

WIOA
Local
Workforce
Plan

2017 -
2020

City of Los Angeles Workforce Development
Board

Executive Summary

The City of Los Angeles Workforce Development Board's Local Plan outlines the vision of its workforce development system to prepare and place individuals into self-sufficient employment, focuses on career pathway employment opportunities, and emphasizes strategies for system collaboration. The three pillars of the Local Plan are: improving the skills (up-skilling) of the workforce; employer engagement focused on sectors; and system building through collaboration. The strategies include:

- Focusing on education and training for all job seekers (adults, youth, dislocated and incumbent) by emphasizing credentials and high school graduation attainment.
- Engaging employers and industry groups to develop strong sector pathways to address the evolving demands of the economy and the required workplace skills.
- Coordinating with the Los Angeles workforce development community (local school district, community colleges, training providers, and *especially* employer and related business/industry groups) to build partnerships and systems to increase workforce outcomes. Several populations, particularly those with multiple barriers to employment (low income and disadvantaged worker populations: individuals with a history of homelessness, women and men of color, disabilities, veterans, ex-offenders, English Language Learners [ELL], high-school drop-outs, foster youth and other disconnected workers), need to be better served by *all* systems of care.

I. Education/training

A top priority of the Board is to ensure that the City has a high functioning education and workforce development system in place, one that produces skilled workers for *quality jobs*¹ in the Los Angeles Region. As economic data from the Los Angeles County Economic Development Corporation (LAEDC) indicates, there are many quality jobs available in the Los Angeles area. However, the nature and entry requirements have changed significantly over the last two decades. While the best paid positions are often occupied by workers who have at least a bachelor's degree, there are other good, middle-skills jobs that only require some level of postsecondary education or credential beyond a high-school diploma alone. Workers with such occupational and trade credentials earn above the region's median household income.

Demand for these middle-skill jobs is strong, accounting for half of all job openings in California. This demand will remain robust in the future, not only because of anticipated above-average growth in particular industries, but also because of a need to replace an increasing number of retiring workers. It is estimated that only 43 percent of the local workforce is educated or trained to the middle-skill level. Forty-four percent are low-

¹ Quality jobs are those that pay livable wage and that provide benefits, decent working conditions and opportunities for advancement.

skilled workers competing for a dwindling number of low-skill jobs. Acknowledging that leading and competitive industries have occupations that require both substantial work experience and education beyond a high school diploma, addressing this “skills gap” is critical to developing a vibrant labor force that meets the needs of high-demand employment sectors² in the City of Los Angeles.

II. Engaging Employers

Another key part of the Local Plan is a focus on engaging the employer and business community to understand their needs for a skilled and trained workforce. Linking employers and business groups with the community colleges, training providers, and high school career-technical programs will help ensure that curricula and credentials align with actual industry needs. The focus is on key industry sectors, not only those occupations where job opportunities exceed the qualified candidate pool, but also those that have opportunities for advancement along a clear career pathway. A demand-driven workforce development strategy that moves youth and adults into training and towards completing “stackable” industry-valued credentials will enable people to secure jobs with increasing responsibility and pay.

III. Coordinating Efforts

As demonstrated by the Board’s past and current efforts targeting populations with significant barriers to employment, building and sustaining partnerships and coordinating efforts of multiple systems of care are critical to improving the workforce and educational outcomes of job seekers. In order to be successful, these vulnerable populations require multiple and coordinated interventions and supports not only for successful placement and but also for retention in employment.

The local workforce development system will continue its investment in youth who are disconnected from school and work. Research by Dr. Paul Harrington, Drexel University, shows that nearly 16 percent of youth in Los Angeles, ages 16 to 24, are disconnected from both education and employment. Given the “skills gap” that exists in our current workforce, the Local Board recognizes the importance of addressing out-of-school youth and reducing the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life.

Los Angeles is the leading force of the federal Performance Partnership Pilot establishing a coordinated effort between local education, the workforce development system, employers, and other governmental and community-based organizations to ensure the local workforce is prepared for economy career.

A listing of currently funded programs designed to support the youth and adult centers to attain this plan’s goals is attached at the end of this plan.

² According to the LAEDC, the industries likely to see an increase in demand for middle-skill jobs will be in the healthcare, global trade and logistics, transportation, construction, installation/repair, and knowledge-based fields.

Vision

“The Los Angeles Workforce Development System will be a national leading workforce development and training system that produces and places skilled workers into quality jobs in the Los Angeles region.”

It is the shared vision of the Local Workforce Development Board (WDB), Mayor, City Council, and the City’s Economic and Workforce Development Department (EWDD) to sustain and grow the Workforce Development System (WDS) in the City of Los Angeles, and to refocus delivery to better address evolving economic and labor market conditions in the region, specially taking into account the needs of particularly vulnerable populations.

Workforce Development System Goals/Mayor’s Workforce Development Recommendations

Attain measurable outcomes—Ensure participants attain and maintain employment that leads to self-sufficiency, training results in industry recognized certificates that are portable and stackable, trainees show measurable skills gains, and local employers are effectively served.

Leverage strategic partnerships—Continue to work with education, employment training, and social-service providers to provide more comprehensive services to program participants.

Address the middle-skills gap— Refocus the system on developing career pathways opportunities in high-demand employment sectors leading to living wage employment. Engage business, education, and labor in the development and expansion of these career pathways by utilizing sector initiatives, with a primary focus on information technology, advanced manufacturing, biotechnology/bioscience, and healthcare.

Expand the tech strategy—Diversify the tech workforce and train individuals from under-represented communities to be competitive for the growing tech industry’s jobs.

Build capacity—Identify partners, outside of current providers, that have expertise in serving these key populations to build the capacity of the workforce development system with training that is culturally and linguistically appropriate to connect a larger number of underserved populations to the system.

Improve access to the WDS— Expand the Integrated Service Delivery Model that has enabled AJCCs to significantly increase the number of participants served by the centers. Explore options for continued integration with Los Angeles community college campuses, continue to expand into the City’s public libraries, and increase the use of available technology and mobile platforms.

Increase partner collaboration and work-readiness for anticipated high-growth industries—Increase the effectiveness of the WDS and its strategic partnerships to meet the projected demand of well-trained workers in industries like construction and

transportation, as a result of projects from bond issues like the Los Angeles Homelessness Reduction and Prevention Housing, and Facilities Bond Issue (Measure HHH) and the Los Angeles County Traffic Improvement Plan (Measure M).

Increase co-location and joint-use efforts—Increase the number of effective co-location and joint-use workforce development projects between the City and its local strategic partners, like the Los Angeles Community College District (LACCD), the Los Angeles Unified School District (LAUSD) and other post-secondary education institutions.

Target vulnerable populations with a geographic focus—Expand program dollars that target communities with the highest concentrations of poverty, highest unemployment rates, etc., as well as underserved target populations including, but not limited to, individuals with a history of homelessness, formerly incarcerated individuals, under-represented ethnic groups, older workers, disconnected youth, and transgender and other LGBT individuals.

Address homelessness with more employment opportunities—In alignment with the City of Los Angeles Comprehensive Homeless Strategy, support new initiatives and expand existing efforts to provide job-skills training, employment services, and other related services for current and former homeless individuals. Expand employer-driven pathways to well-paying, stable employment by integrating public, private, educational, and non-profit systems, including Social Enterprises/Alternative Staffing Organizations (ASOs).

Focus on the reentry population—Work with the Mayor’s Office of Reentry, and leverage the investments of Los Angeles County and City funds to serve the reentry population and provide job training services to former gang members and/or their relatives. Identify service providers within (or outside) the existing workforce development system with experience in connecting formerly incarcerated individuals with jobs. Include job training, job shadowing, apprenticeships, and entry-level employment options to allow previously incarcerated individuals to gain critical career skills and strengthen pathways to employment and increased earnings.

