relies on the VJC Rapid Response Team for more current and accurate information on layoffs and plant closures. Layoffs and closures may occur where a WARN letter may not have been submitted regardless if they met the threshold; therefore, the VJC must monitor the community to identify any potential downsizing or closure activity. The Rapid Response Team uses various information sources to monitor potential layoff activity. In addition to monitoring the news and periodicals, the Team also uses Econovue, a statewide system that tracks business activity and identify potential risk factors that may lead to layoffs or closures.

The Rapid Response Team then proactively outreaches businesses that may be affected and provides intervention services once the layoff is confirmed.

The VJC reports results of its Rapid Response services to the VWDB on a quarterly basis, including the number of workers affected by the WARNs (Figure 12), which totals 1,703 through December 31, 2024.

While WARN letters were received for 12 layoffs, the Rapid Response Team is monitoring an additional six layoffs that have been announced from July 1, through December 31, 2024, affecting at minimum, 2,230 workers. Two of the companies identified have not provided the number of affected workers; therefore, these numbers are not included in the 2,230 count.

Figure 12: Verdugo Workers Affected from WARNs



The Verdugo labor force is comprised of 170,000 residents (Figure 13), a loss of 1,500 workers since the beginning of the program year, July 1, 2024 through November 30, 2024. 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 recording 102,300 residents; however, lost 900 workers since July 2024.

Figure 13: Verdugo Labor Force Data (November 2024)

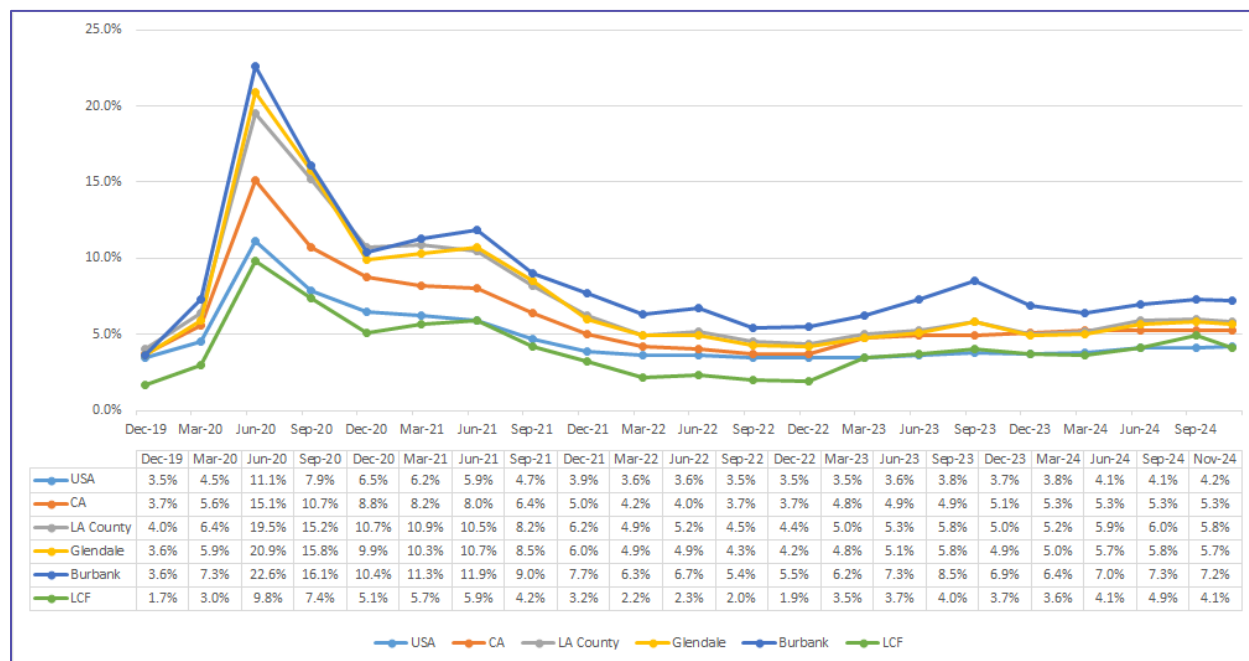
City	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Labor Force Loss
Burbank	59,400	59,400	59,700	59,400	58,900	500
Glendale	103,200	103,200	104,000	102,900	102,300	900
LCF	8,900	8,900	8,900	8,900	8,800	100
Total	171,500	171,500	172,600	171,200	170,000	1,500

Reasons for labor force losses vary from retirements, layoffs, resignations, and other reasons for leaving the workforce including, staying home to care for children and/or parents. Prior to the pandemic, Verdugo's labor force was 175,000 (December 2019). During the peak of the pandemic, Verdugo lost 8.1% of its labor force, recording 163,900 workers in December 2020. Since the pandemic, Verdugo has not fully recovered with its labor force population and current numbers (Figure 13), record a 5.6% loss since the pre-pandemic level.⁸

⁸ *Monthly Labor Force Data for Local Workforce Development Areas, Report 400 December 2019-November 2024.* Employment Development Department Labor Market Information Division.

Prior to the pandemic, the Verdugo tri-city community was experiencing historical levels of prosperity. In December 2019, Verdugo cities recorded some of the lowest unemployment rates with 3.6% for Burbank and Glendale, and 1.7% for LCF (Figure 14). During the peak of the pandemic, Verdugo experienced historically high unemployment rates, recording 20.9% for Glendale, 22.6% for Burbank and 9.8% for LCF. The unemployment rates have gradually declined as cities recovered from the impact of the pandemic; however, the unemployment rates have not fully recovered to pre-pandemic levels.⁹ As of November 2024, Verdugo records an average 6% unemployment rate with the highest rate recorded by Burbank at 7.2%, significantly higher than the rates for the nation (4.2%), California (5.3%) and Los Angeles County (5.8%). While Glendale (5.7%) is lower than the Burbank unemployment rate, it remains higher than the nation and state rates.

Figure 14: Verdugo Unemployment Rates (Quarterly Rates Recorded)



Understanding the Verdugo community, its demographics, economic landscape and the impact of the pandemic, 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.

⁹ Monthly Labor Force Data for Local Workforce Development Areas, Report 400 December 2019-November 2024. Employment Development Department Labor Market Information Division.

C. The Verdugo Business Community

Following the pandemic, several industries and sectors led the recovery of the economic environment. The community began its recovery as Verdugo businesses reopened and the residents began returning to work. As of 2019, a total of 49,621 businesses reside in the Verdugo community, with a total of 15,699 of those being women owned businesses, and 14,598 being minority owned. A total of 3,387 of businesses are owned by veterans (Figure 15).¹⁰

Figure 15: Verdugo Businesses

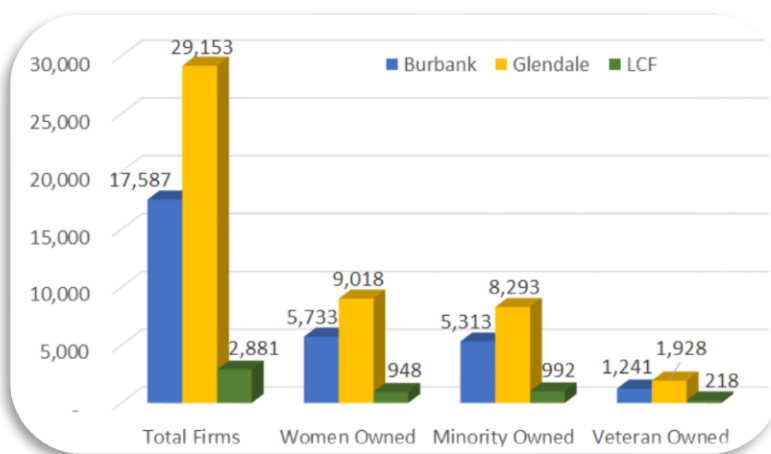


Figure 16: Verdugo Top 10 Job Ads

OCCUPATION	# OF JOB ADS
1. Retail Salespersons	326
2. Registered Nurses	231
3. First-Line Supervisors of Retail Sales Workers	178
4. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	125
5. Customer Service Representatives	123
6. Fast Food and Counter Workers	111
7. General and Operations Managers	96
8. Software Developers	91
9. Security Guards	87
10. Lawyers	86

The VWDB also examines the job ads to identify the Top Occupations that are hiring. Monitoring the job ads allows VJC to ensure there is alignment between the training programs that develop the occupational skills and the jobs currently available. The VWDB also ensures alignment with the demand industry sectors, the Top Job Ads, as well as the VWDB's target sectors. The Top 10 Verdugo Job Ads (Figure 16) shows the greatest hiring in the following industries: Healthcare (Registered Nurses), Retail (Salesperson) and Professional and Business Services (mostly

Software Developers)¹¹ which are in alignment and support these sectors as targets for the VWDB. Retail salesperson has the most job ads even though healthcare has the most employees. Retail typically hires students in part-time positions which typically have high turnover; therefore, the higher number of job ads reflects the challenges that these employers face in maintaining a consistent workforce.

