

## LOCAL PLAN MODIFICATION QUESTIONS

The Workforce Investment Act (WIA) gives states and Local Workforce Investment Areas (local areas) a unique opportunity to develop employment and training systems tailored specifically to state and local area needs. The local plan should represent a collaborative process among the Chief Elected Official (CEO) and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. Additionally, the local plan should reflect the current and future strategies of the local area. Please respond to each question by describing and assessing your local area's current and future strategies and identifying steps to implement and improve your service level or actions as appropriate.

### **1. Identify the workforce investment needs of businesses and job seekers in your local area. [WIA Section 118(b)(1)(a)]**

Local employers need a well trained workforce possessing both basic and job-specific skills and a strong work ethic. There is an increased need for incumbent worker training to keep up with advancing technologies and increased competition from overseas. Many incumbent workers are also in need of English proficiency training.

Local businesses are in need of a single point of contact for the myriad of services available to them through WIA and other governmental and non-governmental programs.

Job seekers need access to stable, high-wage jobs in growth industries. They need information about the labor market, including job openings and their required skills, and on how to conduct a successful job search. Many of the local job seekers need basic math, English, and reading remediation. Basic computer literacy skills are also needed for all job seekers given the increased use of internet based job search tools.

Many in the local workforce lack the soft-skills necessary to gain or maintain employment, including the ability to work as part of a team and an understanding of the importance of workplace attendance norms. Some must also overcome a criminal record or a history of drug and/or alcohol abuse. Some are in need of childcare or transportation assistance.

### **2. What are the current and projected employment opportunities in your local area? [WIA Section 118(b)(1)(B) and California Unemployment Insurance Code (CUIC) Section 14221(a)]**

The Los Angeles Economic Development Corporation (LAEDC) predicts for 2011 total nonfarm employment in Los Angeles county should grow by +0.6% or +24,100 jobs, after a drop of -1.7% or -63,500 jobs in 2010. Numerically, the largest employment gains during 2011 will come in: leisure and hospitality (+6,800 jobs);

professional, scientific & technical services (+5,700 jobs); administration and support services (+5,400 jobs); health services (+4,800 jobs); and retail trade (+4,300) jobs. Growing budget problems will force local government entities to continue shedding jobs (-18,700 jobs during 2011). Employment in finance and insurance will decline by -1,100 jobs. In 2012, total nonfarm employment in the county is expected to increase by +1.8% or by +70,000 jobs as the economic recovery takes hold. Major construction projects will provide more support this year. The two ports (Los Angeles and Long Beach), Los Angeles World Airport, and the Los Angeles County Metropolitan Transportation Authority all have significant construction programs underway. In downtown Los Angeles, the new Civic Park and the Broad Art Museum will bring construction activity back to the civic center area.

Looking out to 2018, information from the state's Labor Market Information Division forecasts the largest number of new job openings will be in education services, healthcare, and social assistance. The LAEDC also predicts an increase in international trade with a related increase in employment related to this activity.

**3. Describe any significant changes in your local area resulting from the current economic downturn and any differences in the way services are being delivered. [Title 20 Code of Federal Regulations (Title 20 CFR) Part 661.355]**

During 2010, unemployment at the local, state, and national level remained at some of the highest rates in decades. Los Angeles county has been hit hard with job losses, as the global recession that began in 2007 maintained its grip on the regional economy. Unemployment figures for California and Los Angeles continue to outpace the nation, which averaged 9.7% last year. Yet even as the state's economy continued to weaken last year, economic activity in early 2011 indicates a slow, gradual upswing from the recession. Even so, some of the county's major industries will continue to be challenged.

The 2010 Benchmark report from the California Employment Development Department<sup>1</sup> shows the unemployment rate (not seasonally adjusted) for the United States dropped from 10.6% in January 2010 to 9.8% in January 2011. During the same time period, the state's unemployment rate decreased from 13.0% to 12.7%. The unemployment rates increased, however, in both LA county (from 12.8% to 13.1%) and the city of Los Angeles (City) (from 14.1% to 14.4%). The following are the unemployment rates reported for the state of California, LA county, and the city of Los Angeles for January 2011:

---

<sup>1</sup> Source: California and LA County Model and US CPS Labor Force Data 2010 Benchmark, State of California Employment Development Department, Labor Market Information Division, March 4, 2011. <http://www.calmis.ca.gov/file/lfmonth/calpr.pdf>

**Figure 1**

<b>Labor Market Information</b>	<b>California<sup>‡</sup></b>	<b>Los Angeles County<sup>‡</sup></b>	<b>Los Angeles City<sup>‡</sup></b>
Labor Force	18,110,000	4,915,000	1,929,700
Employed	15,813,000	4,271,000	1,651,100
Unemployed	2,297,000	644,000	278,600
Unemployment Rate	<b>12.7%</b>	<b>13.1%</b>	<b>14.4%</b>

<sup>‡</sup> *Not seasonally adjusted.*

After several years of declining employment, the state and local area are experiencing a gradual increase in the number of individuals employed. Between January 2010 and January 2011, the state's employment increased by some 25,000 individuals. During the same period, the city's employment also increased by 16,600. However, the City's employment gain was offset by another 28,000 individuals entering or reentering the labor force. As a result, the unemployment rate for the City increased by 0.3% despite the increase in the number employed.

Although slowly improving, the local economy is expected to continue to face significant challenges through 2011 and into 2012. Therefore, the Mayor of Los Angeles has called upon the City's Workforce Development System (WDS), under the guidance of the Workforce Investment Board (WIB) and the administration of the Community Development Department (CDD), to intensify its efforts to mitigate the impacts of job loss on residents and businesses. While most City departments have struggled during Fiscal Year 2010-11 to deliver services with reduced general fund resources, the CDD has been able to leverage its WDS budget with the use of other federal and state funds.

In these difficult economic times, demands on the WDS have risen with the need for more jobs and job training, particularly for the rapidly growing displaced worker and unemployed populations.

The WIB has adopted the following six Workforce Development Strategies to support its mission to ensure that business has access to a trained workforce and workers have access to quality jobs:

1. Develop sector-based training programs
2. Strengthen the region's workforce development system
3. Leverage public sector hiring and contracting
4. Connect young people to jobs
5. Move incumbent workers into living wage jobs
6. Create jobs through economic development activities

Employing these six strategies with an emphasis on worker training programs has progressively enabled the WIB to improve the resources available to the City's workforce and to the business community.

The slow growth of the local labor market in 2010 has led to an unprecedented demand for both worker and job seeker employment and training services. Although economists project the recovery will continue during 2011, growth in employment is not expected to occur within the City until 2012. In the interim, the WDS is challenged with increasing the capacity of the City's workforce by preparing its workers for employment in occupations that are expected to be in high demand in the future. As the City continues to face unprecedented economic challenges during PY 11-12, the framework the Workforce Development Strategies provide will continue to be instrumental in addressing the job training and placement needs of the City's low-income residents and displaced workers.

