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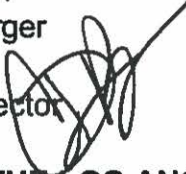
Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

"Connecting communities and improving the lives of all generations"

June 18, 2018

TO: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Cynthia D. Banks, Director 

SUBJECT: **REPORT BACK ON THE LOS ANGELES PERFORMANCE
PARTNERSHIP PILOT 2017-2020 STRATEGIC PLAN
SERVING DISCONNECTED YOUTH AND THE L.A. COMPACT**

This is to provide your Board with a status report on implementation of the Los Angeles Performance Partnership Pilot 2017-2020 Strategic Plan Serving Disconnected Youth (LAP3 Plan) and the L.A. Compact, as requested in the November 14, 2017 Board Motion. The LAP3 Plan outlines a framework to build and implement a regional workforce system that is responsive to serving disconnected youth in the Los Angeles Region, along with creating a shared vision to improve: 1) educational attainment; 2) permanent housing; 3) stable employment; and 4) quality social and health well-being for the region's disconnected youth population. The L.A. Compact is another key initiative that is closely aligned to the LAP3, and focuses on the commitment to prepare youth for the 21st Century workforce by establishing a strong cradle to career regional system with the support of numerous leaders and decision makers in government, education, business, labor and the non-profit sectors.

Your Board instructed the Directors of affected departments – Workforce Development, Aging and Community Services (WDACS), Chief Executive Office (CEO), Children and Family Services (DCFS), Mental Health (DMH), Probation Department (Probation), Public Social Services (DPSS), and the Office of Child Protection (OCP) – to align and integrate youth employment programs through the County's Youth@Work (Y@W) program to ensure systemic and consistent services are provided throughout Los Angeles County.

Update on Efforts to Align and Integrate Youth Employment Programs

WDACS and affected County departments, are undertaking a variety of efforts as part of LAP3 to align and integrate youth employment programs to better serve disconnected youth and other vulnerable youth populations. This section provides a summary of these efforts.

Youth in the Juvenile Justice System

WDACS and Probation are facilitating enrollment of qualified youth into employment services while under supervision, including youth at Probation camps/halls, as well as in community placements such as Juvenile Day Reporting Centers (JDRC) and school-based programs. Probation youth who exhibit good behavior can participate in 120 hours of paid work experience and Personal Enrichment Training. Then, prior to exit from Probation supervision, youth will be enrolled into additional workforce services available through the America's Job Centers of California (AJCC).

For youth at Probation Camps, WDACS has trained Probation staff to facilitate Personal Enrichment Training, and is supporting Probation Aftercare Deputy Probation Officers (DPO) with connecting appropriate youth to workforce services. WDACS' Southeast Los Angeles AJCC will facilitate work experience at the camps for youth referred by Probation staff and, subsequently, will coordinate the provision of additional workforce services when youth transition into the community.

This direct linkage is expected to increase youth participation due to a seamless referral process, the youth's knowledge of the program, and the case managing DPOs vetting of participation so there is no conflict with the youth's educational and treatment goals.

Services provided at the JDRCs have also increased participation by bringing services to the youth. Youth that are on track to complete their education requirements and maintain a certain behavioral level are permitted to engage in 120 hours of work experience, and will have the benefit of participating in services to increase self-sufficiency, such as intensive case management intended to connect participants to post-secondary education, and/or unsubsidized employment, thereby increasing their opportunities to earn a living wage career, which has a strong correlation to reduced homelessness and recidivism.

Foster Youth

We have worked with DCFS and other regional partners, to prioritize services for AB 12 foster youth. AB 12 extends the eligibility for foster care from age 18 to 21. We launched weekly outreach efforts at Edelman Children's Court to provide workforce information and

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enroll AB 12 foster youth into AJCC services. We are refining the initial referral process and beginning in FY 2018-19, Edelman Children's Court will require that youth participate in workforce services, at which time we will also prioritize referrals for other family members in need of employment.

WDACS is also collaborating with DCFS to ensure their Social Workers have knowledge of and refer youth to Y@W services. WDACS developed two breakout sessions at the May 3, 2018 TAY Stakeholder Convening, to share information related to Y@W. We are also working to ensure the final TAY framework aligns with the LAP3 goals and strategies.