¹⁰ *Business and Owner Characteristics: Burbank, Glendale, La Cañada Flintridge 2019 American Community Survey 5 Year Estimates.* US Census Bureau.

¹¹ *Online Job Advertisement – September 2024 Help Wanted Online.* Conference Board, Help Wanted Online; Employment Development Department, Labor Market Information Division.

Figure 17: VWDB Target Industries

Based on the occupations data (Figure 16), as well as the labor intelligence provided in our Regional Plan, the VWDB reaffirms its target sectors as: healthcare, manufacturing, professional and business services, information, and retail trade (Figure 17). Manufacturing includes: LifeScience, BioScience, and BioTechnology, which are also growth subsectors that are a focus for the VWDB. As a region, the LABRPU is also targeting healthcare, information, and manufacturing. Further, occupations in these target industries provide opportunities for VJC participants to attain employment in middle-skill and mid-level wages allowing them an opportunity for job quality that leads to economic security.

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. The VWDB will capitalize on the resiliency and strength of the Verdugo business community and continued to develop its career pathways to prepare its labor force for returning to work in these industry sectors. Leaning on its partners to develop innovative programs, career pathways will continue to integrate education, English as a Second Language (ESL), paid work-based learning and job placement, to successfully transition the labor force back to full-time employment.

II. ALIGNMENT TO REGIONAL PLAN



A. Local & Regional Plan Alignment

Several virtual and in-person 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 Los Angeles Basin. Each local board hosted a community meeting to gather information specifically for the Regional Plan, and additional meetings to gather information for their respective local plans. 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. Input was gathered from the stakeholders and used to inform the Regional and Local Plans.

The Regional Plan delineates several approaches for implementing regional sector strategies and career pathways that will assist in implementing core programs at the local

level. Local boards join to access funding for the region that support career pathways for priority populations.

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.
- 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 into the plan. Narratives describing high-road training programs were uploaded to a centralized folder for review and access by other boards and the Regional Plan writer.
- 3) The VWDB has participated in regional strategies to be able to service special populations including Transitional Subsidized Employment (TSE) which is administered by South Bay WIB and provides work-based learning opportunities for recipients of public assistance. Youth@Work is another program that the VWDB participates in which provides work experience for youth and is funded by the Los Angeles County Department of Economic Opportunity (DEO). The Regional Equity and Recovery Partnership (RERP) grant brought local boards together to implement programs that target underserved populations including low-income, first-generation college students, and justice involved. VWDB partnered with Foothill Workforce Development Board and South Bay WIB to implement its program.

III. 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 18). Partnerships are solidified in the Partner 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. The MOU also delineates how the partners contribute to the VJC infrastructure including the sharing of the costs by co-located partners.

Figure 18: Core and Mandated Partners

Mandatory Program	Partner (s)
Adults (WIOA I)	Verdugo Jobs Center/City of Glendale (one-stop/AJCC operator); Job Connect/City of Burbank
Dislocated Workers (WIOA I)	Verdugo Jobs Center/City of Glendale (one-stop/AJCC operator); Job Connect/City of Burbank
Youth (WIOA I)	Verdugo Jobs Center/City of Glendale (one-stop/AJCC operator); Glendale Unified School District; Burbank Unified School District; Glendale Youth Alliance
Job Corps	Los Angeles Job Corps Center
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 Aging and Disabilities
Postsecondary Vocational Ed./Perkins Voc.	Glendale Community College; GlendaleLEARNS/California Adult Education Program
Trade Adjustment Assistance/NAFTA/NTAA	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 Social Services
Reentry, Justice Involved	Friends Outside in Los Angeles County

Prior to the pandemic, several partners were co-located at the VJC, including State of California Department of Rehabilitation (DOR), Glendale Community College (GCC), Glendale Youth Alliance (GYA) and State of California Employment Development Department (EDD). During the pandemic, all facilities were ordered to shutdown; however, this was lifted for essential services. Most partners continued their shutdown and when they reopened, primarily worked remotely. EDD and WIOA Title I staff remained at the VJC on a reduced basis. Most employees worked remotely, and only skeletal staff remained to answer phones and continue operations. The VJC was completely redesigned to offer virtual services and reopened immediately to serve the community. The facility was also redesigned to ensure all health and safety standards issued by the Center for Disease Control (CDC) were met.

Partnerships with GCC, EDD, DOR, GlendaleLEARNS (Adult Education), GYA, school districts, labor, as well as all other core partners, are all essential to customer service. Our partnership with GCC is a recognized role model in integrating workforce and education services. The partnership 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) which has been branded as GlendaleLEARNS, 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 ESL, short-term vocational (STV) training, CAEP for work readiness, and WIOA I for work-based learning and case management.

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

The MOU outlines all partner services, with an accompanying matrix that staff can use to easily identify services their participants need and the partner that provides them. The partner point of contacts meet on a quarterly 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 regularly with co-case managing staff. Partners also meet 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 worked on branding and developing a coordinated communication strategy to introduce potential participants and business customers to VJC services. Brochures and other instruments were developed to outreach participants with systematic introduction to all services, regardless of the partner that provides the service. The VWDB and VJC website has been redesigned to support the communication strategy. The redesigned website is set to be launched in 2025.

Another example of coordination is the partner team that was selected to train and use Customer-Centered Design (CCD) to identify Opportunities for Excellence (OFE) 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.

The VWDB uses its AJCC Certification process to ensure that coordination of services is effective in serving participants, particularly those from priority populations. Every three

years, the VJC and its affiliate site, Job Connect, participate in a rigorous evaluation process using a performance excellence assessment. Results of the evaluation are documented and submitted to the VWDB to review, confirm standards are met, and certify the AJCC's for an additional three years. The VJC and Job Connect must meet the certification standards in order to be eligible for funding.

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.

The system has been used as a model for other programs designed for ELL and CalWORKs recipients to coordinate and provide continuous Common Case Management and support throughout the participants' enrollment. 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) A Student/Participant/Apprentice 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) 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.
- 4) 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, income verification 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.

- 5) 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.
- 6) A designated Job Developer that is the single point of contact for the employers is also assigned. The Job Developer coordinates work-based learning opportunities including work experience and/or On-the-Job (OJT) that may be funded by either WIOA Title I, CAEP, or other grant. Job Developer also works with employers to coordinate on-site supervision and mentoring.

This innovative strategic co-enrollment system is recognized as a best practice that was used as a model for the Policy Guidance for Co-enrollment that led to the development of the Workforce Services Directive (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.

The system is used for all career pathways to provide comprehensive services. Career pathways are used in Verdugo to develop technical skills; address education gaps by integrating ESL, Adult Basic Education (ABE) and/or Adult Secondary Education (ASE); integrate work-based learning such as work experience (WEX), apprenticeship, or OJT; and connect to employers. Comprehensive career pathways 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.

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 by Governor Newsom. 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 challenging 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. EDD also developed an online application process with the ability for customers to upload confidential documents to the CalJOBS system. CalJOBS is used by AJCC's throughout the system to enroll participants, and track participant services and outcomes.