Improve outcomes for youth—Increase high school students’ preparedness for post-secondary education and employability in high-growth industries. Particularly, increase the delivery of integrated workforce, education, and related social services for vulnerable youth, including homeless youth, boys and young men of color, and youth involved with the foster care and/or juvenile justice systems.

Focus on disconnected youth—Develop new dropout preventions programs for at-risk youth, and increase existing efforts that enable youth who are out-of-school and out-of-work to return prepared to school and the workforce.

Address the high school dropout crisis—Increase student recovery efforts, and increase collaboration with local secondary and higher education institutions to implement

strategies that increase the number of high school diplomas, secondary education equivalency certificates, and high-demand industry certificates.

Expand youth jobs—Provide at least 20,000 City of LA youth with summer and year-round employment by 2020. Develop a year-round strategy and explore placing job counselors/developers at LAUSD and charter high schools to work with the private and public sector to identify paid internships for youth.

Better prepare youth for post-secondary education—Develop and promote new tools and programs that enable youth to better assess their aptitudes and interests.

Alignment of Core and Partner Programs

In Program Year 2014-15, the City launched a redesigned Adult WDS which emphasizes the integration of strategic partners (such as the California Employment Development Department, the California Department of Rehabilitation, the Los Angeles Community College District, the Los Angeles Unified School District, and others) to coordinate services and resources. The Local Board intends to improve linkages with the city's Day Laborer Centers, the Los Angeles Regional Reentry Partnership, and the Los Angeles Veterans Collaborative and Employment Council to coordinate services more effectively for targeted populations citywide.

The Local Board hosts an annual Crossroads Workforce Policy Symposium that engages policy makers, city leaders, and workforce development professionals in a day-long policy meeting around a singular topic impacting the Los Angeles region's economic and workforce community. Prior Crossroads policy symposium topics have included out-of-school youth, foster youth, ex-offender job seekers, veterans, and older worker/younger worker workforce development.

In 2015, the US Department of Education and DOL, in recognition of the great need to better align resources among multiple funding streams, designated the Los Angeles region as a Performance Partnership Pilot (LA P3). The LA P3 project design aligns state, county, and other local partners more closely to the current YouthSource Center system, and increases resources to probation, foster care, and other transitional age youth. The LA P3 project design is a significant opportunity to provide additional support, education, and workforce service enhancements to the various county departments: Probation, Children and Family Services, Public Social Services, Health, and Mental Health. The LA P3 pilot builds on several innovative and evidence-based enhancements to the Los Angeles Workforce Delivery System by employing an innovative and potentially highly effective model for successfully re-engaging disconnected youth in academic training, improving their basic skills, increasing their work readiness, and finding stable and well-paying employment.

The Local Workforce Development System

The City of Los Angeles has strategically located adult and youth centers in areas of the City with the highest concentrations of poverty, long-term unemployed, and lowest educational attainment rates. Starting in Program Year (PY) 2014-15, the AJCC system implemented the following five key innovations:

- An Integrated Service Delivery Model that enables AJCCs to enroll all eligible participants, thereby significantly increasing the number of participants served by the centers;
- Harnessing new technologies and web-based applications to better serve participants and expand access to services;
- Refocusing the system on developing Career Pathways opportunities in high-demand employment sectors leading to living wage employment;
- Leveraging strategic partnerships with education, employment training, and social-service providers to provide more comprehensive services to program participants; and
- Increasing service levels for vulnerable populations (e.g., Returning Veterans, Individuals with Disabilities, English Language Learners, Individuals Experiencing Homelessness, Mature/Older Workers, Reentry Adults and Youth, and Non-Custodial Parents).

The EWDD manages a network of workforce service providers comprised of 17 America's Job Centers of California (AJCC) and 16 YouthSource Centers (YSC). These centers are located strategically throughout the City, where they provide diverse workforce development services for City residents and businesses.

The AJCC system serves 35,000 enrolled adults and dislocated workers annually through coordination, integration, and leveraging of both resources and competencies of the system's partners. Key to the success of this effort has been continuous and open communication, not only with the California Employment Development Department (WIOA Title III) and the California Department of Rehabilitation (WIOA Title IV), but also with the Los Angeles Unified School District and the Los Angeles Community College District (both WIOA Title II). Additional partners include the County of Los Angeles Workforce Development Board, the Verdugo/Glendale Workforce Development Board, the South Bay Workforce Development Board, and the Pacific-Gateway Workforce Investment Network, as well as the United States Department of Veterans Affairs, and the City's Department of Disability, Department of Aging, and Los Angeles Public Library.

The WDS includes not only the AJCC and YSC, but also a network of partners that are committed to improving the employment and educational outcomes for its customers. These partners include multiple City departments, State agencies, local educational institutions, chambers of commerce, economic development agencies, businesses, and local veteran and labor organizations.

Through partnerships with other governmental and community-based programs, the YSC system provides comprehensive services to over 15,000 youth annually, 2,700 of which are WIOA enrolled. The centers are predominately operated by community-based nonprofit organizations and are located in areas of the city with high poverty and a high risk of dropouts. In addition to providing WIOA youth services, the YSCs serve as "dropout recovery centers" with the co-location of certified LAUSD student counselors who

have access to student data to determine attendance patterns, credits earned toward graduation, test scores, and behavioral patterns. This shared-focused program was accomplished by formalizing a regional partnership with the Los Angeles Unified School District (LAUSD). The formal partnership placed a Pupil Services and Attendance (PSA) Counselor at each of the YSC. Through this partnership, PSA counselors complete educational assessments for all YSC participants. The information obtained is used by the counselor and center case management staff to determine the best approach for that particular individual. This highly effective partnership ensures that out-of-school youth successfully return to school and/or post-secondary employment training programs in high-demand employment sectors.

Implementing the State's Seven Policy Strategies

1. Sector Strategies: aligning workforce and education programs with leading and emergent industry skills needs:

The City continues to emphasize a sector-driven approach to workforce development to meet the needs of employers in specific industries within the region. In PY 2015-16, the City launched three initiatives to further the WDS' sector-driven approach.

A. Industry Sector Strategist

In December 2015, the City issued a Request for Proposals (RFP) to identify Sector Strategists. Through this initiative, the City is developing a regional strategy for engaging key employers, training providers, and workforce services providers to develop a regional approach to sector strategies. The City identified four successful respondents to the sector strategies RFP in the following employment sectors:

- Logistics
- Advanced Manufacturing
- Information Technology
- Biotech/Biosciences

B. Sector Training

The Workforce Development Board requested that the City allocate \$600,000 in WIOA funds to provide sector-based training in six areas. In response, the City released a Request for Interest (RFI) in March 2016. Respondents are providing additional training in the following areas: Information Technology

- Advanced Manufacturing
- Biotech/Biosciences
- Construction
- Transportation and Logistics
- Healthcare

C. Apprenticeship Strategy

In May 2016, the City issued a procurement to select a consultant to assist the WDS in identifying best practices for deploying apprentice-based training models in key industry sectors. The City anticipates implementing recommendations from the procured consultant in PY2016-17.

2. Career Pathways:

Sector strategists are responsible for engaging key stakeholders to align workforce training needs with the critical skills identified by key employers as lacking in the current labor force. The strategists are also responsible for making policy recommendations to the Workforce Development Board to reduce unnecessary overlap and redundancy in training programs and to ensure that training leads to industry-valued, stackable credentials. The local board partners with local education and training providers to ensure career pathway programs enable progressive skills development and identify multiple entry and exit points, so that each level of skills development corresponds with career opportunities for those being trained or educated.

3. Organizing Regionally:

The Los Angeles Workforce Development Board (WDB), on behalf of the Los Angeles region and its seven Local Workforce Development Boards (LWDBs), will act as the Lead Workforce Development Board (Lead WDB) to incorporate the WIOA §106(c)(1)A-H requirements of the Regional Plan.