**4. How is your local area serving Unemployment Insurance claimants? How is your local area supporting workers receiving benefits under the Trade Adjustment Assistance program? [WIA Section 121(b)(1)(B)(xii)]**

The WDS coordinates efforts with EDD Job Services and Unemployment Insurance (UI) divisions to provide services to each other's customers, coordinating information so that every customer coming into a One-Stop (WorkSource center) either through the UI channel or through the One-Stop services orientation receive the same information regarding all services available on-site.

The City's Rapid Response team includes representatives from the EDD UI division to provide dislocated workers with information on eligibility and filing instructions for UI benefits.

EDD Initial Assistance Workshop (IAW), **Job Service 4 UI (PJSA)** and Reemployment Assistance (REA) workshops are provided on-site at all of our One-Stop centers.

The City's Rapid Response Unit works with the Employment Development Department (EDD) and the TAA Coordinators for all of southern California to develop strategies to outreach to companies, schools, and public agencies regarding TAA program benefits. The Rapid Response unit is also part of the TAA/Dislocated Worker workgroup that is comprised of WIBs from various areas in southern California and EDD. The goal of the workgroup is to share best practices and make sure that all the areas are providing the same services and giving out the same message.

We also provide EDD-conducted TAA training to our One-Stop (WorkSource) operators.

**5. What programs and funding streams support service delivery through the One-Stop Career Center (One-Stop) system? If applicable, what are the anticipated changes to those programs or funding streams? [WIA Section 121(b)(1)(B)]**

Service delivery through the local system is supported through a variety of funding sources, including WIA Title I funds, Wagner-Peyser funds, Temporary Assistance to Needy Families (TANF), Carl Perkins, WIA Title II funds, Community Service Block

Grant (CSBG) funds, Community Development Block Grant (CDBG) funds, Vocational Rehabilitation funds, as well as non-federal, leveraged funds.

The availability of most of these funds most likely will diminish as Congress looks for ways to reduce the federal deficit.

**6. Are each of the required WIA partners included in your One-Stop delivery system? If a required partner is not involved, explain the reason. [WIA Section 117(b)(2)(A)]**

Each of the WIA mandated partners is participating in the One-Stop system. The only required WIA partner that is not presently included in our One-Stop delivery system is Migrant and Seasonal Farmworker Programs, as less than two-tenths of a percent of the local area's population is employed in the farming, forestry, fishing sector.

**7. Describe how your local area's WIA funds are used to leverage other federal, state, local, and private resources. How do these coordinated resources lead to a more effective local system that expands the involvement of business, employers and individuals? [WIA Section 112(b)(10) and 121(c)(2)(A)(ii)]**

As part of an overall Workforce Development System (WDS), the local area leverages funding from a variety of non-WIA resources. Examples include:

- Navigator Program for Working with Individuals with Disabilities (Wagner-Peyser grant)

Through a grant from the state EDD, a Disability Navigator position was funded at both the Hollywood WorkSource Center operated by Managed Career Solutions, Inc. (MCS) and the South LA WorkSource Center operated by Community Centers, Inc. to provide individual attention and assistance to job seekers with special needs, as well as support the *Ticket-to-Work* (T2W) grant activities. T2W is an employment program for persons with disabilities.

- Living Independently Through Employment (LITE) Project (Community Development Block Grant [CDBG])

CDBG provides funding for the Skid Row Development Corporation Employment Portal at a Volunteer of America Drop-In Center in downtown LA. This portal provides job search and job placement assistance, supportive services, etc. essential to Skid Row residents in obtaining gainful employment.

- Colocation with Los Angeles Community Colleges (LACCD)

The local area is integrating several One-Stop Centers into local community college campuses, including collocation of a WorkSource Center portal at the historic Van de Kamp bakery, the site of the LACCD innovation campus.

The facility houses multiple workforce development partners including Community Career Development, Inc. and the Catholic Charities of Los Angeles Inc.—Archdiocesan Youth Employment Services. The innovation campus is a growing hub for industry sector training in biomedical, biotechnology, health care, logistics, transportation, and goods movement.

- Community Service Centers at the Housing Authority of the City of Los Angeles (CDBG)

Funding is provided to community centers that target low to moderate income clientele within a specific geographic region within Los Angeles to create stability through job training, placement, education, technology, cultural, and recreational programs. Participants receive support in the areas of personal motivation, economic opportunities, access to resources and education, health care and community support, civic participation, and individual and community action.

- Youth Opportunities High School (CDBG)

Located in Watts, Youth Opportunities High School (YOHS), operated by the Los Angeles Conservation Corps, Inc., is housed at the Pitts Community Center. YOHS was founded in 2000 in response to the growing need for educational and supportive services for low-income youth from this south LA neighborhood. Today, YOHS serves approximately 100 14-18 year old students who were unsuccessful in their local public high schools. The majority of these students are 16 and 17 years old, and approximately 56% of the student body is Hispanic and 44% is African American.

- Pathways Out of Poverty (DOL)

The WIB is identified as a subrecipient of a \$4 million grant the U.S. Department of Labor awarded to the LACCD and receives a portion of said funding to provide energy efficiency, weatherization, and green building retrofit training to unemployed individuals.

The grant's emphasis is on developing a skilled workforce of residents from high-poverty communities in south LA to, among other things, conduct energy audits and retrofit buildings to *green* standards.

Partners in this effort, other than the WIB and LACCD, include the LA County WIB, the LA Infrastructure Academy, the LA Conservation Corps, Inc., and organized labor.

- FamilySource Centers (Community Services Block Grant [CSBG])

There are 21 FamilySource Centers located throughout the city, staffed by multiple partnerships and agencies that constitute the City's FamilySource (FS) System, and provide social services to low-income families with children less than 16 years of age. At the FS Centers, individuals can access a variety of services and supports, including public assistance benefits (e.g., welfare, food

stamps, etc.), low-cost automobile liability insurance, college scholarship information, etc. These centers coordinate services with the City's One-Stop centers.

- Construction Training and Placement Initiative (CDBG)

Funding for the Southeast LA - Crenshaw WorkSource Center (operated by the UAW-Labor Employment and Training Corp.) and the South Los Angeles WorkSource Center (operated by Community Centers, Inc.) to provide workforce development services to south LA residents that will lead to their employment as apprentices in the construction trades.

- State Energy Sector Partnership (SESP)

The State Energy Sector program provides employment and supportive services for City residents in the Green Industry Sector and the related subsectors. These subsectors are manufacturing, energy efficiency, refinery, utilities, advance utilities and technology. The SESP program complements the training efforts of the Los Angeles Green Building Retrofit Pre-Apprenticeship Academy and other efforts by the City and other agencies to provide short-term training programs, placement and supportive services to low income individuals in the City.