The VJC migrated its application process to the EDD system once it became available and continues to use virtual services for all participants as needed and requested. To date, the demand for virtual services continues; however, those needing in-person services such as individuals with disabilities, continue to receive in-person services at the AJCCs. Customers exploring the VJC website can complete and submit an Information request and a case manager will contact them within 24 hours to provide information and begin the eligibility and enrollment process.

To increase the access to virtual services, the GlendaleLEARNS 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/participants to check out and access services including distance learning. 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 GlendaleLEARNS Coordinator is a VWDB staff member who reports to the CAEP Director. The CAEP Director is also the Dean of Continuing Education for GCC. The GlendaleLEARNS Coordinator works to coordinate adult education partners, coordinates and facilitates monthly GlendaleLEARNS 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.

The VJC staff are onsite weekly at GCC to meet with students and introduce and co-enroll them to WIOA I services. In addition, VJC staff work with ESL and STV instructors at GCC and Los Angeles Mission College (LAMC) to visit their classrooms either in-person or virtually to introduce them to WIOA services including supportive services that may assist students' persistence and retention. Students are co-enrolled with WIOA and provided with supportive services, paid work-based learning to assist them in transitioning to permanent employment, and job placement assistance.

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 MOUs, 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 or through VWDB.

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 2024 which found that the VJC and Job Connect were fully in compliance. Compliance is also reviewed every three years through AJCC Baseline Certification. The Certification documents are submitted to the VWDB for review and certify the AJCCs once they confirm that they are each in compliance with WIOA Section 188.

IV. 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 Los Angeles County Department of Public Social Services (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. DPSS provides annual training for all partner staff to help them identify potential eligible participants for public assistance including CalFRESH.

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. Each partner uses their own information system to track and report participant services and there is no system currently available that allows partner agencies to access information from each other. Therefore, the partners continue to share hard copies or electronic encrypted transfer of information including 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 as well as coordinate 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 319,794 (Figure 1) residents, and the median income for the tri-city consortium records at \$91,926 (Figure 4). 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 9.67% with Glendale recording the highest poverty rate at 12.9% (Figure 19).¹² These data demonstrate that the median income is skewed by the data of one city, while significant poverty remains in the remaining two cities.

Figure 19: Verdugo Consortium: Population, Income & Poverty Rates

Demographic	Burbank	Glendale	LCF
Poverty Levels	12.3%	12.9%	3.8%
Population Below Poverty Level	12,603	23,960	720

The total number of Verdugo residents living below the poverty level is 37,283 (Figure 19), and the total number of households living at or below the poverty level is 109,038 (Figure 20). However, only 23,073 households are receiving CalFresh, representing 21.2% of the poverty population¹³ (Figure 20). These data indicate that 85,965 households living at or below poverty level are not receiving CalFresh assistance, even though they may be eligible.

Figure 20: Verdugo Consortium: Households Receiving CalFresh

Demographic	Burbank	Glendale	LCF
Number of Households at or Below Poverty Level	37,236	65,716	6,086
Number of Households Receiving SNAP/CalFresh	5,042	17,714	317
Percent of Poverty Households Receiving CalFresh	13.5%	27%	5.2%

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 participates in programs and projects that focus on CalFresh recipients.

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.

¹² *Selected Economic Characteristics: Burbank, Glendale, La Cañada Flintridge. 2023 American Community Survey 1-Year Estimates (La Cañada Flintridge data are 5-year estimates).* US Census Bureau.

¹³ *Ibid, Selected Economics Characteristics.*

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 WIOA Title I, 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.

The VJC also partnered with the fee-based short-term vocational training which were developed in partnership with DPSS and CalFresh. Vocational programs such as phlebotomist training were established specifically for CalFresh recipients to gain in-demand skills and subsequently attain permanent gainful employment. The VJC co-enrolled students to provide supportive services and assist in transitioning them to paid work-based learning and full-time employment.

The VWDB partners with DEO 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.

The VJC worked with Pacific Health Clinics and LAMC to design a pre-apprenticeship program to train Early Childhood Education (ECE) Teacher Assistants. Students are recruited from the local Head Start programs which are verified low-income as a requirement for children to participate in these programs. Further, almost all are parents that receive CalWORKs and CalFresh. The parents are excellent candidates for this pre-apprenticeship not only because of their need for work but their interest in being close and involved in their children's education who are attending the head start program.

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

The VJC has met multiple times with the Department of Child Support Services (DCSS); however, coordination with the agency is a considerable challenge. The county agency must coordinate with all seven workforce boards located in the LABRPU and that is a challenge for county agencies. DEO has committed to taking the lead in coordinating with their own county agency, and that effort is underway, according to DEO staff. DEO will

coordinate with DCSS on behalf of all seven boards and act as the primary point of contact and facilitate the mutual referral process.

The VJC partners meet with DCSS as often as possible throughout the year and they are invited to all meetings; however, due to limited staffing, they are not always able to participate. Nonetheless, 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. Without DCSS as a fully participating partner, the VJC has used other partnerships and strategies to outreach non-custodial parents.

Current VJC partners, which include WIOA and non-WIOA funded agencies, work together to outreach and provide services to non-custodial parents. GlendaleLEARNS includes the adult education services available at GCC Garfield Campus which offers the Parent Education training that non-custodial parents are required to attend by court order. The VJC conducts presentations to the group to outreach and offer workforce and other community services. Partners identified the barriers to employment (Figure 21) that non-custodial parents experience and this information is used to plan services including supportive services. Co-located partners at the VJC include: EDD providing Title III services; GCC/GlendaleLEARNS Coordinator; and GYA, serving youth and young adults, including teen parents. The regional project, Prison to Employment 2.0 (P2E), that is administered by South Bay WIB, and that all seven boards participate in, also provides referrals of those justice involved parents that are non-custodial parents. Referrals are made by California Department of Corrections to the local boards who follow up to provide services. Local boards also outreach and recruit justice involved individuals to provide services and in these processes, non-custodial parents are identified to address their needs as services are provided. All Basic and Individualized Career Services are provided as well as training, WEX, OJT; job placement; and retention services.

Figure 21: Non-Custodial Parents: Barriers to Employment

• Mental health • Debt repayment/wage garnished • Suspended license / License removal • Feelings of helplessness, no way out • Other barriers: homeless, reentry • Lack of education; drop-out	• ELL • Friction with the other parent • Lack of parenting skills • Financial counseling: not aware of the benefit of working and earning salary even when wages are garnished
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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. Additionally, parents who are overwhelmed with child support debt can be referred to DCSS which can help 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.

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 10 years. While the VWDB and the VJC have served people with disabilities for many more years, the strategic focus on ID/DD began 10 years ago with the examination of the demographic data, the increasing rates of Autism Spectrum Disorders (ASD), and the partners' commitment to develop career pathways for this underserved population. The partners, including VWDB, VJC, GCC and its DSPS Counselors, GYA, 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 were 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.

To address Competitive Integrated Employment (CIE), the VWDB was awarded a grant from DOR to implement an innovative WEX program: Student Training and Employment Program (STEP). Operated by GYA, as the VWDB's youth provider, the STEP 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 STEP is to increase services provided to students with disabilities and connect them to the workforce.

The VWDB continues to work towards expanding career pathways to individuals with ID/DD using the VMA as the model for co-enrollment. The VWDB has partnered with Friendship Foundation to expand services and ensure participant success while creating additional 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.

The Friendship Foundation serves more than 1,800 residents annually from across the Los Angeles Basin, focusing on individuals with ID/DD. The Friendship Campus is under construction and is scheduled to open in 2025 to provide vocational training and job placement, giving individuals with special needs the tools to transform the workforce and find a lifelong passion and purpose. The VWDB recently began designing career programs with Friendship Foundation to address the increasing number of employers seeking to hire neuro-diverse individuals including Skechers, TJX Companies, Inc., Kinecta Federal Credit Union and Moose Toys. Due to current demand, the VWDB and Friendship Foundation are implementing a pilot career program prior to the launch of the Friendship Campus, including transitional jobs services, to address the immediate needs of the participants with ID/DD and the employers.