The Local Board has procured a Regional Planning and Training Coordinator (RPTC), who will work with Local Boards and regional partnerships in the Los Angeles region to design programs that best meet the needs of local and regional economies in adherence with the policy vision of the State Plan. The RPTC will facilitate a regional framework for guiding the public workforce system in the Los Angeles region by ensuring that resources for business engagement are regionally collaborative and responsive to the needs of industry. The coordinator will assess and map the workforce, education, and economic development opportunities that exist across the seven LWDBs in the Los Angeles Region.

The regional facilitation by the RPTC will promote regional capacity building and infrastructure development in key industries, education, and workforce partners by creating a single vision as a foundation for the Los Angeles region.

The RPTC will identify business-driven talent solutions that integrate education, workforce, and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state's economy-building partnerships between industry

leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth.

4. Earn and Learn:

The WDB recognizes the importance of using training and education opportunities that combine applied learning opportunities with material compensation, which facilitate skills development in the context of actual labor market participation. For Adult and Dislocated Worker participants, On the Job Training (OJT) allows participants to obtain necessary career skills without the financial burden that classroom training alone might impose.

The Youth initiatives that have been in place in Los Angeles recognize the need to engage youth in both schooling and the labor market—making investments in their human capital through employment as well as through education and training in an effort to raise their employability.

5. Supportive Services:

The WDS provides supportive services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized WIOA activities. For Youth participants such activities must correspond to the Ten WIOA Elements for Youth Programs. Examples of such services include but are not limited to:

- Child care – Child care and dependent care for dependents of customer.
- Clothing - Adequate clothing to allow customer to wear appropriate work attire while participating in WIOA activities and during job interviews.
- Housing - Temporary shelter, housing assistance and referral services.
- Linkages to community services - Alcohol/drug/gang intervention counseling, drop-out prevention, pregnancy prevention, money management, tutoring or other purposes.
- Referrals to medical services - Referral services to appropriate medical service providers.
- Transportation - Expenses for commuting to and from WIOA activities such as public transportation fare, carpool arrangement or gas for personal auto.
- Other - Services which are consistent with these policies and when justification is maintained in the customer's file. Examples include, but are not limited to, the following: uniforms or work-related tools, including such items as eye glasses and protective eye gear which may be needed for participating in WIOA activities and/or employment, materials for individuals with disabilities, meals, and needs related payments.

6. Building cross-system data capacity:

Locally, through the use of CalJOBSSM generic modules, the local board is able to collect data on special initiatives. In addition, co-case management is facilitated through the online sharing of case notes and other relevant data.

7. Integrated Service Delivery: braiding resources and coordinating services at the local level:

Through the implementation an Integrated Service Delivery (ISD) Model, which coordinates the efforts, resources and services of key partner agencies into the Adult and Dislocated AJCC system, the WDS ensures the seamless delivery of services to jobseekers. Similarly, the integration of key partners into the YSCs (particularly educational institutions), along with the intensive and sustained efforts underway to coordinate multiple agencies and community-based organizations targeting out-of-school youth, has enabled the WDS to garner the federal designation from the Department of Education and DOL as a Performance Partnership Pilot (P3) locality. The P3 designation gives added flexibility in the use of discretionary funds across multiple federal programs.

The WSC operators continue to build the workforce development system's capacity to serve a higher volume of participants, serving nearly 35,000 enrolled individuals annually. This ability stems directly from better coordination, integration, and leveraging of both resources and competencies of the system's partners. Key to the success of this effort has been continuous and open communication, not only with the California Employment Development Department (WIOA Title III) and the California Department of Rehabilitation (WIOA Title IV), but also with the Los Angeles Unified School District and the Los Angeles Community College District (both WIOA Title II). Additional partners include the County of Los Angeles Workforce Development Board, the Verdugo/Glendale Workforce Development Board, the South Bay Workforce Development Board, and the Pacific-Gateway Workforce Investment Network, as well as the United States Department of Veterans Affairs, and the City's Department of Disability, Department of Aging, and Los Angeles Public Library.

Professional Development and Capacity Building

An assessment of local training needs and capacity building is underway. The Local Board will ensure that AJCC staff and partners are provided with the appropriate staff development and capacity building.

Expanding Access

The City emphasizes services to vulnerable populations. At minimum, 80% of WIOA Adults served must be individuals with barriers to employment. The WDS has a Veteran's Service Coordinator whose responsibility is to align the WIOA programs with other veterans' service programs. Each of the AJCCs has a Limited English Proficient (LEP) coordinator to ensure programs are accessible in multiple

languages and a Disabilities Coordinator to ensure equal access to services for individuals with disabilities.

In addition to successful program models for serving LEP participants, Veterans, and Persons with Disabilities, the City launched and/or secured funding for new initiatives focused on individuals experiencing homelessness, court-involved individuals, ex-offenders, and other underrepresented populations. These initiatives include:

1. Los Angeles Regional Initiative for Social Enterprise (LA:RISE)

In partnership with the Roberts Enterprise Development Fund (REDF), the City secured a \$6.0 million demonstration grant from the USDOL Workforce Innovation Fund to undertake a five-year project targeted at providing employment and job retention support to individuals with a history of homelessness, individuals previously incarcerated, and disconnected youth. The LA:RISE program links the City's WDS with non-profit social enterprises and for-profit employers. Five hundred individuals in the treatment group receive services through the social enterprise and receive enhanced workforce and placement services through the WDS, personal support providers, and educational institutions. Individuals have access to transitional social enterprise jobs, bridge employment, training services, and supportive services throughout their employment continuum. Throughout the five years, both a locally procured evaluator and a national evaluator will provide a process and summative evaluation to determine the efficacy of the initiative in serving the targeted populations.

2. Los Angeles Re-Connections Academy (LARCA) 2.0

The City Council has allocated a maximum of \$30 million dollars in City Funds over a four-year period, averaging \$7.5 million per year, for this program. LARCA 2.0 will be operated by the EWDD through its AJCC and YouthSource Center systems, and will be sited in communities with disproportionately high concentrations of ex-offenders. The LARCA 2.0 program model includes educational and career assessments, case management, job readiness training, subsidized employment, financial literacy, and job placement services for 1,000 targeted participants each year for three years. LARCA 2.0 will implement a career pathways program linked to pre-identified job opportunities within the City and community-wide employment needs. Participants will receive an average of 12 months of services in an 18-month program period.

3. Reentry Initiative

The City identified AJCCs that will provide workforce development services in partnerships with community-based organizations with relevant expertise serving the reentry population. Staff from the community-based organizations will have a physical presence in the AJCC to facilitate coordination of services and to reduce the likelihood of attrition typically associated with this population.

4. Vulnerable and Under-Represented Population Initiative

Like the Reentry initiative that seeks to bring the WDS and other community-based organizations together to better serve a targeted population, the Vulnerable and Underrepresented Population effort also seeks to foster partnerships between the WDS and other agencies. This initiative is designed to improve the capacity of the WDS to better serve specific populations, such as transition-age foster youth, transgender individuals, single parents, individuals experiencing homelessness, at-risk male adults, and English Language Learners (ELL). For the ELL population, a key component will include Vocational-ESL along with traditional ESL services. This initiative will set aside at least 20% of the funds for training services.

5. Age-Friendly City Initiative: Purposeful Aging LA

The City of Los Angeles is a partner in the Purposeful Aging LA Initiative that seeks to strengthen the Los Angeles region, improve the lives of older adults, and ensure a better future for everyone by integrating an “aging framework” in the broader planning activities of public and private organizations throughout the Los Angeles region.

EWDD is using information from prior studies that focus on the specific employment needs of older workers as a baseline to develop a sustainable action plan that will address needs that have not been met, and identify new findings via new surveys/studies.