**8. Describe and assess how the services provided by each of the One-Stop partners are coordinated and made available in your local One-Stop system. [WIA Section 118(b)(2) and Section 121 (c)(2) and CUIC Section 14221 (a) and (b)]**

A key component of coordination is the development a WIB that is representative of the mandated partners and responsive to the educational, workforce, and economic needs of the community. Through strategic appointments to the WIB, the local area ensures that WIB members are established leaders of key businesses and industries in Los Angeles, of the City's major public and private educational institutions, and of relevant community based organizations. The members bring financial and non-financial resources to the Workforce Development System and have the authority to impact decisions in their organizations.

**9. Local boards are required to review and assess the eligibility of One-Stop operations annually. What criteria does your local board use to review One-Stop operator agreements in your local area? Include a copy of your local policy as an attachment to this document. [CUIC Section 14206(d)]**

Certification of WorkSource Centers and OneSource general contractors (One-Stops and Youth centers, respectively) by the WIB requires they be successful in meeting annual contract performance goals. Contractors shall also incorporate Malcolm Baldrige National Quality Award Criteria into their management practices to ensure success in the certification process.

Contractors are evaluated on their performance against the following criteria:

**Performance Measures**

**1. Satisfaction**

Measure	WorkSource	OneSource
a. Customer Satisfaction (intercept/telephone)	X	X
b. Exiter Satisfaction (telephone)	X	
c. Employer Satisfaction	X	X

**2. Outcomes and Flow (Products & Services)**

a. Entered/Placed into Employment/Education	X	X
b. Average Earnings/Average Wage at Placement	X	
c. Retention	X	
d. Employed with a Credential/Certificate.	X	
e. Attainment of a High School or College Diploma, GED, or Certificate.		X
f. Literacy & Numeracy Gains		X
g. Number of Unduplicated Universal Access Customers Served	X	
h. Number of Exited Customers (including Hard to Serve Adults for WS;)	X	X
i. Percentage of Out-of-School Youth Served		X
j. Number of Employer Customers	X	

**3. Administrative Capability/Annual Plan Priorities**

Assesses contractor administrative practices related to work performance, timeliness, fiscal, communication, human resources and ethics.	X	X
--	---	---

**4. Additional Requirements**

Contractor incorporation of Malcolm Baldrige National Quality Award criteria into their management practices	X	X
--	---	---

**10. Describe and assess how your local board ensures continuous improvement of eligible providers of services through the One-Stop system. How does your local board ensure that such providers meet the employment needs of local employers and participants? [WIA Section 118(b)(2)(A)]**



The Community Development Department (CDD) has built efficiencies and improved program delivery through a performance management system modeled after the US Department of Commerce's Malcolm Baldrige National Quality Program (MBNQP). CDD began the deployment of the MBNQP system throughout its organization in early 2007 and has worked to change the perceptions of CDD and the role of performance excellence in the public sector. CDD has taken deliberate action towards quality programming through the piloting of performance excellence in workforce development in 2005, comprehensive training of staff as California Awards for Performance Excellence (CAPE) examiners versed in MBNQA criteria, reevaluation and redesign of processes, implementation of managed hiring, requiring all contractors to fully deploy performance excellence practices, and campaigning to improve its image. As a result of these efforts, CDD is now recognized, locally and nationally, as a role model within the public sector. CDD has also established itself as a department that is strategically managed, delivering programs and services efficiently and effectively.

CDD has identified the use of the CAPE Awards program as the vehicle for all WorkSource Centers and OneSource Centers to achieve certification. This certification process, as outlined within CDD's policies and procedures, requires that each center achieve prescribed award levels every three years in order to continue funding eligibility, as well as to ensure the achievement of higher quality performance. CDD supports the centers in obtaining effective and efficient processes and goal achievement by providing training and technical assistance to center staff.

The Malcom Baldrige Criteria for Performance Excellence are a framework that an organization can use to improve overall performance. The WIB has designated the Baldrige Criteria as a key component of its Certification Process and requires centers to submit applications for recognition by California's Council for Excellence, which runs the Baldrige Quality Awards for California through its California Awards for Performance Excellence (CAPE) program. Seven categories make up the award criteria:

Leadership: The senior executive staff, WIA or other, of the Contractor and the partners<sup>†</sup> shall involve themselves directly in creating and sustaining values, organizational directions, performance expectations, and customer focus. Contractor shall facilitate the continued development of the Leadership Team or some joint direction setting process among all mandatory and voluntary partners.

Strategic Planning: Contractor, in collaboration with partners, shall set strategic directions and determine key action plans for goals and objectives for the next one to three years and work toward an effective performance management system.

Customer Focus: Contractor, in collaboration with partners, shall determine the requirements and expectations of customers and shall gather and use relevant data to improve the center's performance from the viewpoint of the customer.

Measurement, Analysis, and Knowledge Management: Contractor, through the Leadership Team and Continuous Quality Improvement Team or some other collaborative team-based process, which is inclusive of the partners, shall manage and effectively use data and information to support key processes and the center's performance management system.

Workforce Focus: Contractor shall build and maintain a working environment conducive to the performance excellence, full participation, and personal and organizational growth of all employees in alignment with the performance objectives of this contract.

Operations Focus: Contractor, in collaboration with partners, shall effectively manage and improve service delivery processes, support processes and partnership processes in order to achieve better performance.

Results: Contractor and collaborators shall internally evaluate their performance in the areas of partner performance, human resources performance, and operational performance results using product, service and process performance measures including contractual, regulatory, legal, and audit requirements.

**11. The State has been granted eight waivers through June 30, 2011, which directly affect how local areas may serve adults, dislocated workers, and incumbent workers. List each of the waivers your local area is currently using and describe how each waiver used has impacted the services provided to these customer groups. Indicate which waivers will be used in your local area in the future and how each will be utilized. [WIA Section 189(i)(4)(B) and WSD10-10]**

- **Individual Training Accounts (ITA) for older and out-of-school youth:** Currently, the local area does not provide ITA training with Youth funds. However, current policy states: "Older and out-of-school youth who are determined not to follow an academic track, and are instead focused on employment shall have the same access as adults and dislocated workers to the advantages of ITAs."
- **Eligible Training Provider List (ETPL):** This waiver does not represent a direct benefit to the local LWIA. However the local area's ETPL, i-Train (operated by the South Bay WIB) benefits from not having to develop and process "subsequent eligibility" paperwork and documentation for the multitude of ETPL providers that it is responsible for provides a significant savings of time and effort.
- **Common measures:** This waiver assists in co-enrollment across programs such as WIA and TAA.
- **DOL funds for incumbent worker training:** This waiver will assist the WIB's layoff aversion efforts, allowing the provision of training services to business under threat of layoff or closure.