To further expand CIE, the VWDB and DOR celebrate a highly integrated and successful partnership as demonstrated through its projects. 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.

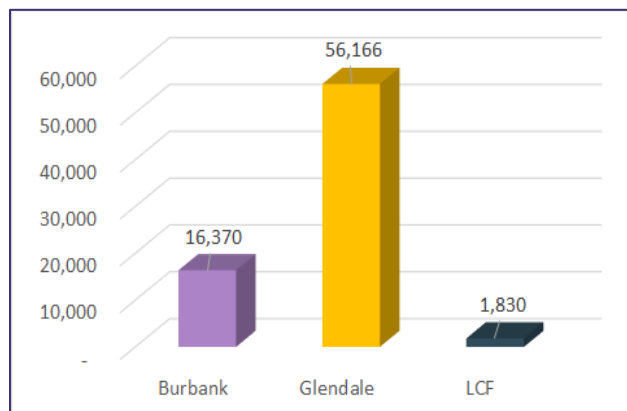
The VWDB's commitment to serving individuals with ID/DD is not only based on its Vision, Mission, and Values and dedication to serving individuals with disabilities, but also due to the number of ID/DD in Verdugo that need assistance. Based on VJC experience in working with this underserved population, many do not enter the workforce because of the lack of services and opportunities available for this customer segment. With 39,401 Verdugo residents with disabilities, of which 19,600 (49.8%) have cognitive disabilities (Figure 8), 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 about half (46%) of its population speaking a language other than English (Figure 9). A total of 135,808 residents are born outside of the US, representing 42% of the population, with 74,367 of these reporting that they speak English “less than very well” (Figure 22). These individuals represent potential candidates for our ESL courses, regardless of their employment status.¹⁴

GlendaleLEARNS has several partners including community-based organizations that provide services to new immigrants, asylees and refugees. These partners include JVS SoCal, International Rescue Committee (IRC), and Armenian Relief Society (ARS). According to the partners, Glendale was receiving 2,000 refugee referrals per month from DPSS. Over the past four years, GCC ESL classes have held a steady waitlist each semester of more than 1,000 students. One of the requirements for refugees to receive their cash assistance is to enroll in training, including ESL, or find employment. With most refugees waiting months to receive their right to work documents, enrolling in education and training is a viable option.

Figure 22: Speak English Less Than Very Well



The VWDB and VJC, rely on partners to jointly serve ELL and meet their needs to achieve their career and educational goals. The GlendaleLEARNS Coordinator, a VWDB staff member, coordinates workshops and classes for ELL with the community-based organizations such as IRC and ARS as well as the Glendale Library Arts & Culture. Partner classes, including ESL, have assisted GCC in managing its waitlist of students until seats open on campus. GCC has added numerous classes and ESL instructors; however, the long waitlists remain as new immigrants continue to enter the community. In addition to ESL, they offer citizenship and acculturation workshops as well as counseling, and legal, and financial services.

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;

¹⁴ Selected Social Characteristics, 2023 American Community Survey 5-Year Estimates. U.S. Census Bureau.

- 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, to meet the state certification for medical assistants. Co-enrollment into WIOA I also provided students with supportive services that assisted in continuing their training during the most difficult time. This strategy has expanded to Dental Assistants and other STVs including Accounting. We also expect to add WEX to graduates of the Certified Nursing Assistant (CNA) which is expected to launch in the Fall 2025.

To further prepare participants that are ELL, new courses were added at our GCC Garfield Campus that focus on ESL in the workplace and include common slang and idioms to assist individuals in transitioning effectively into the workplace. The partners will continue to design and implement career pathways that are customized to the needs of ELL participants.

E. Coordination with Local Veteran Affairs

The VWDB has maintained a partnership with our local Veteran Affairs office even before the award of the Veterans' Employment-Related Assistance Program in 2018, as well as other organizations that serve veterans including our EDD co-located partner. The current liaison with Veteran Affairs is a former GlendaleLEARNS partner, representing DOR, who worked closely with the GlendaleLEARNS Coordinator who is also a VWDB staff member. In addition, the VJC maintains partnership with multiple organizations in order to outreach and provide services to veterans.

Mutual referrals and co-enrollments occur with EDD staff who work directly with veterans in order to ensure that full array of services is made available to these participants. An additional partner is the Salvation Army's Veterans Employment Services which is committed to promoting VJC services and programs and mutual referrals. This partner expands services offerings to support veterans in their journey toward employment:

- assessment to identify interests, strengths, and talents;
- assistance in overcoming barriers to employment;
- resume development and interview skills training;
- individualized job search coaching and strategies;

- connections to training and housing resources;
- pre-employment counseling and supportive services; and
- post-employment coaching and supportive services.

The VWDB and VJC will continue to expand its partnerships to outreach and provide services to veterans as a priority population.

F. Coordinate with Partners to Address Environmental Sustainability

The VWDB has focused on the Life Science industry sector for more than nine years and this industry is at the forefront of environmental sustainability. The demand for product development from the Life Science sector has been significantly increasing over the past 10 years. The continued growth in population requires more sustainable methods to grow food, keep people healthy, produce energy and manufacture biological drugs and therapeutics. Labs across the country are working to meet these demands and contributing to the burgeoning Life Science industry sector, including BioScience. The Los Angeles Basin employs approximately 20 percent of the state's Life Science workforce and is expected to continue to increase. In 2023, Los Angeles had more than 82,000 jobs in the Life Science industry sector and supports 223,971 jobs with average annual earnings of approximately \$109,071. Life Science includes the following sectors: Biotechnology and Biofuels, Biopharmaceuticals, Devices and Diagnostics Equipment, Life Science Trade, and Research and Lab Services. Together, the sector generates \$66.9 billion in county economic output and total labor income of \$19.1 billion per year.

To create the qualified workforce to meet the hiring demands of the region's industry sector leading the technology development for environmental sustainability, the VWDB partners with local colleges for the Biotechnology career pathways including Los Angeles Mission (LAMC), Glendale Community (GCC), and Citrus Colleges among others. The Career Technical Education (CTE) cover the following Body of Knowledge: Biology and Microbiology, Chemistry and Math, Environmental Health and Safety, Quality Assurance and Regulatory, Process and Equipment, and Validation. Programs typically run for one semester and students earn a certificate of completion. To earn an industry-valued credential, the students register for the Biocom Technician Certification (BioTC).

In order to facilitate the identification of qualified candidates, the VWDB developed the BioTC Collaborative which is led by three BioScience businesses: Grifols Biologicals, Prolacta and Gilead. It also includes three community Colleges: LAMC, GCC, and Citrus, as well as the VJC. Coordinated and administered by the VWDB, the BioTC partnered with four additional Biosciences companies to develop the assessment instrument and digital credential: Amgen, Takeda, Kite and Neutrogena. Students graduating from a Bioscience CTE program are eligible to take the assessment and those earning a 70% score or higher earn the BioTC, an industry-valued credential/certification. LAMC was designated by the Collaborative as the "hub" to administer the assessment to students using the CANVAS Learning Management System used throughout the California community college system. Faculty, staff and students are familiar with the CANVAS

system used throughout the community college system for testing, therefore, facilitating its use for administering the assessment in person or virtually to address student needs. Digital badges are generated from the CANVAS system which can then be included on resumes to facilitate identification of these qualified job candidates by employers. Credentialed students work with the VJC staff who connect them to the BioScience companies for interviews and employment.

The BioTC Collaborative will be working over the next year to increase the number of employers engaged in BioTC. The Collaborative is looking to expand from BioPharma, which was needed during the pandemic, to include manufacturing in other sectors and sub-sectors focusing on sustainability including: food, water, distillery, environmental and agriculture, as well as nutraceuticals, cosmetics, and medical devices.