Developing Career Pathways in High-Demand Sectors

EWDD is a subrecipient of the Career Pathways Trust Fund under the Los Angeles Unified School District. Funded through the U.S. Department of Education and DOL, the purpose of the Career Pathways Trust Fund is to support the establishment of kindergarten through community college (K-14) career pathway programs that will provide students with a sequenced pathway of integrated academic and career-based education and training. At the high school level, the Youth Career Connect grant seeks to increase high school students’ preparedness for post-secondary education and employability in high-growth industries. Academic and career-focused curriculum and trainings are blended to develop work readiness and technical skills that lead to successful employment.

The City continues to emphasize a sector-driven approach to workforce development to develop and provide access to career pathways that provide jobseekers entryways into employment and meet the needs of employers in specific industries within the region. In PY 2015-16, the City launched three initiatives to further the WDS’ sector-driven approach.

1. Industry Sector Strategist

Through this initiative, the City develops a regional strategy for engaging key employers, training providers, and workforce services providers to develop a

regional approach to sector strategies. Strategists are responsible for engaging key stakeholders to align workforce training needs with the critical skills identified by key employers as lacking in the current labor force. The strategists are responsible for making policy recommendations to the Workforce Development Board, including opportunities for co-enrollment into partner programs, to reduce unnecessary overlap and redundancy in training programs and to ensure that training leads to industry-valued, stackable credentials.

2. Sector Training

The Local Board allocated \$600,000 in WIOA funds to provide sector-based training.

3. Apprenticeship Strategy

In May 2016, the City issued a procurement to select a consultant to assist the WDS in identifying best practices for deploying apprentice-based training models in key industry sectors.

Improving Access to Activities Leading to Recognized Postsecondary Credentials

The Local Board will continue to explore a variety of innovative workforce initiatives to ensure low-skilled and displaced workers achieve success in trainings that lead to post-secondary credentials. Initiatives include educational bridge programs that help basic skills deficient and ESL learners to successfully transition to and complete occupational training; sector training programs that include customized training curriculums that are based on occupational demand, employer input, leveraged community college resources, contextualized learning, and shortened training periods; and working collaboratively with the local school district and community colleges to provide additional training services for low-skill and dislocated workers, and to reconnect high school drop-outs with secondary education and occupational training alternatives.

Flexibility is key to career pathway training. Some participants may need to start with the VESL or a Bridge program. Courses must be adaptable (they cannot all be semester based), and they need to be responsive to the employer's timeline (e.g.: a major refinery doing all of its hiring in April is not helped by a program that does not end until mid-June). Stackable certificates/credentials allow for participants to build upon prior coursework and provide short-term exit points within longer term programs, thereby permitting them to work while continuing their education/training, or return at a later date to continue up their educational and career pathway.

Sector training initiatives strengthen the concepts found within the career pathway framework. They deliver educational training programs and integrate services, ensuring that our system is leveraging partnerships and strengthening the Los Angeles Workforce Development system. The Local Board will continue to explore additional sector training initiatives and the development of customized and portable credentials. Also, because not all training leads to a well-paid job or even a job with opportunities for job growth, it is important to align sector training initiatives to regional employers and

industries that have better-paid occupations and that evidence clear pathways for career advancement opportunities.

The Local Board recognizes a deeper understanding of the LA regional economy and especially its industry and employer base is needed to insure trainings lead to a well-prepared workforce and credentials that are industry-recognized, portable, and stackable. Therefore, the WDB captures regional economic data to study the effectiveness of its pilot and regular workforce programs. This information includes:

- Researching the regional economy (key and growing industries, occupational demand, occupational skills gaps);
- Identifying various career pathways to work in specific industries;
- Studying the needs of special job seeking populations (disabled, veterans, out-of-school youth, displaced workers, residents of high-unemployment neighborhoods, etc.);
- Conducting research and documenting the best practices of its own initiatives; and
- Listening to its employer and educational and training institutional partners.

Engaging Employers

In order to increase employer engagement, EWDD has added an Employer Services Unit (ESU) to its Adult Workforce Development Division. The newly constituted ESU has been implementing EWDD's multi-pronged approach to facilitating engagement of employers with EWDD's WorkSource Centers. The prongs include, but are not limited to, the following:

- Partnering with the County of Los Angeles' (County) Business Engagement personnel to develop a Regional Plan;
- Joint funding between the County and the City in developing the Regional Plan, as well as developing layoff aversion strategies;
- Contracting with four Industry Expert Sector Strategy Consultants to develop best practices for engaging employers throughout Los Angeles based on targeted industry sectors (Transportation/Logistics, Information Technology, Biotech/Bioscience, and Advanced Manufacturing). The consultants have already begun conducting research, engaging with employers and local colleges and training facilities to determine employer needs (skill sets required, education level, etc.);
- Using various online software programs to track employers throughout the Los Angeles region, including:
 - Launchpad Customer Relationship Management (CRM) (a.k.a. "Salesforce"), which is used to monitor leads, accounts, and other activity with both local employers and other government agencies, enabling staff to track employer engagement throughout the WorkSource System;
 - EconoVue (Dun & Bradstreet), which is used to monitor for employers exhibiting stress factors that may prompt W.A.R.N. notices, as well as for locating employers with current and expected hiring needs that could benefit from the City's WorkSource system; and

- Conducting monthly meetings with AJCC Business Services Representatives (BSR) to keep abreast of the AJCCs' needs, trends in hiring across AJCCs, and other employer engagement issues.

Additionally, the ESU will be developing marketing strategies to inform area employers about EWDD's system-wide employer services, especially available training funds, career pathways, skills upgrades, skills development, and apprenticeships; working to improve links between area employers and AJCCs; and working in conjunction with the Rapid Response Unit to assist employers in managing workforce reductions.

Meeting the Needs of Local Business

In addition to the use of Industry Expert Sector Strategy Consultants as described in the above section, EWDD and the Local Board will work to provide several programmatic elements in support of the local workforce development system. These include working in partnership with the Los Angeles Economic Development Corporation (LAEDC) on its "BOLD" Program, which encompasses many WIOA-related issues such as providing more on-the-job training opportunities and funding; increasing connections between AJCC partners and local industries; and placing candidates into high-demand occupations in area sectors that are both growing and competitive. The focus of the program is on elevating the unemployed, underemployed, and "hard to employ" workforce into high-demand sectors that are competitive, growing, and have career pathways leading to long-term employment. Both low-skill and middle-skill workers will be targeted for specialized training to enable them to qualify for and maintain employment in identified sectors.

EWDD and the Local Board are also working with two Regional Plan consultants to develop similar strategies that will help EWDD's Workforce system to address the needs of employers on a region-wide basis, including identifying career pathways and trainings to develop and/or enhance the skill sets of the local workforce and enable them to be placed in sustainable and fulfilling jobs. Trainings will include on-the-job and customized training to better meet the needs of a particular employer. The consultants will produce best practices that will guide the Local Board and its partners towards the long-term goal of providing the best possible services to employers and job candidates.

Coordinating Workforce and Economic Development Programs

In addition to WIOA Title I programs, the EWDD manages the City's BusinessSource System (BSS), which consists of nine BusinessSource Centers that work closely with local economic development entities and chambers of commerce to provide information and assistance to businesses and individuals on business incentives and tax credits, business courses, business plan development, one-on-one consultation, and access to capital. The EWDD also assists developers and non-profit organizations with navigating the gap financing process. The overall BSS goal is to stimulate the local economy by stabilizing businesses, helping them expand, and creating jobs for City residents.

The economic development activities managed by the EWDD require a job creation component, which typically includes preferential hiring mandates articulated in Project

Labor Agreements, Community Benefits Agreements, and Local Hiring Agreements. In addition, these development agreements include a First Source hiring requirement, which obligates the employer to publish job openings through the City's WDS before advertising them publicly. Linking the City's economic development activities with workforce development helps support the success of the regional economy and labor force.