- **Customized training:** Although not currently utilized, the customized training waiver will allow the local area to provide customized training services to smaller businesses where the 50% match requirement was not economically feasible. The waiver will allow for expansion of the WIB's High-Growth Sector Initiative trainings.
- **Transfer of up to 50% funds between Dislocated Worker (DW) and Adult to adjust to local need.** The local area has transferred funds between DW and Adult funding streams in past years to better meet the dynamic needs of the local economy and the job seekers served by the local area. The City anticipates using this transfer capability in the future, although not necessarily at the 50% level.

**12. How does your local area administer Individual Training Accounts (ITA)? [WIA Section 134(d)(4)(G)]? Include any limitations you impose on ITAs established in your area. If your local board is providing training services that are made as exceptions to the ITA process, describe the process you used to procure and justify these exceptions. In addition, include your local board's policy addressing the amount and duration of ITAs based on market rate for local training programs. [CUIC Section 14206(h)]**

Per the WIA Regulations, Individual Training Accounts (ITA) may be established on behalf of customers to purchase classroom-training services from State approved, eligible training providers list (ETPL). A One-Stop center may issue an ITA to an adult to fund training after it has determined that core and intensive services are insufficient for that customer's needs. 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. (EDD RWIAD06-15)

With the exception of certain types of customized and on-the-job training (OJT), and the alternatives to traditional ITA training programs described in the Alternative Training Programs Policy, only training providers through their training programs listed on the ETPL are eligible to receive WIA funds to train adults and dislocated workers. This list is available on the Internet at: <http://etpl.edd.ca.gov/wiaetplind.htm>. (Ref. EDD Directive Number WIAD06-15).

ITAs may be established for City WIA customers only if the conditions set herein are met:

- A. 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 WIB.
- B. The customer received core and intensive services but was unable to obtain or retain employment at a level of self-sufficiency through such services.

- C. The customer has been assessed and provided case management services through which a determination has been made that the customer is in need of training services other than an OJT or a customized training activity.
- D. The customer has been unable to secure other financial assistance to cover the cost of training. In this case, utilization of Pell Grants for eligible customers is required. Registered participants ineligible for Pell Grant assistance will not be denied access to training. A participant may enroll in a WIA-subsidized training while his/her application for a Pell Grant is pending as long as the WorkSource Centers operator has made arrangements with the training provider and the participant regarding allocation of the Pell Grant. The training provider must reimburse the WorkSource Centers operator for the amount the Pell Grant subsequently awarded to customer. Reimbursement is not required from the portion of Pell Grant assistance disbursed to the WIA participant for education-related expenses.
- E. The customer has not participated in WIA-funded ITA training for 24 months following their last registration.
- F. The customer has been unable to identify and/or enroll in a comparable course offered by local public educational institution.
- G. The customer has selected a training course or combination of courses from the ETPL in consultation with a case manager and consistent with customer's Individual Employment Plan (IEP).
- H. The training must lead to employment in a demand or growth occupation and identify a career ladder. The determination of demand or growth occupations must be consistent with the Annual Plan's policy regarding the definition of demand occupations and utilize to the fullest extent possible the labor market information system of the EDD (Ref WIA EDD Directive WIAD06-17).
- I. 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.
- J. 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.
- Short-term prevocational services are considered intensive services. It is not required that intensive service providers be on the ETPL (Ref: WIA Section 134(d)(3)(C)(vi)).

- 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 WIB 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.
- EDD Directive WIAD06-17 requires a policy on the amount and duration of an ITA, based on the market rate for local training programs. Therefore, this policy establishes that no customer shall be referred to a course offering with a total tuition of greater than \$7,500 or duration longer than twelve months without prior City approval. Customers may, however, use other sources of funds to cover those costs that exceed \$7,500. The customer's file should show the leveraging of funds for the customer covering either the full training or payment in excess of \$7,500 in training fees.
- Notwithstanding the leveraging of funds, in cases where there is a viable reason to subsidize a training costing in excess of \$7,500 and/or provide training longer than twelve months in duration the service provider shall obtain prior City approval.
- In such cases, this policy prohibits the issuance of a training voucher prior to the approval of the City; therefore, it is the sole responsibility of the service provider to submit its written request, indicating the reasons for the exemption(s), in a timely manner so as not to impede the registration of the WIA customer in the course of choice consistent with his/her employment plan (IEP).
- Given the limited funding, priority for ITAs funded through the Adult program must be given first to WIA qualified job seekers who are Veterans and/or their eligible spouses (EDD Directive WSD08-10), then to recipients of public assistance or those whose income falls below the higher of either the Lower Living Standard Income Level (LLSIL) or the Poverty Guidelines.
- The City reserves the right to prohibit the referral of customers to schools that have poor performance records in serving City customers.
- Training institutions, not on the ETPL, may provide training under 15 percent statewide projects and with 25 percent dislocated worker funds, excluding rapid response funding. However, the training institution must meet state licensing requirements, such as those governed by the Bureau of Private Postsecondary and Vocational Education.
- Any revisions to the ITA policy after an Annual Plan has been released for the program year shall be issued through a City Directive. The City's WIB adopted policies and City Directives on ITA shall not be inconsistent with those requirements mandated by DOL and EDD.

- A copy of this approved policy, together with a complete explanation of the limited funds available, should be shared with potential ITA customers upon completion of core and intensive services but before training services are provided.

**13. Sector strategies are state policies that promote regional partnerships of employers, educators, workforce developers, and other stakeholders that address the skills needs of critical industries in a region. The California Workforce Investment Board has adopted a sector strategies approach to assist local areas in developing their workforce solutions. Describe and assess your efforts to plan/implement sector strategies, develop regional partnerships, or target industries that are important in the local area or region. Describe what changes may be necessary to improve these regional strategies and partnerships. [CUIC Section 15001(a)(6)]**

The City WIB recognizes that sector-based approaches are key to economic and workforce prosperity over the long run. The WIB is currently investing in several priority sectors regionally in Los Angeles. These sectors include: Healthcare, logistics, hospitality, security, financial services, construction, green technology, clean manufacturing and utilities. Future job growth in southern California is expected in the following industry sectors: advanced and industrial manufacturing, construction, early childcare and education, entertainment, financial services, healthcare and life sciences, hospitality and tourism, private security, logistics, transportation, goods movement, and utilities. Some of these sectors fall under the category of “green.”

WIB investments are reserved for high-road partnerships involving employers, employer associations, organized labor, educational institutions, government agencies, community and faith-based organizations, and workforce development entities.

In order to address the goals of the Green Collar Job Council (GCJC), the WIB has determined to emphasize green collar jobs in its new, targeted sector initiatives. Specifically, in the RFP for its High-Growth Sector Initiative, the WIB designated \$2.3 million in funding to be used exclusively for training in green retrofit and green technologies.