Office of Child Protection

The OCP and WDACS have initiated planning efforts to align the Prevention and Aftercare Networks (P&A) to the AJCCs. The goal is to establish awareness of and expedite access to much needed services from the AJCCs for at-risk families, DCFS families, and youth. Once a process is finalized and implemented, our intent is to expand it across the L.A. Region. WDACS also plans to assume responsibility later this year for the County's Transportation program serving school-aged foster youth.

Countywide Youth Bridges Program

WDACS and DHR have partnered to establish the Countywide Youth Bridges Program (CYBP), which provides youth with public-sector work experience opportunities leading to paid, year-long internships with County Departments and ultimately, permanent employment.

During Fiscal Year 2018-19, we plan to connect approximately 1,000 youth to paid work experience opportunities with County Departments. DHR is working with County Departments to establish work plans to host youth. Thus far, we have identified more than 400 youth for placements with County Departments, including 320 youth to support this year's expansion of Parks After Dark to 33 parks.

Once youth successfully complete their paid work experience placement with County Departments, they will have the opportunity to apply for a one-year internship (Youth Worker I) with a County Department. After completing an internship, youth will be guided to apply for permanent employment with the County. Youth that are not selected for the year-long internship, or not interested in permanent employment with the County, will be redirected to other opportunities and services through the AJCCs.

Update on Efforts to Establish Data-Sharing Memorandum(s) of Understanding (MOU)

Your Board directed the affected departments to develop MOUs for the sharing of client data with WDACS. Through expanded data sharing, the County and regional partners serving disconnected youth can better align and integrate services, identify and eliminate service gaps and duplication, while tracking youth outcomes over time. As a result, the L.A. Region will achieve greater collective impact to improve youth outcomes.

WDACS presently has data sharing agreements with DPSS, Probation, the Office of Diversion and Reentry (ODR), and the Housing Authority of the County of Los Angeles (HACoLA). Data sharing with these departments has proven to be beneficial as evidenced by coordinated, timely and expedited referrals, streamlined eligibility determination processes, and accelerated services. WDACS is actively pursuing data sharing agreements with other departments to further facilitate and expedite the provision of services and tracking of outcomes for low-income, foster, probation and homeless youth.

Update on Use of Common Youth Performance Measures

Your Board directed affected departments to utilize Workforce Innovation and Opportunity Act (WIOA) youth performance measures, and to adopt additional common performance measures for youth workforce development programs, which should include targets for placement in high-growth industries, as well as metrics outlined in the LAP3 Plan.

Affected departments are working to align their workforce programs to the Youth@Work Program and the AJCC system, which utilizes the WIOA youth performance measures of: education completion, connection to post-secondary education, attainment of a certificate or degree and/or job placement.

Update on FY 2018-19 Department Head MAPP Priority Related to Integration of Youth-Serving Employment Programs

Your Board instructed affected departments to add the integration of youth-serving employment programs with Youth@Work, as well as the LAP3 Plan's strategic goals, as Department Head MAPP Priorities beginning in FY 2018-19.

WDACS will work with affected departments to include a FY 2018-19 Department Head MAPP Priority related to integration of youth-serving employment programs. WDACS will develop and provide suggested language to assist impacted Departments in developing the MAPP Priority.

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Update on Engagement of DHR, ISD and Other County Departments

Your Board requested that this Report include an update on the addition of the Department of Human Resources (DHR), the Internal Services Department (ISD) and any other County Departments needed to successfully implement the LAP3 Plan by January 1, 2019.

DHR has been added into the LAP3 effort through its leadership of the CYBP, as described earlier. We are incorporating ISD via the engagement process led by DHR through CYBP to identify suitable opportunities for youth to obtain work experience at County Departments. ISD is committed to hosting youth and efforts are underway to plan for the first cohort to begin in FY 2018-19.

We have also involved the County Arts Commission (and the Arts for Incarcerated Youth Network) in developing career exploration opportunities that introduce justice-involved youth to the Creative Arts economy through on-site beautification, and other projects that prepare them for future employment.

Update on Additional LAP3 Plan Implementation Efforts

This section includes updates on additional critical efforts underway to implement the LAP3 Plan.