Strengthening the Linkage with Unemployment Insurance Programs

The EWDD's Rapid Response (RR) Unit partners with local California Employment Development Department (EDD) Unemployment Insurance (UI) staff to ensure laid-off workers are informed of the procedures to file for and maintain UI benefits. RR orientations also include information on UI's California Training Benefits provisions, which may extend UI payments while claimants are enrolled in approved training programs. Each AJCC provides electronic linkages to facilitate UI filing and staff is knowledgeable in regards to UI programs and procedures. AJCCs also host a variety of UI workshops.

Ensuring Continuous Improvement

EWDD assigns a program monitor to each provider. Monitors conduct onsite visits bi-monthly to ensure compliance with federal, state, and local requirements and progress towards performance goals. In addition, monitors provide ongoing technical assistance to system providers. EWDD provides ongoing provider trainings relevant to fiscal, data reporting, and program provision matters. EWDD also hosts monthly executive directors' forums where new information and best practices can be shared.

Contractors are certified by the WDB, on an annual basis, through a formal performance evaluation. The WDB shall not fund any organization as a contractor that is not certified. Evaluations are conducted annually at the completion of the program year, evaluating results for the entire 12 months. Additionally, a Six Month progress report is prepared. Service providers (contractors) are evaluated in four major categories: Customer Satisfaction, Performance Outcomes (Products and Services), Customer Flow (Customers Served), and Administrative Capability (Financial, Human Resources & Organizational Effectiveness). At minimum, a contractor must attain 80 percent or more for each goal within these categories. Contractors failing to attain 80 percent or more must provide a corrective action plan. Corrective action plans are monitored and additional technical assistance is provided to the contractor to ensure improvement.

Providing Remote Access through Technology

In October 2014, with the assistance of the California Employment Development Department, the City launched JobsLA.org, an online application that provides participants the ability to access the WDS remotely. The JobsLA portal links immediately and directly to the State's participant data collection and reporting system (CalJOBSSm). This linkage allows the system to document and track participant activities and site-specific performance data. To date, more than 73,000 jobseekers have already accessed these online services and created online employment profiles.

In PY 2015-16, the City continued to expand its electronic infrastructure through the development of three tools: (1) JobsLA mobile platform; (2) JobsLA Generic Modules; and (3) expansion of its business-oriented Customer Relationship Management (CRM) system offered through Launchpad. The mobile platform increases access to JobsLA by allowing users to log in via mobile devices. The JobsLA Generic Module integrates service delivery among key workforce programs by allowing the City, its workforce development service providers, and other contracted community-based organizations to use a single, common platform to case manage and track all participants in both WIOA and non-WIOA funded programs. Lastly, during PY 2015-16, the City expanded the use of the Launchpad CRM system to track business services provided under the Layoff Aversion program. The Launchpad CRM system stores information on key business service programs in the internet cloud, thereby allowing the City's BusinessSource and WorkSource operators, as well as the City's Rapid Response team, to access data instantaneously and simultaneously, as needed.

EWDD will continue to partner with the City's library system to provide jobseeker services in library branches. This program includes two pillars: first, it encompasses a AJCC portal at the Central Los Angeles Library branch; and secondly, EWDD will continue to train branch librarians and provide technical assistance to job seekers on the use of JobsLA.org (CalJOBS portal).

Ensuring Physical and Programmatic Accessibility

The EWDD has established an Equal Opportunity (EO) Compliance Unit to ensure Equal Opportunity and Nondiscrimination in WIOA grant-funded programs administered by the Local Workforce Development Area (LWDA). The EO Compliance Unit is responsible for compliance for all the AJCC and YouthSource sites. The primary objective of the EO Compliance Unit is to ensure compliance with Section 188 of the WIOA (29 CFR 38), the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act and the Methods of Administration framework present under WIOA. The nine elements of the Methods of Administration (MOA) are:

1. Designation of Equal Opportunity Officers
2. Notice and Communication
3. Assurances (in Job Training Plans, Contracts, Policies and Procedures)
4. Universal Access
5. Obligation not to Discriminate on the Basis of Disability
6. Data and Information Collection and Maintenance
7. Monitoring for Compliance
8. Complaint Processing Procedures
9. Corrective Actions/Sanctions.

Starting in 2000, the EO Compliance Unit began requiring each provider to designate an EO Complaints Officer. Each Center is also required to designate a Disability Coordinator and an LEP Coordinator. The EO Complaints Officer is required to attend training, and become a first point of contact when a complaint is filed. The EO Unit

encourages informal resolution at the Center level. Successful resolutions are put in writing and signed by all parties. The EO Unit has provided two-day training, focusing on the MOA as well as different types of discrimination. Each provider's EO Complaints Officer, Disability Coordinator, and LEP Coordinator were required to attend this training. Legacy Diversity Awareness training was developed to educate staff on better serving participants with disabilities. The EWDD in collaboration with the California Department of Rehabilitation (DOR) schedules joint trainings for AJCC and DOR staff to encourage coordination of services. Established in 2003, the EmployABILITY Partnership networking group brings together representatives from organizations such as EDD, DOR, County Department of Mental Health, and the Disability Coordinators from the centers.

Roles and Resource Contributions of the AJCC Partners

The Los Angeles Workforce Development System (WDS) AJCC partners are jointly responsible for workforce and economic development, educational, and other human services programs. The Parties include:

- WIOA Title I Adult, Dislocated Worker, Youth: City of Los Angeles Economic and Workforce Development Department and the County of Los Angeles Community and Senior Services;
- WIOA Title II Adult Education and Literacy: Los Angeles Unified School District and Los Angeles Community College District;
- WIOA Title III Wagner-Peyser: California Employment Development Department;
- WIOA Title IV Vocational Rehabilitation: California Department of Rehabilitation;
- Migrant Seasonal Farmworkers: California Employment Development Department;
- Veterans (JVSG): California Employment Development Department;
- Trade Adjustment Assistance Act: California Employment Development Department;
- Unemployment Compensation (Insurance): California Employment Development Department;
- Carl Perkins Career Technical Education: Los Angeles Community College District;
- Los Angeles Job Corps: Department of Labor operated in Los Angeles City by YWCA Greater Los Angeles;
- Native American Programs: Department of Labor operated in the City of Los Angeles by Southern California Indian Center, Inc.;
- Youth Build: Department of Labor operated in the City of Los Angeles by Youth Policy Institute;
- Second Chance: County of Los Angeles Probation Department;
- Temporary Assistance to Needy Families: County of Los Angeles Department of Public Social Services;
- Senior Community Services Employment Program (Title V Older Americans Act): City of Los Angeles Department of Aging;
- Community Services Block Grant: City of Los Angeles Housing and Community Investment Department;
- Community Development Block Grant (Housing and Urban Development): City of Los Angeles Housing and Community Investment Department and City of Los Angeles Economic and Workforce Development Department;

The City of Los Angeles' Integrated Service Delivery design allows for the partners to deliver shared and complementary services (see chart below).

	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	WIOA Title II Adult Education	WIOA Title III Wagner-Peyer Act	Title I of Rehabilitation Act	Carl D. Perkins Career & Technical Education	Title V Older Americans	L.A. Job Corps	Native American Programs
Assess Skills & Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X	X	X	X	X
Assist with Tuition/Fees	X	X	X							
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X
Deliver Training	X	X	X	X		X	X		X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X
Provide Counseling (Academic/Persona I/ Career)	X	X	X	X	X	X	X	X	X	X
Provide Case Management	X	X	X			X	X			X
Provide Info Services	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X		
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X
Provide Support Services	X	X	X							
Provide Work-Based Learning Opportunities	X	X	X			X	X	X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X
Housing									X	

MOUs and Cooperative Agreements

Copies of executed MOUs are included as Attachment 3 to the Local Plan.

Coordinating with WIOA Sections 166 and 167 grantees

A Phase I MOU was executed with Southern California Indian Center, the local WIOA Section 166 grantee, in order to provide strategies for the provision of equal access to AJCC services for Indian and Native Americans. In addition, the Southern California Indian Center has a seat on the Local Board. Agriculture does not have a significant presence in the local area, with little, if any, agricultural employers in the city. The WIOA Section 167 employment service grantees located closest to the local area are in Oxnard and Lancaster, some 60 miles away. However, the Local Board is committed to work with all partners and other programs to ensure all job seekers have equal access to AJCC services.