The WIB will re-examine the sectors previously identified as the priority sectors to see if WIB investment in the sectors should change. Additionally, the WIB will review its investment in services to veterans. As many sectors are static or are in contraction, the WIB may recommend additional sectors to support as long as they meet the criteria described in question 14 below.

**14. Describe how your local board utilizes the principles of sector strategies to identify employer needs and guide training efforts to meet those needs. [CUIC Section 15001(a)(6)]**

Determining the economic trends of critical industries and creating opportunities to meet the employment needs of businesses are keys to better employment outcomes. The goal of sectorial initiatives is to help meet employer workforce needs while expanding employment opportunities for job seekers, while promoting their workplace advancement in high skill and high wage opportunities. These strategies should take the current WIA systems and structures to the next level by implementing employment efforts that are industry and employer driven.

These targeted sectorial initiatives are particularly beneficial in this current economic climate as many sectors are static or are in contraction. As such, the WIB may recommend additional sectors to support as long as it can be demonstrated that new initiatives meet the criteria for sector initiatives.

Currently funded and new sector initiatives must include the following:

- 1) **Employer Commitment:** Require co-investment from employers committed to hiring trainees.
- 2) **Employee Groups/Labor:** Participation of employee group or organized labor.
- 3) **Workforce Needs are Critical:** Industry should have current and/or emerging job growth or vacancies that offer living wage jobs and career paths.
- 4) **Leveraged Funding:** sustainable through a minimum 10 percent cash co-investment of non-WIA funds from employers, additional partners, or additional grant revenues
- 5) **Intermediary Organization:** Implemented by, or in conjunction with, an intermediary with deep knowledge and relationships with industry employers, labor and other critical partners. An Industry Sector Workforce Intermediary is an organization or entity that:
  - Has a deep understanding of employer and worker issues in WIB-targeted industry sectors, and are capable of facilitating the development and implementation of industry-based workforce solutions;
  - Establishes and maintains relationships with multiple employers within an industry sector;
  - Establishes and maintains relationships with other stakeholders in an industry sector such as organized labor, educational institutions, government agencies and community based organizations;
  - Monitors an industry sector's changing needs;
  - Coordinates employer and other stakeholder resources to address industry sector human resource and competitiveness needs; and
  - Encourages investments in potential and current /incumbent workers to create enhanced employment opportunities within an industry sector
- 6) **Demand:** Improve the capacity of business to grow and add jobs, while developing a pipeline to reduce or avoid future labor supply gaps and address demand skills (occupations) that may cross several sectors. Occupations must

be verified as being in demand in the Los Angeles Metropolitan Area through the California Employment Development Department's Labor Market Information Division.

- 7) **Wage Progression and Career Ladder:** Assist low-income, unemployed or underemployed City residents obtain living-wage jobs and career-ladder opportunities by removing barriers to training and employment and ensuring higher earnings within the industry.
- 8) **Education and Training:** Los Angeles Community Colleges (LACCD) and/or Los Angeles Unified School District (LAUSD) should be involved in the implementation of the training program in order to improve the capacity and focus of education and training providers to respond to employer need with a goal to meet training related placements.
- 9) **Strategic Plan:** The strategic plan must identify the goals and/or direction of the initiative and should make recommendations on allocating resources based on Industry changes and needs.
- 10) **Industry recognized credentials:** Training must lead to an industry recognized certificate or credentials upon the completion of the industry training.

Assessment of all proposals and evaluation of contractor performance shall take into account these criteria.

**15. California's Green Collar Jobs Act of 2008 was passed to address the State's green economy and the increasing demand for a highly skilled and well-trained green collar workforce. How does your local area recognize opportunities to prepare workers for "green jobs" related to other sources of federal funding? [CUIC Section 15000]**

On April 8, 2009, the Los Angeles City Council unanimously passed an ordinance to the Los Angeles Administrative Code establishing the Green Retrofit and Workforce Program. The Ordinance will lead to green retrofits of more than 1,000 city buildings and a workforce development policy that creates career pathways into good, green, safe jobs, targeting those in low-income neighborhoods.

The Ordinance applies to city-owned buildings over 7,500 square feet and built before 1978. Like previous initiatives in Los Angeles and elsewhere, LEED-EB certification (at the silver level) is a goal of the retrofits. Critical to maintaining the ongoing input of stakeholders which shaped the ordinance is a nine-member Green Retrofit Development Advisory Council. The Council was appointed by the Mayor and City Council and is supported by the WIB. Members represent labor, environmental, community, environmental justice, workforce development and philanthropic organizations as well as academia and green building professions. They provide advice and recommendations to the Program Director, a new position, and to a City Interdepartmental task force to ensure the implementation meets the stated goals of the Ordinance.

Ordinance goals emphasize a comprehensive approach encompassing the creation of union jobs, community economic development in areas of high poverty and



unemployment, and improvements to the health and safety of workers and the community. The Ordinance represents the first time that a program designed to retrofit buildings for energy efficiency and provide significant savings in municipal energy costs has been combined with training for green jobs, the creation of quality union jobs and the provision of pathways out of poverty for residents in low-income neighborhoods.

The State Energy Sector Program (SESP) is another component of the WIB's strategy to provide employment and supportive services for City residents in the Green Industry Sector and the related subsectors, including manufacturing, energy efficiency, refinery, utilities, advance utilities and technology. The SESP program complements the training efforts of the Los Angeles Green Building Retrofit Pre-Apprenticeship Academy and other efforts by the City and other agencies to provide short-term training programs, placement and supportive services to low income individuals in the City. These efforts integrate green industry awareness with academic and basic skills as well as wrap around supportive services, outreach and case management. The goal of the SESP program is to place individuals in entry level positions or apprenticeship programs for additional training in the green sector and related sub sectors. The grant period for the City's sub-award is July 1, 2010, through January 28, 2013.

**16. What rapid response assistance is available to dislocated workers and employers? Who provides this assistance? [WIA Section 118(b)(4) and (5)]**

The City's Rapid Response (RR) Services Team, comprised of Community Development Department staff, has implemented six programmatic strategies towards fulfillment of its mission to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the city. The RR Team provides Rapid Response services to businesses and dislocated workers through linkages with local DOL, divisions of the state EDD, City WorkSource Center system, and other community partners. These six strategies, including a summary of core service delivery strategies, are outlined below:

**A. Rapid Response Core Services/Strategies**

- Notification of layoffs (quick response to WARN and Non-WARN)
- Investigation (ascertaining company and employee needs)
- Initial on-site meeting (planning for rapid response services)
- Pre-layoff workshops (resume, interview and financial seminars)
- Project implementation (customized orientations—Rapid Response, trade adjustment act, customized recruitment (real-time triage)
- Follow-up, reporting and data gathering (reports to oversight authorities)
- Identify and request special funding to address mass layoffs and industry-specific adverse impacts to the city economic base

**B. Layoff Aversion/Business Retention**

The RR Team provides services to at-risk businesses to avert or reduce layoffs and retain businesses in the greater Los Angeles region. The RR Team may

contract or leverage existing resources, i.e., the Mayor's Office Business Team, business assistance programs and economic development agencies.