V. 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. The City requires all staff to acquire and maintain digital fluency and includes cybersecurity training to maintain integrity and confidentiality as well as security of our systems and community and participant data and information. Trainings on CalJOBS are offered by EDD throughout the year as well as trainings on Econovue, which are also offered throughout the year.

The VWDB and VJC staff converted all programs, services, and functions to a virtual format in one week during the pandemic 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 instructional 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 Docu-Sign and CalJOBS Pre-Application.

The VWDB MIS lead staff 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 now provided through virtual platforms. In addition, to being trained, VJC staff also trained participants on using virtual platforms, Docu-Sign, Adobe 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, including the VWDB training, "Who Put the Stars in the Sky" which focused on serving participants with autism and attended by more than 30 staff representing all seven workforce boards that comprise the LABRPU. The One-Stop Operator coordinates training for all partner staff in Equal Opportunity including WIOA Section 188.

As a community that has a high population of immigrants, asylees and refugees, 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, 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. Multiple trainings have been provided to all partner staff in trauma-informed care to provide them with support as they serve the diverse communities. 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.

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 and Burbank’s Economic Development to outreach businesses identified as potential at-risk and provide assistance and resources to assist with business turn-around. For those organizations that must proceed with layoff, a full array of services is 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 economic uncertainty, inflation, and rising costs of doing business, layoffs have continued to occur, regardless if they were required to submit a WARN (Figures 11 and 12). As a result of the continued layoffs, Rapid Response services continue to be in demand.

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. The VWDB also partners with other local boards to serve businesses throughout the region. For example, VWDB partnered with Foothill WDB to serve the mass layoff from the Jet Propulsion Lab (JPL) located in the VWDB Consortium city of La Cañada Flintridge. With residents in both areas affected, the two workforce boards joined to submit applications for funding and coordinated services to ensure the workers were effectively outreached, recruited and served.

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 Job Connect, the affiliate center located in the City of Burbank. The Job Connect expands access to residents of Burbank as well as residents in the surrounding area who may find the Job Connect 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 Job Connect also serves as an on ramp to the VJC for comprehensive services, training and career pathways and they connect participants with VJC as the comprehensive center in the community. VJC staff are outstationed at the Job Connect for training enrollments at least once per month for the convenience of customers. They are also available to be outstationed as needed. VJC services are also available virtually for participants who prefer to access services from the convenience of their own homes. In addition to the Job Connect, the VJC staff are outstationed at GCC and Burbank Adult School to outreach students who need assistance. 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. To achieve this goal, the VWDB has reinvented its services to increase business engagement and capitalize on their leadership role. Traditional services focused on the participants, training them, and then working with them for job placement. This process has been inverted and now, the VWDB and VJC focus on the businesses and their need for human capital. The VWDB convenes the partners which include the business employer, community colleges and other partners to design the program that will develop the skills that the employer needs. The key success factor is that the business leads the team, leads the design of the curricula and overall process, and has first choice of students to interview and hire. The employer also convenes other employers to be involved with the design and delivery of the program as well as interviewing and hiring the participants. A prime example of this strategy is the BioTC Collaborative and project.

The BioTC Collaborative is currently led by Prolacta and includes Grifols Biologicals and Gilead along with three community colleges, Citrus, Glendale and LAMC. The VWDB

coordinates and administers the BioTC Collaborative which also includes the VJC as partner as well as Biocom California Institute (Biocom) as the industry association. Also contributing to the project are four additional BioScience companies including: Amgen, Takeda, Kite, Prolacta and Neutrogena. All business representatives assisted the Collaborative in developing the assessment instrument that is used to measure the competencies achieved by students graduating from any BioScience CTE program in the Los Angeles Basin. Graduates who pass the assessment with a 70% score or higher, will earn a digital credential to confirm their competencies. All graduates who earn a credential, are prime candidates for interviewing by any of the seven companies as well as other BioScience companies in the region.

The VJC is also partnering with Biocom, to connect recipients of the credential to the hundreds of members who are seeking BioTechnology Technicians. Using a web-based portal, CareerHub, the VJC, in partnership with Biocom, will match students with member companies, creating a centralized pool of qualified, credentialed candidates for hiring employers. With businesses leading the creation and implementation of an industry-valued credential, adds to the industry-wide validation and recognition of the credential which adds value to the students who earn the digital badge.

The Verdugo BioScience Fellowship program was designed in partnership with Biocom, with the goal to facilitate access by employers to qualified job candidates. Biocom has been an integral partner in the implementation of the BioTC project. As an industry association, Biocom leads the business engagement activities for the project to ensure that employers are introduced to BioTC and are able to connect with the credentialed students that are ready for entry level employment, including facilitating the development of worksites with their members for our participant's work experience hours. The VWDB is now offering Fellowship opportunities to participants to further connect these job seekers to employers. The Fellowship provides meaningful career readiness experiences to credentialed students ready to obtain gainful employment in BioScience. Fellowships also assist veterans and dislocated workers in transitioning their specialized skills to the BioScience industry sector.

Participants are matched with an industry professional over a six-month period for 1:1 career development and guidance, resume review and customization for the industry, and preparation for interviews in BioScience companies. Networking events include career fairs, panel presentations and industry symposiums, and company tours that allow participants to directly connect with employers. Mentorship continues during the job search and job placement process to ensure success. The VJC launched its first Fellowship cohort in January 2025 to ensure the career exploration service meets the needs of participants as well as ensure overall program success. Evaluation and any adjustments needed will be implemented prior to any further cohorts being scheduled.

Another example of an industry-valued and employer led career pathway is the VWDB's ECE Pre-Apprenticeship program. Led by Pacific Health Clinic Services' Head Start program, the program was designed in partnership with LAMC. The VWDB facilitated the process and the VJC partnered to co-enroll the participants for case management, issue

supportive services, coordinate the WEX and assist with job placement assistance. The VJC partnered with additional employers convened by Pacific Clinics: Families Forward and Bright Minds to address the shortage of Early Childhood Education (ECE) teacher aides. This program is targeted to English Language Learners and low income or recipients of public assistance and was launched in February 2023. The business led partnership designed a Pre-Apprenticeship model that combines classroom training provided by LAMC and 150 hours of WEX at the employer worksites. Upon completion of the Pre-Apprenticeship, participants are hired by one of the three employers. To date, the partnership has increased with the addition of two employers: Foothill Families and Volunteers of America.

The short-term vocational training consists of the required six units to qualify as a teacher aide. Students complete two courses: Infant and Toddler Development and Child, Family and Community. The students are provided with program on-boarding, tutoring, counseling and support throughout the pre-apprenticeship which spans over 16 weeks, to ensure that the students have all services needed to be successfully complete the program. Prior to completion, the students begin their paid work-based learning for 150 hours required prior to being hired and beginning apprenticeship with their new employer. The 150 hours of work-based learning is completed with one of the partner employers dedicated to interviewing and hiring the students. The first cohort was launched in 2024 and consisted of 30 students, of which 27 successfully completed the pre-apprenticeship and 27 were hired by the participating employers for the full apprenticeship.

Expanding the VWDB's dedication to addressing the Teacher Assistant shortage as well as the shortage of ECE, the VWDB partnered with Early Care and Education Pathway to Success (ECEPTS) to offer apprenticeships throughout the state. The VWDB received a grant from the Department of Industrial Relations, Division of Apprenticeship Standards to implement apprenticeship throughout the state. ECEPTS convened partners across the state which included community colleges as the training providers, local workforce boards, ECE employers, as well as other partners to establish the apprenticeships in their respective communities. To date, 206 participants have completed the first 90 days of their apprenticeships and will be eligible for salary increases and promotional opportunities once they complete their apprenticeships.