AJCCs Will Serve As an On-Ramp for the Regional Sector Pathways

Each AJCC must develop an industry sector expertise in order to fully utilize sector-based employment strategies that lead to career pathways for program participants. This strategy offers effective ways to create pathways to sustainable careers through job placements linked to post-secondary education and career ladders with opportunities for growth. The Local Board has established a policy that sector investments should be prioritized where overall economic returns are likely to be highest, specifically in those sectors that will generate significant gains in terms of jobs and income. Investments should take into consideration the quality of jobs for which training resources are being made available. Trainings should result in livable wage jobs with benefits. Placements should be into occupations that are part of a well-articulated career ladder.

Individual AJCCs are required to formally incorporate the High-Demand Industry Occupation strategies adopted by the Local Board into program design, and are required to specialize in specific sectors. AJCCs specializing in a specific sector are expected to implement program designs that are inclusive of all city residents and businesses representing the specific sector. AJCCs must collaborate with regional and local centers in the implementation of sector strategies.

Working with the local community college system and other educational and training entities, the WDS will continue its focus on developing career pathway opportunities in high-demand employment sectors that lead to living wage employment. The Local Board will work with these providers to identify existing educational and training resources and the development of relevant curriculums. AJCCs will ensure participant trainings address the skills required for entry into identified career pathways at multiple entry points based on the participants' existing skills and aptitudes.

Coordinating Local Workforce Investment Activities with Regional Economic Development

EWDD's BusinessSource System (BSS) consists of nine BusinessSource Centers that work closely with local economic development entities and chambers of commerce to provide information and assistance to businesses and individuals on business incentives and tax credits, business courses, business plan development, one-on-one consultation, and access to capital. The BSS also assists developers and non-profit organizations navigate the gap financing process. The overall BSS goal is to stimulate the local economy by stabilizing businesses, helping them expand, and creating jobs for City residents.

Economic development activities managed by the EWDD require a job creation component, which typically includes preferential hiring mandates articulated in Project Labor Agreements, Community Benefits Agreements, and Local Hiring Agreements. In addition, these development agreements include a First Source hiring requirement, which obligates the employer to publish job openings through the City's WDS before advertising them publicly. Linking the City's economic development activities with

workforce development helps support the success of the regional economy and labor force.

BusinessSource Provided Services:

1. One-on-One Consulting

BusinessSource in house-staff provide expert business advice that helps businesses overcome any strategic management issues. Below are a few consulting services available:

- Needs and Marketing Assessment
- Business Plan Development
- Site Location
- Lease Negotiation Assistance
- Legal Considerations for Small Businesses
- Procurement Assistance

2. Small Business Financing

BusinessSource offers small business financing technical assistance. The advice increases the likelihood a small business loan will be funded. Small business financing advice includes:

- Loan Qualification and Requirements
- Credit Repair
- Loan Packaging Assistance
- Financial Re-Structuring
- Financial Planning Needs
- Alternative Financial Services
- SBA Loans

3. Business Plan Development

Prior to launching a business venture, entrepreneurs must develop a strategic and comprehensive plan. Participation in the Entrepreneur Training Program (ETP) results in the healthy development of a business venture. BusinessSource also offers personal, one-on-one business plan assistance.

4. Tax Incentives and Credits

- Local and State-wide Tax Incentives for Qualifying Small Businesses
- Employee Tax Hiring credits

5. Business Courses

- Entrepreneurial Workshops
- Fiscal Management
- Marketing
- Technical Training
- E-Commerce
- Employee Training

- Green/Clean-tech Transitions
- Accounting Courses

Each AJCC must develop a formal arrangement with a BusinessSource Center that provides for cross-referrals of customers. EWDD establishes minimum referral goals and monitors both the AJCCs and BusinessSource Centers for compliance.

Adult and Dislocated Worker Employment and Training Activities

Local AJCCs provide a wide variety of training opportunities including:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training.
- Incumbent worker training.
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs.
- Job readiness training provided in combination with another training service.
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

The Los Angeles Community College District has nine campuses within the City of Los Angeles and partners with the WDS to develop training that meets the skill needs of local businesses. Working with the South Bay WDB and its i-train system, the Local Board provides access to and monitors outcomes of, over 400 public and private for-profit schools and colleges, offering over 1,500 training courses through the approved Eligible Training Provider List (ETPL).

Rapid Response Activities

The City's Rapid Response program is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the City of Los Angeles. The Rapid Response Team provides services to businesses and dislocated workers through linkages with U.S. DOL, various divisions of the State of California Employment Development Department (EDD), the AJCC system, and other public and private partners. Services provided include:

- Rapid Response Core Services/Strategies
Rapid Response provides information on transitional services to employers that have issued layoff notices (Workforce Adjustment and Retraining Notification [WARN] Act required and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.

- Layoff Aversion/Business Retention
Rapid Response provides services to businesses at risk of closing or laying off employees to avert or reduce layoffs and to retain businesses in the Greater Los Angeles region. This is done in partnership with economic development and business associations. Activities include:
 - a. Identifying struggling businesses and connecting them to the resources they need to stay in business;
 - b. Collecting labor market information to identify industry trends that may be predictors of worker layoffs and maintaining open communication with key local area stakeholders as an “early warning system”; and
 - c. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growing industries and referring them to training opportunities as needed.

- Community Outreach
The Rapid Response Team provides outreach and disseminates information to dislocated workers, local at-risk businesses, marginalized communities, and the unemployed/underemployed, connecting them to available resources through community events, business organizations, partnerships with community-based organizations, and unions/industry associations.

- Research and Training
The Rapid Response Team conducts research and participates in training to build team capacity, as well as provides information to jobseekers concerning resource availability, job opportunities, and industry-specific opportunities. These activities are done by tracking the growth and decline of local industry sectors, understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

Youth Workforce Development

The City’s YouthSource system is comprised of 16 centers located city-wide serving youth ages 16-24 with a focus on serving those who face the challenges of being foster youth, homeless or runaway youth, high school dropouts, probation youth, disable youth and low-income youth.

Through a case management process, centers provide the services and referrals needed to get youth back on a positive track toward attainment of a high school diploma or its equivalent and work skills and knowledge needed to become gainfully employed. Centers offer an array of educational and employment services, as well as supportive services and referrals designed to facilitate youths’ successful completion of their goals for advancement. The system features a partnership with LAUSD and co-location of a Pupil Services and Attendance Counselor in each center. EWDD youth staff provide oversight, monitoring, and coordination of additional special projects, including capacity building and technical assistance for the YouthSource system partners.

In order to address the specific needs of youth who are individuals with disabilities, the Local Board is strengthening ties with the local California Department of Rehabilitation programs. In addition, the National Collaborative on Workforce and Disability's (NCWD) Guide for Youth Service Professionals is under review for possible integration into local youth programs.

Additional programs for youth include:

Hire LA's Youth Program

Hire LA's Youth focuses on youth ages 14-24, who live in the City of Los Angeles. The program is designed to put young adults to work, ensuring they have "first time" job experience that will set them on the path of lifetime earners.

Summer Youth Employment Program (SYEP)

Summer Youth Employment Program was created as part of the Hire LA's Youth program to provide summer employment opportunities for youth during the summer months. The SYEP provides \$2.2 million in City, County, and private funds to enable youth to develop foundational workplace skills and a connection to the workforce.

Coordination with Secondary and Post-Secondary Education

As stated before, The WDS works with the local community college system and other educational and training entities in developing career pathway opportunities. The Local Board will work with these providers to identify existing educational and training resources and the development of relevant curriculums.