Regional Adoption of LAP3 Plan

LAP3 began as a partnership between the County and City of Los Angeles. However, we have expanded this effort to include the five remaining Workforce Development Boards (WDB) in the County – South Bay, Pacific Gateway, South East Los Angeles County, Foothill and Verdugo – to ensure that the strategies and approaches adopted by the County and City of Los Angeles will reach all youth served by the regional public workforce system.

Federal Waiver to Serve Foster Youth

In early March 2018, the Department of Labor (DOL) extended a waiver to the L.A. Region allowing in-school foster youth to receive WIOA services that would otherwise be limited to out-of-school youth. This new policy expands the tools and resources available to better serve foster youth throughout the L.A. Region. Using this waiver as an example, the Alliance for Children's rights is championing advocacy efforts to implement this policy at the national level.

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Utilizing the CalJOBS System

In FY 2018-19 all youth receiving Y@W services will be required to establish a profile with the State's CalJOBS system, which enables the County to track longitudinal employment outcomes. The CalJOBS profile also provides access to Labor Market Information, online career assessments, resume preparation and job listings. In addition, in FY 2018-19, WDACS will launch a special module within CalJOBS that captures, at the point of intake, an individual's needs in the four (4) areas of LAP3 focus –Employment, Education, Well-Being and Housing. This effort will help identify gaps in services and provide more consistent and coordinated data across the Los Angeles Region.

Regional Memorandum of Understanding Among Workforce Development Boards

The seven (7) Workforce Development Boards in the Los Angeles Region are expanding a previous non-financial Memorandum of Understanding (MOU) that prioritized workforce services to foster youth to add probation youth. The MOU will be executed in FY 2018-19 and will include Probation. The new, expanded MOU will ensure that regional resources are leveraged to maximize outcomes for youth, particularly underserved and marginalized populations that are more likely to become or remain disconnected from school or employment.

Implementing Enhanced Personal Enrichment Training for Youth Across the Region

In June 2018, WDACS launched a new training for public workforce system staff to strengthen and ensure consistency in the Personal Enrichment Training provided to youth throughout the Los Angeles Region. The Transition Age Youth World of Work (TAYWoW) is an evidence-based, trauma-informed curriculum developed by Columbia University. WDACS is delivering the training to staff from all seven (7) WDBs in partnership with the Opportunity Youth Collaborative using a "train-the-trainer" model. The Department of Consumer and Business Affairs (DCBA) will also provide financial literacy workshops as part of Y@W services to augment the TAYWoW.

Reengagement Strategy for Dropout Youth

In August 2017, WDACS implemented the key LAP3 strategy of collocating LAUSD Pupil Services Attendance Counselors (PSAC) at select AJCCs to identify and serve dropout youth and other targeted youth populations. PSACs have been placed at the South Los Angeles, East Los Angeles and Southeast Los Angeles AJCCs. The PSACs are also present at all City of L.A. YouthSource centers. Through the end of March 2018, the PSACs provided academic assessment and reengagement to over 5,000 youth. All youth received linkages to a County AJCCs or a City YouthSource center. Youth who dropped

out of school were offered immediate services to reengage and complete their high school education, as well as tutoring, study skills, work experience, assistance finding a job, occupational training and other workforce and supportive services. Foster youth were streamlined for enrollment into workforce services.

Trauma-Prevention Initiative

As of February 2017, WDACS has committed workforce resources to support the County's Trauma Prevention Initiative (TPI), led by the Department of Public Health. The TPI is building a comprehensive, data-informed and community led prevention strategy in South L.A. unincorporated communities of Florence-Firestone, Willowbrook, East Compton, and Westmont/West Athens. We have paired our AJCCs to serve each of these areas. The unique nature of this partnership has paved the way to better connect workforce services in a more intentional and direct way with the community. The AJCCs are active in the planning and participation of the communities' Unity Day Summits.

Youth Experiencing Homelessness

The LAP3 Plan also calls for the enrollment of young people into workforce services who were recently experiencing homelessness to support their long term economic stability once housed. To achieve this, WDACS and LAHSA are refining processes to more easily identify individuals that can succeed on a work assignment, and are also implementing cross-training to ensure staff understand our respective programs and services.