Figure 23: Target Populations

VWDB Target Populations	
▪ Low income including: Temporary Assistance to Needy Families (TANF) or CalWORKs Recipients ▪ CalFresh recipients ▪ Non-custodial parent ▪ People with disabilities	▪ English Language Learners ▪ Individuals needing basic skills education ▪ Veterans ▪ Individuals who are justice involved ▪ Other marginalized or underserved populations identified by the VWDB

Job seeker focused services continue to be provided at the VJC and Job Connect. To design or re-design services, the VJC and partners examine the challenges and barriers that participants are experiencing, in particular those experienced by the VWDB's target population (Figure 23):

Figure 24: Target Populations Identified Barriers and Needs

Identified Barriers	Identified Needs
▪ Lack of technology: access to WiFi ▪ Financial challenges due to inflation ▪ Fear of safety using public transportation ▪ Unstable lives/changing schedules ▪ Loss of shelter/homes ▪ Mental health & well-being issues ▪ Lack work experience or experience in the USA ▪ Not able to establish partnership with students and participants for encouragement in-person ▪ Language barriers ▪ Adults without diplomas/HSE ▪ Uncertain economic environment ▪ Uncertain educational levels resulting from lockdowns ▪ Mismatch between skills of unemployed and skills in demand ▪ Credentials earned in a different country that are not recognized in USA	▪ Supportive services ▪ Paid work-based learning ▪ Comprehensive career pathways ▪ Bridge programs ▪ Hybrid opportunities for education and training: in-person and distance learning ▪ Continue co-enrollment to meet student needs ▪ Continue building partnerships with emphasis on K-12 counselors to assist with transitioning students to higher education and careers ▪ Continue professional development opportunities

The GlendaleLEARNS partners review challenges, barriers and needs on an annual basis as they prepare their Annual Plan for CAEP, and this information was shared with other partners and stakeholders during the public forums to gather additional information to fully understand the lived experiences of the target populations (Figure 24). Input gathered, was used to refine the lists of identified barriers and needs.

Figure 25: Verdugo Jobs Center Product Box for Basic and Individual Career Services

Basic Career Services	Individual Career Services
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)	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

The partner and stakeholder input regarding barriers and needs are used to inform the services as they are designed or redesigned to ensure that they are effectively addressed and support participant persistence and success. The VJC Basic and Individualized Career Services (Figure 25) 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 TopsPro and CalJOBS for co-enrollment into WIOA.

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.

Integrated Comprehensive 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.

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 VJC offers the full array of supportive services to assist students in successfully completing their workforce development program. Participants receive reimbursements for fees, supplies, uniforms and other items needed to complete their training program as well as interview clothes, transportation assistance, and other needs to interview and attain a job.

One of the greatest challenges in creating the qualified workforce that are needed by employers in the BioScience industry, is that there are not enough individuals entering the training programs available to acquire the technical skills needed. To outreach and recruit new students to enter the programs, the VWDB allocated its funds from the RERP grant to offer stipends for students participating in Biotechnology CTE programs. These stipends were used as supportive services to assist the students in investing the time to participate in a semester long training. To date, 27 new students entered the trainings offered at four different community colleges. A total of 18 of the students have completed their programs and 13 of those have attained full-time permanent employment, thus far with others currently going through interviews.

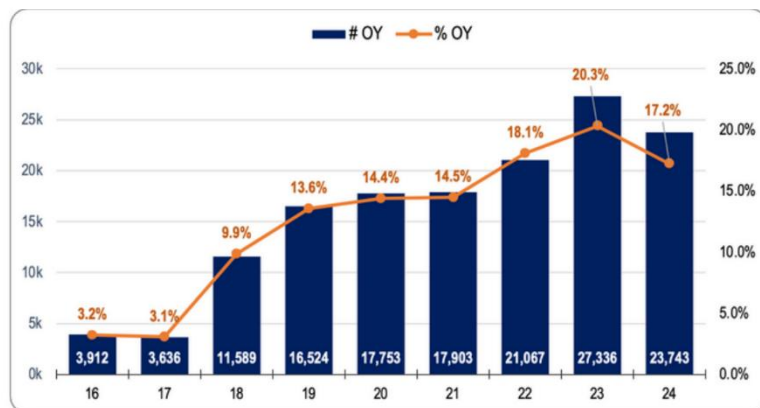
E. Youth Workforce Investment Activities

The VWDB continues its focus on the youth of our community as a significant customer of the workforce development system and prioritizes responding to the needs of the youth. The VWDB focus on youth is demonstrated by continuing its In-School Youth (ISY) outreach and services as well as its Out-of-School Youth (OSY) services. While some local workforce boards have discontinued their ISY services due to lack of resources, the VWDB reinforced its commitment to these younger youth by continuing to allocate resources to the ISY programs and services. The increasing number of disconnected youth, ages 16 to 24, supports the priority determination of the VWDB.

As of 2021, there were more than 570,000 (12.5% disconnection rate) youth in California between the ages of 16 to 24 who were neither in school nor at work. Between 2019 and 2021, there was a 19% increase in youth disconnection in the state. The most populous counties experienced the highest increases in youth disconnection between 2019 and

2021. The Los Angeles Basin experienced one of the largest increases in the state with a 21.3% change from 118,299 in 2019 to 143,463 in 2021. Moreover, around 8,000 youth identify as current or former foster youth, while 2,200 young adults experience homelessness each night.¹⁵

Figure 26: Disconnection Counts and Rates by Age

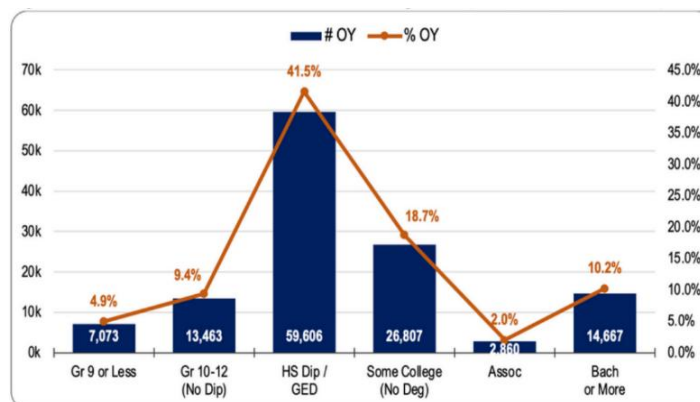


In Los Angeles, variations exist in disconnection between the youngest and the oldest youth (Figure 26), with the oldest youth (ages 23 and 24) are almost six times as many disconnected than the youngest youth (ages 16 and 17). Notably, youth ages 23 and 24 comprise 37.5% of youth who are disconnected. In addition, a significant increase in the number of disconnections

occurs between the age of 17 (3,363) to the age of 18 (11,589). These results suggest that many teens either drop out of high school or complete high school but do not move on to education completion, further education or enter the workforce.¹⁶

Educational attainment data (Figure 27) show that 14.3% (20,536) of Los Angeles Basin disconnected youth ages 19 to 24, did not finish high school, with almost 5% of these only completing 9th grade or less. Results also show that the highest number of youth (41.5% representing 59,606 youth) earned their high school diploma or equivalent but only 10.2% (14,667) earned a college degree or higher.¹⁷

Figure 27: Disconnection Counts and Rates by Education for 19-24 Year Olds



The employment by educational attainment (Figure 28) indicates that 44% of 16 to 19 year old's and 66% of 20-to-24-year old's were employed at some point in 2021 while only 33% of 16 to 19 year old's and 57% of 20 to 24 year old's with less than a high school diploma were employed in the same timeframe.

¹⁵ Malka, Ari and Sainz, Robert. California Opportunity Youth: An Updated Analysis. New Ways to Work, August 2023.

¹⁶ Malka, Ari and Sainz, Robert. Los Angeles County Disconnected Youth. New Ways to Work, April 2023.

¹⁷ Malka, Ari and Sainz, Robert. Los Angeles County Disconnected Youth. New Ways to Work, April 2023.

These results show the positive relationship between the educational attainment and employment, reinforcing the importance in assisting youth continue their education beyond a high school diploma.