The City of Los Angeles and the Los Angeles Unified School District (LAUSD) Division of Adult and Career Education (DACE) are expanding their partnership. A LAUSD WIOA Navigator Advisor will be employed and located at identified AJCCs throughout the City. The WIOA Navigator Advisor will provide outreach and support services for the LAUSD DACE and local AJCCs. This individual will coordinate adult education and AJCC articulation processes, participate in adult education recruitment efforts, and serve as the liaison to programs serving adult education students. Navigator Advisors work collaboratively with the AJCC system; conducting student intakes and assessment to determine an individualized education plan (IEP); providing intensive case management services to adult clients, including counseling, on-going monitoring and District or community referrals; linking clients to appropriate resources and programs in the school district and community that support the student's efforts of enrollment in an appropriate educational setting; and developing and collaborating with community partnerships including education, business and labor partners.

Coordinating Appropriate Supportive Services

AJCC and Youth program operators are responsible for the coordination of WIOA, partner, and other available resources to provide transportation and other supportive services necessary for participants to successfully complete programs. Through the RFP process, potential contractors must identify additional, non-WIOA funds they will leverage to provide both training and supportive services to their WIOA enrolled participants. These leveraged resources are tracked and monitored by EWDD.

Maximizing Coordination, Improving Service Delivery, and Avoiding Duplication of Wagner-Peyser Act and Other Services

AJCCs are organized following an Integrated Service Delivery (ISD) model. The ISD model is structured around functional teams in the areas of site management, outreach, recruitment, eligibility determination and orientation; participant-centered planning; and business and employer solutions. The functional team approach allows for greater coordination in delivering services at the site level among State employees, County and City funded WIOA service providers, and other public agency and community-based organizations. Team members are able to provide information about the various programs and seamlessly provide services to job seekers and employers, thereby increasing the capacity of the AJCC across service options and partner organizations. Wagner-Peyser and WIOA management staff (program coordinators) meet regularly to discuss the integration of services and any issues that need to be addressed.

Coordination with Adult Education and Literacy Activities Under WIOA Title II.

As stated before, LAUSD DACE has staff assigned to AJCC locations to provide educational support (including Title II activities) to WIOA Title I participants. This colocation allows better coordination of both programs and resources.

Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding. The Local Plan will be posted to the EWDD public website: <http://ewddlacity.com/index.php/about-ewdd/plans-reports> in accordance with established California WIOA Title II – Adult Education and Family Literacy Act (AEFLA) grant solicitation procedures, the Local Board will review all AEFLA applications submitted to the California Department of Education (CDE) from eligible providers within the Local Area to determine whether the applications are consistent with the Local Plan. The Local Board will submit a recommendation to the CDE to promote alignment with the Local Plan. The Local Board will review each eligible provider's entire application, with particular attention to considerations that are most relevant to Local Plan alignment: Needs Assessment, Alignment with One-stop Partners, Facilitate Learning in Context, Partnerships and Support Services for Development of Career Pathways, and Alignment with the Local Workforce Development Board Plan. The Local Area Administrator will complete and submit recommendations for promoting alignment with the Local Plan through the CDE's online system.

Services Provided to Limited English Proficient Individuals

The City has an established Limited English Proficient Policy, which provides guidance and sets standards for the City of Los Angeles Workforce Development System (WDS) and other agencies serving Limited English Proficient (LEP) individuals to ensure meaningful and timely access to Workforce Innovation and Opportunity Act (WIOA) funded programs and services. For this purpose, no one will be denied access to information, services, or resources throughout the WDS because of their limited proficiency in the English language, or be subjected to unreasonable delays in the

receipt of such services. A person can qualify as LEP if they are an adult or out of school youth, who has a limited ability to read, write, speak, or understand English, and a) whose native language is a language other than English; or b) who lives in a family or community environment where a language other than English is the dominant language. AJCCs and YouthSource Centers must develop a language assistance plan that is annually updated and submitted to the City as part of the Request for Contract Renewal (RFCR).

The WDS will serve LEP individuals in their service delivery areas and ensure that LEP customers are offered meaningful and equal access to WIOA services. Each Center must be able to describe and document how LEP customers receive services. This will be subject to review by the City's LEP Coordinator and reported to the WDB.

As the Local Board develops new sector initiatives and other training programs, Vocational English as a Second Language (VESL) training will be incorporated in these programs to increase LEP customer participation. The WDB is committed to designing programs to ensure that limited English speakers are included in skills training as well as bridge programs. Moreover, the WDS shall leverage resources to increase training opportunities in other languages where available.

Grant Fund Management

Per the WDB-LEO Agreement, the City of Los Angeles is designated as the grant recipient and fiscal agent under the terms of WIOA. The Economic and Workforce Development Department (EWDD) is designated as the WIOA Administrative Entity.

Award of Sub-Grants and Contracts for WIOA Title I Activities

EWDD, as the administrative agent of the Local Board, has established guidelines for the procurement of services. The purpose of these procedures is to ensure that all EWDD administered program services are procured in accordance with established federal, state, and local guidelines, and that all procurement is conducted in an ethical, legal, consistent, and timely manner. These procedures serve as guidelines both for EWDD and for EWDD-funded contractors.

City Council and Mayor approvals are required to conduct any procurement (with the exception of transactions of less than \$25,000 for which the EWDD General Manager has the authority to execute, and Workforce Innovation and Opportunity Act (WIOA) transactions of less than \$250,000 for which only Workforce Development Board (WDB) approval is required.)

Quotations must be solicited from vendors that can reasonably be expected to provide the goods or services needed. Such quotations should include vendor contact information, and a description of the goods or services being offered.

For small purchases between \$1 and \$9,999, two or more documented quotes must be obtained. A memorandum to file, signed by EWDD staff, that identifies the quotations by

date, source, quantity, time of performance, and all other requirements of the goods and/or services sought shall serve as sufficient documentation.

For small purchases between \$10,000 and \$49,999, a Request for Quote (RFQ) must be used. The RFQ shall be provided in writing (including fax or e-mail) to the vendors and should specify the quantity, time frames, and all the requirements of the product or services being sought. Three or more written quotes must be obtained with this method. All responses shall be in writing. A memorandum to file that identifies the selection process, the written solicitation, and all written responses shall serve as sufficient documentation.

For all quotations, the lowest price estimate shall serve as the primary criteria for selection. If the selected proposers did not offer the lowest price, justification must be incorporated into the memorandum to file documenting the criteria for selection and the relevance of the criteria to the need and benefit.

Competitive Proposals shall be used when the nature of the goods or services to be acquired cannot be defined as required by the sealed bid method; and specifically, when factors other than price are important in the selection decision; however procurements must be in excess of \$50,000. Competitive Proposals shall be managed through a Request for Proposals (RFP) process with the objective to offer a fixed-price or cost-reimbursement type of contract.

Request for Qualifications – This method of procurement may be used when EWDD is seeking to establish a list of qualified organizations that provide highly specialized or technical services. Examples include grant writers or trainers. By establishing the list of qualified organizations, EWDD or its contractors may select to contract with one (1) or more of the organizations on an “as needed” basis. A cost or price analysis must be performed with the method and degree of analysis dependent on the facts surrounding the particular procurement situation.

Cost analysis, the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability, must be performed when the offeror is required to submit the elements of their estimated cost (e.g., under professional, consulting, and architectural engineering services contracts).

To the greatest extent possible, procurement shall be conducted in a manner that provides full and open competition.

Negotiated Levels of Performance

The WDB has adopted as its negotiated levels of performance the State's performance goals for the WIOA indicators of performance. Specifically:

PY 16-17	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5%	66.5%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9%	60.0%	54.7%	Credential Attainment within 4 Quarters After Exit

PY 17-18	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	68.0%	71.0%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,523	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9%	63.0%	57.7%	Credential Attainment within 4 Quarters After Exit

In addition, the WDB has established a goal of serving 28,560 enrolled Adult (A) and Dislocated Workers (DW) - (17,137 A & 11,423 DW in PY 16-17) and 2,380 Youth. At minimum, the AJCC system will provide training services to 1,784 enrolled participants annually. In addition to the WIOA enrolled youth, the year-round youth system shall

serve as a gateway into partner programs for over 5,300 youth annually. The youth system will connect at minimum 6,500 youth with on-site Los Angeles Unified School District (LAUSD) Pupil Services and Attendance (PSA) counselors annually.