### **C. Community Outreach**

The RR Services Team continues to reach out to dislocated workers, local at-risk businesses, marginalized communities, the unemployed/ underemployed and connect them to available resources. RR Team members inform City constituents through:

- Job fairs and community events
- Community engagement campaigns
- Chambers of commerce and other business organizations
- Media
- Union partnerships
- Industry associations
- Local elected officials

### **D. Public Sector**

The RR Services Team provides rapid response services to public sector organizations and employees via leveraging of public sector resources, close coordination with public sector departmental entities and aggressive outreach and informational activities. The RR Team continues to:

- Work closely with public sector organizations in addressing layoffs
- Streamline services to public sector dislocated workers
- Stay knowledgeable of impending public sector announcements of new layoffs
- Work in tandem with WorkSource Centers and other community RR team members to ensure public sector dislocated workers receive the best customer service available reflected through increased enrollment, case management, and intensive and training services
- Provide second-tier outreach to public sector employees to ensure adequate information and resources are rendered
- Develop and employ strategies for expedited reemployment of public sector dislocated workers

### **E. Research and Training**

The RR Service Team continues to conduct research to build team capacity, as well as provide information to jobseekers concerning resource availability, job opportunities and industry-specific opportunities, including:

- Track growth and decline trends of local industry sectors
- Trade Adjustment Assistance (TAA) guidelines
- Knowledge of local demographics
- Reflect an understanding and an ability to communicate with diverse cultures within the city
- Provide most up-to-date information on training programs and employment opportunities
- Monitor RR-related grant-funded contracts

- Update and maintain relevant resource directories for dissemination to employers, dislocated workers, and the public, including vulnerable populations, i.e., limited English proficient.
- Conduct and/or obtain system-wide Rapid Response staff development training
- Provide technical assistance to the WorkSource system

#### **F. Data Collection/Tracking/Reporting**

The RR Service Team has implemented tracking and data collection systems to conduct research and capture key indicators of employment, job creation and retention, industry growth and their economic impact on the city. The RR Team may generate comprehensive and analytical reports based on Rapid Response data collection, including:

- Employers and participants
- Declining and growth industry sectors
- Rapid Response activities (WARNs and Non-WARNs)
- Layoff aversion and business retention services
- Rapid Response orientation attendees that connect with the City's WorkSource system

#### **17. Layoff aversion activities are a critical component of rapid response. Please describe the layoff aversion activities your local board provides to businesses. [WIA Section 118(b)(4) and (5)]**

The Economic Development Corporation of Los Angeles County (LAEDC), in collaboration with the Economic Alliance of San Fernando Valley, the Valley Economic Development Corporation, and California Manufacturing Technology Consulting (CMTc), receives funding to provide layoff aversion/business retention services throughout the city. Services provided include:

- The establishment of early warning systems, with formal and informal channels of communication to foretell worker layoffs in advance of the issuance of WARN Notices.
- Identification of struggling businesses and connecting them to the resources they need to survive, thrive, and preserve jobs including:
  - Referrals to the Mayor's Business Team
  - Workforce training through WIA and program partners
  - Information on available Federal, State and local incentives – Empowerment Zones, Enterprise Zones, Foreign Trade Zones, Redevelopment Project Areas,, Recycling Market Development Zones, City of Los Angeles Department of Water and Power tax rebates, etc.

- Information and resources on financing options available from the Small Business Administration, the US Export-Import Bank, County of Los Angeles loan programs, non-traditional lenders, etc.
  - Information and resources on Small Business Technology Assistance with program partners Southern California Edison, the Gas Company, CMTC, etc.
  - Information and resources on business plan development with program partners Small Business Development Center, SCORE, etc.
  - Information and resources available through the Regional Business Assistance Network (which comprises more than 300 free and low-cost service providers)
- Collecting and analyzing labor market information to identify industry trends that may be predictors of worker layoffs.
  - Mapping the skill sets of workers in declining industries and identifying potential job opportunities for them in flourishing industries that require the same skill sets.
  - Arranging financial restructurings, buyouts, and ownership transfers of distressed businesses, as an alternative to closures and worker layoffs.

**18. Describe your area’s eligible youth population and needs in general. Describe the partnerships and collaborations that provide services to the youth in your local area. What youth activities are available in your local area? Identify successful providers of such activities. [WIA Section 118(b)(6) and CUI Section 14221(g)]**

Research shows that nearly 20% of youth in Los Angeles, ages 16 to 24, are disconnected from education and employment. This means that approximately 97,000 young people within the city are not in school, work, or preparing to enter the workforce. The City’s OneSource Youth Opportunity System goal is to prepare these underserved youth for success and employment and adult life. However, these youth have multiple barriers for success in employment such as: living in poverty and/or in a low income household; being a high school drop-out; living in foster care; being a probationer; residing in one of the City’s Gang Reduction and Youth Development (GRYD) zones; and/or being part of populations of young parents, lesbian, gay, bisexual and transgender (LGBT) and homeless youth. Targeted youth programs operated by community-based organizations, local educational entities, and the City-operated Youth Opportunity Movement implement the following WDS strategies and activities for improving basic work readiness as follows:

- In-School Youth—improve basic reading and math skills and work readiness training to assist youth to graduate from High School and enter employment or post-secondary school

- Out-of-School Youth—provide basic skills, work readiness, occupational skills training and job placement services so that these young adults may return to school attain a credential and/or secure employment.

The Youth OneSource system was last procured in 2004 through a Request for Proposal (RFP) process that resulted in funding of the following agencies for implementation of WIA programs in the seven City planning areas:

- Catholic Charities-Archdiocesan Youth Employment Services (Central, South)
- El Proyecto del Barrio (North Valley, South Valley)
- Los Angeles Unified School District (Harbor)
- Los Angeles Urban League (South)
- Marriott Foundation Bridges Program (Citywide, serving youth with disabilities)
- Para Los Niños (East)
- UCLA Community Based Learning Program (Central, West)
- Watts Labor Community Action Committee (South)

The system will again go out to bid in Program Year (PY) 2011-12 for competitive procurement of organizations to comprise the OneSource system beginning in PY 12-13. With a heightened focus on addressing the high school dropout crisis and implementing student recovery efforts, the system will place a priority on provision of services for out-of-school youth and in-school youth who are most in need. Indicators of need include chronic absenteeism, functioning below grade level, being credit deficient, and unsuccessful completion of the California High School Exit Exam (CAHSEE).

In addition to improving student retention and bolstering academic proficiency, the system aims to assist in preparing youth for the decisions they face about next steps after high school. An emphasis will be placed on guiding youth through an assessment and a self-inventory process that helps them identify their interests, preferences, motivations, and options. From an informed stance, youth will be better prepared to map out a path toward higher education, vocations, and careers.