We are also serving homeless youth through the innovative Los Angeles Regional Initiative for Social Enterprise model, which utilizes social enterprises and workforce agencies to provide homeless individuals with transitional employment and supportive services, ultimately leading to permanent employment. Participants are co-enrolled into WIOA to maximize workforce and supportive services available to them. To date, **40** homeless youth have been placed in transitional jobs through LA:RISE. The next step is to connect these youth to permanent employment.

UNITE L.A. and the L.A. Compact

On December 5, 2017, the CEO transmitted a five-signature letter from the Board to UNITE-LA, convener of the L.A. Compact (Compact). In the letter the Board expressed support for the Compact's mission of preparing all youth for college and the workforce via collaborative efforts to: 1) graduate from high school; 2) have access to and be prepared for success in college; and 3) have access to pathways to sustainable jobs and careers. The Board also indicated that it was particularly interested in seeing these goals realized for youth involved with the County's child welfare and juvenile justice systems. These goals are also consistent with the WIOA outcome measures.

On January 5, 2018, the CEO met with the Director of the L.A. Compact and the President of UNITE-LA to explore the best way to conduct an evaluation of the County's involvement across seventeen (17) L.A. Compact working groups tackling issues as diverse as school readiness, STEM education, transition-age foster youth self-sufficiency, and workforce development. The process discussed would need to identify the strengths of the County's participation, detail areas for improvement, and outline the overall effectiveness of the County's involvement. Further, the process would need to culminate in a set of future facing recommendations for greater County participation.

Given the set of parameters discussed it was agreed that the evaluation process would: 1) be led by the Compact itself as it was in the best position to convene, survey and follow-up with the leads for each of their Workgroups; and 2) include potential opportunities for leveraging and aligning the Compact's overall efforts with the County Strategic Plan.

Additionally, the Compact also requested that a representative of the CEO be assigned to the Compact's Stewardship Group – a group of senior-level staff representing the Compact's signers that guide the strategic vision of the partnership.

Subsequent to the initial set of meetings the following milestones have been achieved:

1. CEO and Third Supervisorial District designees were added to the Stewardship Group;
2. Areas of alignment with the County Strategic plan were identified;
3. A set of draft priority strategies/commitments for how County departments can support the advancement of the Compact's goals was completed.
4. Eleven (11) draft Workgroup evaluations were completed, each consisting of:
 - a. An analysis of the level of engagement/contribution made by County representatives;
 - b. Identification of future opportunities for County involvement at the Workgroup level; and
 - c. Recommendations made by Workgroup leads regarding County participation at the broader Compact level.

While much has been accomplished to date, the Compact is requesting an additional 30 days to complete their analysis and compile their findings and recommendations into a final report that will be vetted with their Stewardship Group. Further, the CEO will need 30 additional days after the report is issued to convene and process the recommendations with the impacted departments and report back to the Board.

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Conclusion

Should you have any questions, you may contact me directly, or your staff may contact Mr. Kevin Anderson, Special Assistant, at (213) 738-2593 or kanderson@wdacs.lacounty.gov.

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County Counsel
Executive Officer, Board of Supervisors
Department of Children and Family Services
Department of Human Resources
Department of Mental Health
Department of Public Social Services
Los Angeles County Office of Education
Los Angeles Homeless Services Authority
Office of Child Protection
Probation Department



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August 31, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

REPORT BACK ON THE STATUS OF COUNTY PARTICIPATION IN THE LOS ANGELES COMPACT

On June 18, 2018, the Department of Workforce Development, Aging and Community Services (WDACS) submitted a status report outlining progress made toward implementing the Los Angeles Performance Partnership Pilot Strategic Plan (LAP3) serving disconnected youth. The report also contained an update regarding the County's efforts to strengthen its collaboration with the L.A. Compact (Compact) and its convener UNITE-LA.

The Compact is a key initiative that aligns closely with LAP3 and focuses on preparing youth for the 21st Century workforce through a partnership that includes various leaders from government, education, business, labor, and the non-profit sectors.