Compliance with State-Issued AJCC Policies

- [WSD15-14](#) - WIOA Adult Program Priority of Service

The Local Board has established a Priority of Service Policy. This policy provides guidance and establishes the procedures regarding priority of service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient served with Workforce Innovation and Opportunity Act (WIOA) adult funds. Priority of Service Requirement status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and the criteria under WIOA Section 134(c)(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

- [WSD15-12 - WIOA Memorandums of Understanding Phase I](#)

The Local Board has executed Phase I Memorandums of Understanding (MOUs) with their eight (8) strategic partners. The MOUs will be attached to the final plan in Appendix X.

- [WSD16-09 - WIOA Phase II Memorandums of Understanding.](#)

The Local Board is in the process of negotiating and executing by June 30, 2017, Phase II MOUs, which will address resource sharing and joint infrastructure cost funding.

Individual Training Accounts

Individual Training Accounts (ITA) may be established on behalf of customers to purchase classroom-training services from the State approved, Eligible Training Providers List (ETPL). An AJCC may issue an Individual Training Account (ITA) to fund training for adults and dislocated workers who after an interview, evaluation, or assessment, and after career planning have been determined by the AJCC operator or AJCC partner, as appropriate, to be in need of training to obtain employment or remain employed. The individual can then compare the offerings on the ETPL, and, with the advice of One-Stop staff, select the most appropriate training program. In this way, the ETPL helps to provide customer choice, while also supporting quality training programs.

With the exception of certain types of customized, incumbent, and On-the-Job training only training providers through their training programs listed on the ETPL are eligible to receive WIOA funds to train adults and dislocated workers.

Procedures

ITAs may be established for City of Los Angeles WIOA customers only if the conditions set herein are met:

- The customer is unemployed or employed at a wage that is below the level of self-sufficiency consistent with the adopted policy of self-sufficiency approved by the Workforce Development Board (WDB).
- The customer was determined unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services.
- The customer was determined to be in need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment.
- The customer was determined to have the skills and qualifications to successfully participate in the selected program of training services.
- The customer has been unable to secure other financial assistance to cover the cost of training, including Pell Grants.
 - Registered participants ineligible for Pell Grant assistance will not be denied access to training.
 - A participant may enroll in a WIOA-subsidized training while his/her application for a Pell Grant is pending as long as the WorkSource Center operator has made arrangements with the training provider and the participant regarding allocation of the Pell Grant. The training provider must reimburse the WorkSource Center operator for the amount of the Pell Grant subsequently awarded to customer. Reimbursement is not required from the portion of Pell Grant assistance disbursed to the WIOA participant for education-related expenses.
 - An ITA may be provided to individuals who require assistance beyond that made available under other grant assistance programs, including Federal Pell Grants.
- The training must lead to employment in a demand or growth occupation with a defined career ladder. The determination of demand or growth occupations must be consistent with the Local Board's policy regarding the definition of demand occupations and utilize to the fullest extent possible the labor market information system of the Employment Development Department (Ref WIA EDD Directive WIAD06-17, http://www.edd.ca.gov/Jobs_and_Training/pubs/wiad06-17.pdf).
- The training must result in a wage at placement, which meets or exceeds the City's Living Wage standard, with the goal of attaining self-sufficiency.
- The training must result in the attainment of an industry-recognized certificate, if available, or the attainment of skills of a generally accepted standard.

Other Conditions

- Any customer who has met the aforementioned conditions must be referred to the training provider of choice unless the program has exhausted training funds for the program year. The program year approved budget shall reflect the training funds available.
- A one-stop operator or one-stop partner is not required to conduct a new interview, evaluation, or assessment of a participant if the one-stop operator or one-stop partner determines that it is appropriate to use a recent interview, evaluation, or assessment of the participant conducted pursuant to another education or training program.
- An individual is not required to receive career services prior to receiving training services.
- All classroom training providers are required to be on the ETPL regardless of whether or not they issue a certificate.
- Supportive services and needs based payments must be provided consistent with the WDB approved policy on Supportive Services and Needs Based Payments; unless, through a financial needs assessment, it has been determined that the customer is ineligible for such support or has sufficient resources to remain in training. The assessment should be documented and be part of the IEP and placed in individual participant folder.
- The City reserves the right to prohibit the referral of customers to schools that have poor performance records in serving City customers.

Intake and Case Management

The Local Board has established a “Customer Flow Policy” in which the AJCC system must ensure that customers are able to access self-directed services and, if determined eligible under WIOA, are able to access Career and Training Services. In conjunction with the customer, each AJCC (through its Integrated Services teams, which are comprised of WIOA Title I, Employment Development Department, and other strategic partner staff) shall consider the entire array of career and training services available under WIOA when determining which services to provide.

AJCC Customer Flow:

Services received by a WIOA participant will vary, based on his/her particular needs, informed choice, availability of funds and resources. Determination of necessary career and training services shall be determined through individual assessments completed by ISD teams and shall not be predicated on receiving prior services. Both mandatory and voluntary partners shall participate at the AJCC to provide the services that are required as mandated by law. The career services to be provided by each partner shall be outlined in a memorandum of understanding, which will include cost and resource sharing. Access to career services shall be seamless as a result of a well-designed integrated service strategy, and includes all the partners of an AJCC.

Welcome Team:

Each AJCC shall establish a “Welcome Team” whose core functions will include:

- Greeting and orienting customers to AJCC programs and services;
- Conducting initial jobseeker skills and needs assessment to determine appropriate services;
- Collect data for Jobs.LA.org registrations;
- Referring jobseekers to:
 - Jobs.LA.org registration for self-directed services and/or
 - AJCC Orientation and Enrollment (if determined eligible under WIOA)

CalJOBS/JobsLA.org Enrollment

All AJCC program participants seeking services at an AJCC, whether self-directed or staff-assisted, must be directed to complete a JobsLA.org (a CalJOBS workforce portal) registration. JobsLA.org provides AJCC participants access to online employment services, including labor market information, job placement and training services. JobsLA.org should be used to provide self-directed services previously reported under Universal Access activities. Participants that do not wish to create a JobsLA registration will have limited access to AJCC services, consisting primarily of Resource Room activities.

AJCC Services and WIOA Registration

When jobseekers require AJCC “career services” provided by WIOA-funded staff, the individuals receiving services must be registered into WIOA. The Welcome Team staff shall refer jobseekers to the following career services:

- AJCC Orientations;
- Initial Assessment;
- AJCC workshops, which may include: job clubs; resume preparation; interview techniques; and job search skills.

Following the “initial assessment,” the Welcome Team staff will determine whether the jobseeker is ready for employment or if additional skill development is necessary. If the customer is determined to require additional skills development, the customer will be referred to the Skills Team. If determined job-ready, the customer will be referred to the Employment Team.

Skills Team

The Skills Team will conduct a comprehensive skills and career assessment to identify skills, aptitudes, interests, barriers to employment and supportive service needs. An Individual Employment Plan will be developed for each jobseeker that will identify career services and/or training required to secure gainful employment. Career and training services may include basic skills remediation; computer training; vocational training and/or on-the-job training.

Employment Team

The Employment Team will provide assistance with job placement, career counseling and coaching, job retention and supporting services to job seeking customers and to provide skilled, qualified applicants to local business and employers.

The use of the CalJOBS system and “Generic Modules” ensures program participants can be tracked across multiple (co-enrolled) programs.

Required Local Plan Narrative Content

All required Local Plan narrative content is included in this document as opposed to being handled in the narrative content of the regional plan.