The overall average youth disconnection rate (Figure 29) for the City of Glendale is 11.5% for youth ages 16 to 24

and representing 5,066 disconnected Youth. The overall average youth disconnection rate for the City of Burbank is 4% for the same age group, representing 1,572 disconnected youth, for a total of 6,638 disconnected youth in the Verdugo communities. Disconnected youth rates were not available for the City of La Cañada Flintridge due to its small population number.¹⁸ The disconnected youth population profile supports the VWDB's commitment and resource allocation to continue its ISY and OSY programs and services.

Figure 29: Verdugo Disconnection Rates

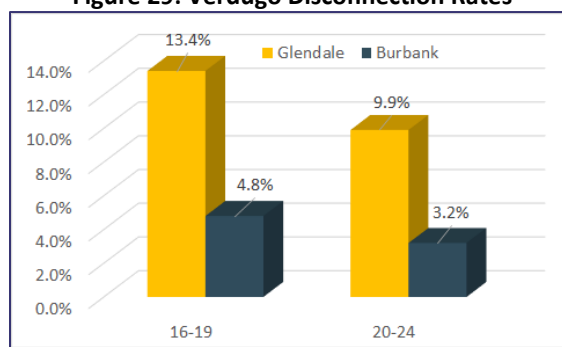
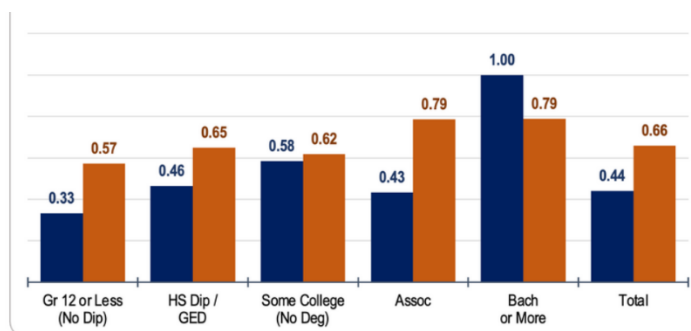


Figure 28: Disconnection Counts and Rates by Education & Age



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. Youth service offerings (Figure 30) 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.

The VWDB's youth provider, GYA, implements the region's ISY and OSY programs and services. Community leaders established GYA non-profit in 1993 with a mission to provide jobs and employment preparedness training for low-income youth ages 14-24. GYA programs make special efforts in assisting youth with barriers to employment such as foster youth, youth with disabilities, parenting youth and youth who are justice involved.

¹⁸ Ibid.

GYA not only provides employment opportunities for these youth, but comprehensive services to meet their human needs.

Figure 30: VJC Service Offerings: Youth Customers

Work Preparation	Training	Earn & Learn & Employment Assistance
▪ Career Assessment ▪ Career Exploration ▪ Job Readiness Workshops ▪ Mentoring ▪ Counseling ▪ Supportive Services ▪ Life Skills ▪ Financial Literacy	▪ Customer Service Training ▪ Vocational Education ▪ WASC Accredited Degree ▪ Vocational Training ▪ Diploma and Equivalency preparation ▪ Digital Literacy and Fluency	▪ Paid Work Experience ▪ On-the-Job Training ▪ Job Placement Assistance

Youth workforce development activities (Figure 30) 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. During the pandemic, services were converted to a virtual format; however, all services have resumed in-person as needed and preferred by youth. Virtual services remain as needed including some meetings and trainings.

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.

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. The EIP program is funded by Workforce Innovation and Opportunity Act Out-of-school Youth grant.
- 2) **Training Employment & Mentorship Program (TEAM):** The TEAM program is designed to prepare students, ages 14-21, for post-secondary education and the world of work. Participants learn to meet workplace expectations such as being on time, dressing appropriately, and following through on assignments. The TEAM program is funded by Workforce Innovation and Opportunity Act In-school Youth grant.
- 3) **LA County Youth@Work:** The LA County Youth@Work program, otherwise known as the Summer Youth Employment Program, employs approximately 150 youth each year between the ages of 14 and 24. The Youth@Work program brings together five funding sources to serve special populations consisting of: CalWORKS youth, youth in foster care; youth involved in Juvenile Justice Crime Prevention (JJCP), which includes probation youth at the juvenile halls; system involved youth (SIY); and other underserved youth (OUY).
- 4) **Low Income Employment and Rental Assistance Program (LIFERAP):** LIFERAP provides housing and employment assistance to low-income families in the City of Glendale, for a 12-month period. GYA has been operating the program for the past four years and has served over 100 families. Each family receives 12 months of rent subsidy, case management and wrap around services, while they work towards their individualized set goals to improve their quality of life.

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 their Procurement Policy as well as the City of Glendale's Purchasing Policy 3-11: Procedures, PCards, Contracts and Professional Services Agreements (PSA) set forth by the City of Glendale, as the administrative entity. The Procurement and 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. Each RFP process is fully documented to ensure compliance and reviewed during internal and external monitorings.

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 One-Stop Operator (OSO) services every three years. The OSO contract delineates the role and responsibilities as outlined in the EDD Workforce Services Directive (WSD - 22-13). In accordance with WSD 16-14, the contract describes the OSO's role and 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 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 17-08) and the Office of Management and Budget's Uniform Guidance (§200.318-200.326) and Code of Federal Regulations (2 CFR 200). The current OSO provider is GYA and procurement is scheduled to be released in 2025.

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.

VI. 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 Attachment 1. To maximize participation, the VWDB held forums in-person and virtually. Further, the VWDB capitalized on already scheduled public meetings in addition to creating new ones. The VWDB presented and gathered input at the following public meetings: VWDB Strategic Planning Retreat, Quarterly VWDB meetings, AJCC MOU Partner meeting, the BioTC Collaborative monthly meeting, BioTC Business Forum, and the GlendaleLEARNS monthly meetings. The VWDB was able to gather input from a wide range of stakeholders during these meetings.

The draft Local Plan was also released for public review and comment for 30 days. The electronic document was emailed to all partners, VWDB members, and other key stakeholders. The document was posted on the VWDB website, City websites, GlendaleLEARNS website, as well as partner websites. Presentations were also conducted in scheduled public meetings to gather additional feedback, any expressed concerns or disagreements. For example, a presentation was conducted at the VWDB's Executive Committee Monthly Meeting to walk through the Local and Regional Plan elements and gather feedback. A walk-through presentation was also conducted at the monthly GlendaleLEARNS public meeting which includes education, workforce and community services partners. This also allows the opportunity to ensure that the Local Workforce Development Plan is aligned with the GlendaleLEARNS Adult Education Three Year Plan. A summary of the feedback received from stakeholders during the public comment period is provided in Attachment 2: Public Comments.

Attachment 1: Public Comment

**Local Board Record of Comments***30 Day Public Comment Period: February 12, 2025 through March 15, 2025*

Local Plan Section	Comment/Response
No public comments received.	<i>No public comments received.</i>

Attachment 2: Stakeholder & Community Engagement



Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Glendale Community College	7/18/2024	Partner: Education, Community College Customer: All
Email	International Rescue Committee	7/18/2024	Partner: Community Organization Customer: ELL, Immigrants, Asylees, Refugees
Email	Verdugo Workforce Development Board	7/18/2024	Partner: Workforce /Government Customer: All
Email	Campbell Center	7/18/2024	Partner: Community Organization Customer: DD/ID
Email	Verdugo Jobs Center	7/18/2024	Partner: Industry Association Customer: Business
Email	Glendale Community College	10/17/2024	Partner: Education, Community College Customer: All
Email	Glendale Youth Alliance	10/17/2024	Partner: Government Customer: Youth
Email	International Rescue Committee	10/17/2024	Partner: Community Organization Customer: ELL, Immigrants, Asylees, Refugees
Email	JVS SoCal	10/17/2024	Partner: Community Organization Customer: ELL, Immigrants/ Refugees
Email	State of CA Department of Rehabilitation	10/17/2024	Partner: Government Customer: Individual with Disabilities
Email	Verdugo Workforce Development Board	10/17/2024	Partner: Workforce /Government Customer: All
Email	Verdugo Jobs Center	10/17/2024	Partner: Industry Association Customer: Business
Email	Biocom California Institute	10/31/2024	Partner: Industry Association Customer: Business
Email	Xencor	10/31/2024	Partner: Business Customer: Business
Email	Mannkind	10/31/2024	Partner: Business Customer: Business
Email	Multi-Cultural Business Alliance	10/31/2024	Partner: Business Customer: Business
Email	Grifols	10/31/2024	Partner: Business Customer: Business
Email	Prolacta	10/31/2024	Partner: Business Customer: Business
Email	Polypeptide	10/31/2024	Partner: Business Customer: Business