In the WDACS report, the Chief Executive Office (CEO) highlighted several milestones reached, including having recently designated a representative to serve on the Compact's Stewardship Group¹. Additionally, the CEO reported that the Compact had requested additional time to complete its evaluation of its 11 workgroups. The purpose of this evaluation was to provide the County with feedback regarding: 1) the level of engagement/contributions made by County representatives on the workgroups; 2) identification of future opportunities for County involvement; and 3) recommendations by workgroup leads as to County involvement at the broader Compact level. The Compact's analysis also identifies potential alignment opportunities with the County's Strategic Plan.

¹ The Stewardship Group consists of senior-level staff representing the Compact's signers that guide the strategic vision of the partnership.

After reviewing the Compact's report (see attached *Summary of Existing and Requested County Representation on LA Compact Workgroups*) the CEO identified the following opportunities for enhancing/refining the County's participation and roles as part of the Compact:

1. *Emergent*: Four of the Compact's workgroups are either in the development stage (*Smart Justice*); recently relaunched (*Workforce Systems Collaborative*); expected to launch in early 2019 (*Stewardship Group for Early Childhood*) or are working on further defining the role of the County within the context of its systemic mission (*LA 100K Coalition*).
2. *Supplemental*: Six of the remaining Compact workgroups (three *LA Opportunity Youth Collaborative*-led, *STEM Hub*, *Data* and *Stewardship* workgroups) reported having robust participation from several County departments or agencies (e.g., the Department of Children and Family Services, and the Los Angeles County Office of Education, etc.).

However, they also identified the need for more consistent participation by some of the County's representatives, as well as the need to add other County departments and agencies to move their collective efforts forward (e.g., the CEO, the Department of Public Social Services, and the Office of Child Protection, etc.).

3. *Redesign*: In one instance, the *Joint Advocacy* workgroup indicated that County representation would have to be rethought in order to better align the skill sets needed (e.g., experience with state and federal education policies and funding issues) with the workgroup's mission.

On January 31, 2018, at the Compact's request, the CEO assigned a representative to serve on the Compact's Stewardship Group. As a member of the governance body, the CEO is well-positioned to play strategic roles within the initiative. One such role would entail working with County departments to further explore and refine their respective roles within each of the Compact's workgroups. Additionally, as a member of the Stewardship Group, the CEO will work with Compact staff to:

1. Convene the Workgroup Leads to delve deeper into the feedback provided, prioritize recommendations, and consult with County departments regarding the feasibility to address the requests made. This process will also help identify the correct combination and level of County representation on each of the workgroups and contribute to aligning their efforts with the County's Strategic Plan.

2. Help to organize check-in meetings with the Workgroup Leads to obtain their feedback regarding the County's participation. The CEO will also check-in with departments to provide feedback received from the Workgroup Leads and to consult with them regarding their participation in the workgroups and the alignment of efforts with the County's priorities/Strategic Plan.
3. Work with County departments to develop a set of commitments that align with the County's vision/Strategic Plan and help prepare County's youth for the 21st Century workforce. When finalized, these commitments will be incorporated into the Compact's goals and objectives that are currently under development. The County's commitments will be added to the commitments made by other signers of the Compact, such as the City of Los Angeles, First 5 LA, Institutions of Higher Learning, and others.

If you have any questions or need additional information, please contact me, or your staff may contact Fesia Davenport at (213) 974-1186 or via email at fdavenport@ceo.lacounty.gov.

SAH:JJ:FAD
HK:CP:km

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Children and Family Services
 Health Agency
 Human Resources
 LA County Library
 Mental Health
 Probation
 Public Social Services
 Workforce Development, Aging and Community Services
 Los Angeles County Office of Education
 Los Angeles Homeless Services Authority
 Office of Child Protection

LOS ANGELES COMPACT – UNITE L.A.