System goals include increased leveraging of services by developing partnerships that bring relevant expertise and allow the system to more fully concentrate on its strengths; reduced infrastructure costs; and initiation of a sector focus approach that incorporates career ladders in high growth areas.

The LWIA partners with the following programs for local youth:

**LA Scholars:** City General Funded, through a City contract with the Los Angeles Community College District, LA Scholars provides first-time work experience for youth citywide during school vacation. The program targets at-risk youth, ages 14-24, which have multiple barriers to employment, with emphasis on hiring foster youth, runaways, and youth offenders. Work opportunities are made available on a year-round basis and participants are paid not less than the prevailing minimum wage. Distribution of funds is based on percent of youth in poverty using the 2008 American Community Survey data in the City's seven Community Planning Areas.

**HIRE LA's Youth Campaign:** Hire LA consists of nine diverse youth programs that strive to provide employment opportunities to youth and young adults from ages 14-24. They are:

**Hire LA 16-24:** Working with the Los Angeles Chamber of Commerce, Hire LA places young adults ages 16- 24 in paid, full-time entry-level, private sector jobs. The Chamber sponsors job-training workshops where job seekers earn a "Work Readiness Certificate" and interview for jobs with participating employers.

**Learn & Earn:** This program targets 11th and 12th grade students that have not passed the California High School Exit Exam (CASHEE). Youth participants attend school and receive CAHSEE test preparations in the morning and work part-time in the afternoon.

**Summer Youth Employment Program:** This traditional summer youth employment program is administered by the Community Development Department. Young adults ages 14-21, living in the City of Los Angeles who have the right to work in the United States and qualify as a low income family are eligible.

**LA Public Works Summer Youth Employment Program:** The LA Public Works program focuses on outreach efforts to expand recycling and protect the environment in Los Angeles. Youth ages 14-21 are eligible.

**LA City Works:** The LA City Works program prepares participants for employment in entry-level positions with the City of Los Angeles, focusing on demand occupations with clearly defined career paths.

**Clean and Green (L.A. Conservation Corps, Inc.):** LA Conservation Corps provides employment, leadership and service opportunities that allow youth to work part-time on urban beautification projects throughout the City. Clean and Green works with young people ages 14-17.

**Department of Recreation and Parks:** Department of Recreation and Parks offers summer employment opportunities provided citywide at local parks. Positions include: recreation assistants, junior life guards, locker attendants, pool clerks and camp counselors.

**LAUSD Student Workers:** Through this program, the Los Angeles Unified School District (LAUSD) offers student-worker positions at local area high schools.

**LA Community College City Scholars Program:** This program targets recent high school graduates and connects them to one of the nine Los Angeles community college campuses. The program is designed to enroll recent graduates into college-level courses and provide paid internships in high-growth industries.

**Wells Fargo Bank Foundation:** Wells Fargo Bank Foundation will provide \$125,000 for a six-week paid internship for youth, ages 16 to 24, as part of the Mayor's and City of Los Angeles' HIRE LA's Youth Campaign.

**Los Angeles Youth Opportunity Movement (LAYOM):** LAYOM provides for continuation of previously funded Department of Labor funded grant program through various grant-fund sources. The LAYOM promotes the development of Los Angeles youth by implementing its mission of promoting youth achievement by working with families and community partners to create opportunities for youth (ages 16-24 years) to reach their education, employment and personal development goals. In partnership with local community based organizations, LAYOM operates three centers featuring vocational, educational, career, and social support systems that emphasize the talents and capacities of the community's youth and families. LAYOM serves disconnected youth and provides recruitment, assessment, case management, job preparation, internships, career counseling, job placement, leadership development and educational placement in a client-centered, individual approach.

LAYOM implements the WIA funded Intensive Transitions project that supports youth offenders returning from probation camps, linking them to education and employment opportunities through the OneSource System. The project has functioned as a component of the larger LA Youth Opportunity Movement Program (LAYOM). Services include anger-management training, individual counseling, parent education, after school tutoring, and community service. The case management program has shown an increase in successful completion of probation, reduced recidivism, community service and restitution.

**19. Describe and assess your local area's delivery of services to people with disabilities. What partnerships and collaborations exist to provide services to this population? What training services and employment opportunities are available to this population in your local area? [WIA Section 112(b)(17)(A)(iv) and Section 409]**

The City of Los Angeles implemented a systemic approach to serving jobseekers with disabilities in both its Adult and Youth WIA programs in 2000. The program, known as EmployABILITY, approaches service delivery in a three-pronged approach:

### **Staff Capacity Building:**

The City developed an on-line and live training certification program to educate and assist line staff in providing quality services to disabled jobseekers. Topics included legal guidelines, disability characteristics, job accommodation information as well as placement and retention strategies.

### **Physical and Programmatic Accessibility:**

All 18 WorkSource and 13 OneSource Centers have been provided a variety of assistive equipment to provide jobseekers with disabilities access to the center. Equipment includes TTY access, Win Reader, JAWS, ergonomic keyboards, Zoom-Text. Centers are contractually required to identify a Disability Coordinator (DC) that serves as the single point of contact within the center to ensure jobseekers with disabilities have access to One-Stop and Youth services. The Disability Coordinators attend quarterly meetings and develop working relationships with community-based organizations through the EmployABILITY Partnership. In addition, DC received training in their role and responsibilities.

The City also has two Disability Program Navigators funded by EDD to provide Ticket-to-Work services to City residents and also support the connectivity between community and Workforce Development Services.

### **WIA Compliance:**

The City has an EEO compliance officer within its organization that is charged with WIA Section 188 compliance. Every Adult and Youth Center is required to identify an EEO compliance officer. This individual, in addition to the Disability Coordinator mentioned previously, receive yearly instruction and training on meeting and exceeding WIA compliance requirements. In addition, each center is required to submit a yearly accessibility plan that includes ADA physical accessibility requirements.

**20.If your local area received funds to operate Project New Start to provide parolees support in seeking, securing and maintaining employment as they transition from prison to their home communities, describe and assess your service delivery and partnerships in serving this population group. Describe what changes in your local area may be necessary to improve the level of service. [WIA Section 134(d)(4)(G)(iv)(II, and IV) and Section 188(a)(5)]**

The City of Los Angeles has been focusing on re-entry since 2006 when they received funds from the California Department of Corrections and Rehabilitation (CDCR) to develop and implement an in reach/outreach program to provide employment services to ex-felons returning to the City of Los Angeles. Partnering with faith-based and community-based organizations, the City was able to develop a model that has been extended to the Workforce Development System.

Utilizing evidence-based and promising practices, the City and its collaborative has utilized New Start California funds to provide a comprehensive program utilizing



community partnerships to address employment and social barriers that adversely impact the ability of ex-offenders to successfully reintegrate into their communities. Partners include mental health, housing, medical, legal and employment services and work closely with Region 3 Department of Parole Adult Services and CDCR to identify and refer clients to New Start LA services.