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Armata Pharmaceuticals	10/31/2024	Partner: Business Customer: Business
Email	Bachem America	10/31/2024	Partner: Business Customer: Business
Email	BioTC Collaborative	10/31/2024	Partner: Business Customer: Business
Email	State of CA Department of Rehabilitation	11/13/2024	Partner: Government Customer: Individual with Disabilities
Email	Employment Development Department	11/13/2024	Partner: Government Customer: Dislocated Workers, Vets
Email	International Union of Operating Engineers, Local 501	11/13/2024	Partner: Labor Union Customer: Business, Labor Members
Email	Inversellogic	11/13/2024	Partner: Business Customer: Business
Email	Biocom California Institute	11/13/2024	Partner: Business Customer: Small Business
Email	Glen West Management	11/13/2024	Partner: Business Customer: Business
Email	Providence Saint Joseph Medical Center	11/13/2024	Partner: Business Customer: Business
Email	City of Glendale Economic Development Department	11/13/2024	Partner: Government/Economic Development Customer: Business
Email	City of Glendale Community Services & Parks	11/13/2024	Partner: Government/Economic Development Customer: All
Email	State of CA Department of Rehabilitation	11/13/2024	Partner: Government Customer: People with Disabilities
Email	The Valley Economic Alliance	11/13/2024	Partner: Small Business Customer: Business
Email	Hollywood Burbank Airport	11/13/2024	Partner: Business Customer: Business
Email	Glendale Community College	11/21/2024	Partner: Education, Community College Customer: All
Email	City of Glendale Library Arts & Culture	11/21/2024	Partner: Government Customer: ELL, Immigrants, Refugees
Email	International Rescue Committee	11/21/2024	Partner: Community Organization Customer: ELL, Immigrants, Asylees, Refugees
Email	JVS SoCal	11/21/2024	Partner: Community Organization Customer: ELL, Immigrants/ Refugees

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Lanternman Regional Center	11/21/2024	Partner: Community Organization Customer: DD/ID
Email	Campbell Center	11/21/2024	Partner: Community Organization Customer: DD/ID
Email	Verdugo Workforce Development Board	11/21/2024	Partner: Workforce /Government Customer: All
Email	Verdugo Jobs Center	11/21/2024	Partner: Industry Association Customer: Business
Email	Department of Public Social Service	12/3/2024	Partner: Government Customer: TANF, CalFRESH
Email	Job Connect	12/3/2024	Partner: Workforce /Government Customer: All
Email	Employment Development Department	12/3/2024	Partner: Government Customer: Dislocated Workers, Vets
Email	Job Corps	12/3/2024	Partner: Government Customer: Youth
Email	Glendale Community College	12/3/2024	Partner: Education, Community College Customer: All
Email	Verdugo Jobs Center	12/3/2024	Partner: Industry Association Customer: Business
Email	Glendale Youth Alliance	12/3/2024	Partner: Government Customer: Youth
Email	International Rescue Committee	12/3/2024	Partner: Community Organization Customer: ELL, Immigrants, Asylees, Refugees
Email	JVS SoCal	12/3/2024	Partner: Community Organization Customer: ELL, Immigrants/ Refugees
Email	Los Angeles County Workforce Development Board	12/3/2024	Partner: Industry Association Customer: Business
Email	South Bay WIB	12/3/2024	Partner: Industry Association Customer: Business
Email	Verdugo Workforce Development Board	12/3/2024	Partner: Workforce /Government Customer: All
Email	Department of Public Social Service	12/4/2024	Partner: Government Customer: TANF, CalFRESH
Email	Job Connect	12/4/2024	Partner: Workforce /Government Customer: All

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Employment Development Department	12/4/2024	Partner: Government Customer: Dislocated Workers, Vets
Email	United American Indian Involvement	12/4/2024	Partner: Community Organization Customer: Native Americans, Indigenous People
Email	Glendale Community College	12/4/2024	Partner: Education, Community College Customer: All
Email	Verdugo Workforce Development Board	12/4/2024	Partner: Government, Business, Education, Community Organizations, Labor, Economic Development Customer: All
Email	GlendaleLEARNS	12/4/2024	Partner: Education, Adult Ed/CAEP Customer: All, target ELL, Adults with Disabilities, low levels Basic Skills
Email	State of CA Department of Rehabilitation	12/4/2024	Partner: Government Customer: Individual with Disabilities
Email	Biocom California Institute	12/4/2024	Partner: Industry Association Customer: Business
Email	Verdugo Workforce Development Board	12/4/2024	Partner: Workforce /Government Customer: All
Email	Verdugo Jobs Center	12/4/2024	Partner: Industry Association Customer: Business
Email	Glendale Community College	12/19/2024	Partner: Education, Community College Customer: All
Email	JVS SoCal	12/19/2024	Partner: Community Organization Customer: ELL, Immigrants/ Refugees
Email	State of CA Department of Rehabilitation	12/19/2024	Partner: Government Customer: Individual with Disabilities

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Lanternman Regional Center	12/19/2024	Partner: Community Organization Customer: DD/ID
Email	Verdugo Jobs Center	12/19/2024	Partner: Industry Association Customer: Business
Email	Verdugo Workforce Development Board	12/19/2024	Partner: Workforce /Government Customer: All
Email	Employment Development Department	2/12/2025	Partner: Government Customer: Dislocated Workers, Vets
Email	Glendale Community College	2/12/2025	Partner: Education, Community College Customer: All
Email	International Alliance of Theatrical Stage Employees, Local 33	2/12/2025	Partner: Labor Union Customer: Business, Labor Members
Email	Inversellogic	2/12/2025	Partner: Business Customer: Business
Email	Southern California Gas Company	2/12/2025	Partner: Business Customer: Business
Email	Biocom California Institute	2/12/2025	Partner: Business Customer: Small Business
Email	Glen West Management	2/12/2025	Partner: Business Customer: Business
Email	Providence Saint Joseph Medical Center	2/12/2025	Partner: Business Customer: Business
Email	City of Glendale Economic Development Department	2/12/2025	Partner: Government/Economic Development Customer: Business
Email	City of Burbank Economic Development Department	2/12/2025	Partner: Government/Economic Development Customer: Business
Email	City of Burbank Economic Development Department	2/12/2025	Partner: Government/Economic Development Customer: Business

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	State of CA Dpartment of Rehabilitation	2/12/2025	Partner: Government Customer: People with Disabilities
Email	PacFed Benefits Administrators	2/12/2025	Partner: Business Customer: Business
Email	The Valley Economic Alliance	2/12/2025	Partner: Small Business Customer: Business
Email	Hollywood Burbank Airport	2/12/2025	Partner: Business Customer: Business
Email	Verdugo Workforce Development Board	2/12/2025	Partner: Workforce /Government Customer: All
Email	Verdugo Jobs Center	2/12/2024	Partner: Industry Association Customer: Business

Attachment 3: Signature Page

**SIGNATURE PAGE****Instructions**

The Local Board chairperson and local Chief Elected Officer (CEO) must sign and date this form and include the signatures with the Local Workforce Development Plan.

By signing below, the local CEO and Local Board chair concur with the Local Workforce Development Plan and Attachments included in this document.

Local Workforce Development Board Chair**Local Chief Elected Official**

Handwritten signature of Ara Aslanian in black ink.

Signature

Ara Aslanian

Name

Chair

Title

06/23/2025

Date

Handwritten signature of Ara Najarian in blue ink.

Signature

Ara Najarian

Name

Mayor, City of Glendale

Title

06/30/2025

Date