Summary of Existing and Requested County Representation on LA Compact Workgroups

WORKGROUP NAME	DESCRIPTION	CURRENT REPRESENTATION	REPRESENTATION REQUESTED
1. <i>The Stewardship Group for Early Childhood</i>	Advocates for policy and systems changes, revenue enhancements, and resource allocations at the county, state, and federal levels.	N/A. The workgroup is set to launch in 2019.	The Departments of: <ul style="list-style-type: none"> ▪ Children & Family Services (DCFS) ▪ Health Services (DHS) ▪ Los Angeles County Office of Education (LACOE) ▪ Mental Health (DMH) ▪ Executive Office of the Board - Office of Child Protection (OCP) ▪ Public Health (DPH) – The Office for the Advancement of Early Care & Education (OAECE) ▪ LA County Library
2. <i>Data Workgroup</i>	To measure the L.A. Compact's goals.	<ul style="list-style-type: none"> ▪ DCFS ▪ LACOE ▪ Workforce Development, Aging and Community Services (WDACS) 	<ul style="list-style-type: none"> ▪ To be explored/discussed with the CEO's representative.
3. <i>Joint Advocacy</i>	Coordinate advocacy on priority educational policy and funding issues at the state and federal levels.	Supervisory District 2	<ul style="list-style-type: none"> ▪ CEO (Government Relations) ▪ LACOE ▪ To be explored/discussed with the CEO's representative.
4. <i>L.A. 100K Coalition</i>	Through a national employer-led coalition, train and hire 100,000 young adults by 2018, targeting transitional-aged youth who are 16-24 years old, out-of-school, and unemployed.	N/A. The workgroup is in the process of defining the County's role going forward.	<ul style="list-style-type: none"> ▪ DCFS ▪ Probation ▪ WDACS
5. <i>Los Angeles Workforce Systems Collaborative (LAWSC)</i>	LAWSC takes a system-level view of the current workforce development landscape, with particular focus on key points of connection that have potential to maximize outcomes and generate system-wide improvements.	<ul style="list-style-type: none"> ▪ WDACS <p>Note: This workgroup has recently been relaunched.</p>	<ul style="list-style-type: none"> ▪ County WDB
6. <i>Opportunity Youth Collaborative (OYC) Foster Youth College Advancement Project</i>	Increase postsecondary attainment among L.A. County foster youth in order to help youth transition to sustainable careers and achieve self-sufficiency.	<ul style="list-style-type: none"> ▪ DCFS ▪ LACOE ▪ OCP 	<ul style="list-style-type: none"> ▪ OCP (Education Coordinating Council (ECC)) ▪ DCFS (Education Unit)

WORKGROUP NAME	DESCRIPTION	CURRENT REPRESENTATION	REPRESENTATION REQUESTED
7. <i>OYC Foster Youth Work Experience Campaign/ Fostering Careers L.A.</i>	Improve transitional-aged foster youth access to a continuum of work-experience opportunities, from early subsidized work experiences to gainful employment.	<ul style="list-style-type: none"> ▪ DCFS ▪ WDACS 	<ul style="list-style-type: none"> ▪ To be explored/discussed with the CEO's representative.
8. <i>OYC Stewardship Group</i>	Guide the strategic vision of the OYC.	<ul style="list-style-type: none"> ▪ DCFS ▪ WDACS ▪ OCP (ECC) 	<ul style="list-style-type: none"> ▪ DMH ▪ Department of Human Resources ▪ Department of Public Social Services ▪ Parks and Recreation ▪ LA County Library
9. <i>Science, Technology, Engineering, and Math (STEM) Hub</i>	Collaborative effort to improve quality stem education by connecting local STEM professionals and educators, expanding access to 21 st Century STEM skills development. Curriculum and teacher professional development in STEM.	<ul style="list-style-type: none"> ▪ LACOE ▪ County Arts Commission 	<ul style="list-style-type: none"> ▪ Data division in the County that could support better understanding of STEM outcomes.
10. <i>Smart Justice</i>	To end youth incarceration in Los Angeles in its current form and collaboratively reimagine a more equitable and just system for our youth.	N/A. This Workgroup is not currently a Compact Workgroup.	<ul style="list-style-type: none"> ▪ To be explored/discussed with the CEO's representative.
11. <i>Stewardship Group</i>	Guide the L.A. Compact in prioritizing strategies for collaborative action while assessing the feasibility of new initiatives and leveraging momentum among partners toward advancing the Compact's goals.	<ul style="list-style-type: none"> ▪ CEO (Service Integration Branch) ▪ SD3 (representing all Board offices) ▪ LACOE 	<ul style="list-style-type: none"> ▪ Dedicated representative from LACOE