A steering Committee meets monthly to discuss program adjustments and the City is a member of the Los Angeles Re-Entry Council to address policy changes at the city, county, state and federal level.

**21. Local areas must incorporate priority of service for veterans and eligible spouses in accordance with the provisions of Training and Employment Notice 15-10 (11/10/10). This requires veterans and eligible spouses to receive service priority over recipients of public assistance and low-income individuals. Describe what programs and processes your local area is using to achieve these goals. [WIA Section 112(b)(17)(B), WIA Section 121(b)(1)(B)(1)]**

The Local WIB has established a customer flow policy. This policy identifies activities that lead or act as gateways from participation in core to intensive and training services. Within this policy, the WIB has established a “Priority of Service”. Priority of service applies to the full array of services provided including Universal Access, Core, Intensive, and Training. It is defined as the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services. An individual must first qualify for WIA before a priority of service is applied. If funds and resources are limited, priority of service will be given first to WIA qualified job seekers who are Veterans and/or their eligible spouses (EDD Directive WSD08-10), then to recipients of public assistance or those whose income falls below the higher of either the Lower Living Standard Income Level (LLSIL) or the Poverty Guidelines.

**22. What role do Veterans Workforce Specialists and Veteran Employment Service Specialists have in the local One-Stop system? How do you ensure adherence to the legislative requirements for veterans’ staff? [Title 38 United States Code Part III, Chapter 41 and Title 20 CFR Part 1001.120]**

The local EDD Job Services Division coordinates the deployment of Veterans Workforce Specialists and Veteran Employment Service Specialists to the local area’s 18 One-Stop centers. In addition, the WIB is exploring the creation of a “Veterans Services Committee” to ensure the maximum provision of services for veterans.

**23. Describe and assess how you provide Wagner-Peyser Act services to the agricultural community. Specifically, how do you provide outreach, assessment and other services to migrant and seasonal farm workers, and services to employers? How do you provide appropriate services to this population in the One-Stop system? [Title 20 CFR 662.200(b)(1)(vi)]**

Wagner-Peyser funded EDD merit staff members are available to provide services to the agricultural community through the City's One-Stop system. Agriculture does not have a significant presence in the LWIA, with little, if any, agricultural employers or migrant workers in the city.

**24. Local areas may decide locally, based on their prior years' experiences that they will need to change their strategies in order to meet their performance goals. Discuss any strategic changes in your local area to meet performance goals. [Title 20 CFR Part 661.355]**

The local area is currently successful in attaining negotiated levels of performance. However, as funding resources continue to shrink from both WIA and other sources, and as the use for WIA funds may become more proscriptive by the State, the local area may have to explore ways to limit the capacity of the system.

**25. Discuss any applicable changes to the local board structure (do not include changes to specific individuals on the board). Please attach a copy of your local bylaws that reflect these changes. [Title 20 CFR Part 661.355 and CUIIC Section 14202]**

The WIB shall now consist of at least 39 and not more than 51 voting Members duly appointed by the Mayor of the City of Los Angeles as outlined in Section 4.04.

## MEMORANDUM OF UNDERSTANDING

The WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the plan modification. [WIA Section 118(b)(2)(B)]

The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in specific terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop career center system.

The MOU must describe: [WIA Section 121(c)(1) and (2) and CUIIC Section 14230(d)]

- What services will be provided through the One-Stop system.
- How the costs of services and operating costs will be funded, including cost-sharing strategies. Please include any Resource Sharing Agreements.
- What methods will be used for referral of individuals between the One-Stop operator and partners.
- How long the MOU will be in effect.
- What procedures have been developed for amending the MOU.
- Other provisions consistent or as deemed necessary by the local board.
- The local board's policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services.

## ASSURANCES

- A. The Local Workforce Investment Board assures that it will comply with the uniform administrative requirements referred to in WIA Section 184(a)(3).
- B. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.

- E. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- G. The Local Workforce Investment Board assures that veteran workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- H. The Local Workforce Investment Board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- I. The Local Workforce Investment Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and CUI Section 14230(a)(6)]
- J. The Local Workforce Investment Board certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right to access by State labor organization representatives pursuant to the Ralph Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code, and CUI Section 14233]
- K. The Local Workforce Investment Board assures that State employees who are located at the One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.
- L. The Local Workforce Investment Board assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop Career Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the Local Workforce Investment Board. The

Local Workforce Investment Board assures that it will select the One-Stop Operator with the agreement of the CEO, through one of three means:

1. Through a consortium of at least three or more required One-Stop partners; or
2. Through competitive process such as a Request for Proposal; or
3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances inclusive: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and an MOU has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Local Plan represents the City of Los Angeles Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This Local Plan is submitted for the period of July 1, 2011 through June 30, 2012 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Elected Official

---

Signature

---

Signature

---

Charles Woo

---

Antonio R. Villaraigosa

---

Name

---

Name

---

Chair, City of Los Angeles WIB

---

Mayor, City of Los Angeles

---

Title

---

Title

---

Date

---

Date

**Workforce Investment Act  
Local Plan Modification  
Program Year 2011-12**

**Local Workforce Investment Area (local area):**

Name of Local Area: City of Los Angeles

Submitted on: July 22, 2011

Contact Person: Julie O'Leary

Contact Person's Phone Number: 213 744 - 7178  
AREA CODE PHONE NUMBER

*EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Special requests for services, aids, and/or special formats need to be made by calling (916) 654-8055 (Voice). TTY users, please call the California Relay Service at 711.*

<input checked="" type="checkbox"/> <b>WIA Local Plan Modification PY 2011-12</b>	<b>Local Area</b> <u>Los Angeles City</u>	
<input type="checkbox"/> <b>Modification #</b> _____	<b>Date:</b> <u>07/01/11</u>	

**TITLE IB BUDGET PLAN SUMMARY<sup>1</sup>** (Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2011, beginning 07/01/11 through 06/30/12

- Grant Code 201/202/203/204 WIA IB-Adult
- Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K178663 Subgrant	K282478 Subgrant
1. Year of Appropriation	2010	2011
2. Formula Allocation	15,089,019	12,869,747
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	15,089,019	12,869,747
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
6. Program Services (sum of Lines 6.A thru 6.E)	13,580,117	11,582,772
A. Core Self Services	2,263,353	1,930,462
B. Core Registered Services	3,017,804	2,573,949
C. Intensive Services	3,772,255	3,217,437
D. Training Services	1,659,792	2,187,857
E. Other	2,866,914	1,673,067
7. Administration (Line 5 minus 6)	1,508,902	1,286,975
8. TOTAL (Line 6 plus 7)	15,089,019	12,869,747
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2010 and July 1, 2011 respectively)		
9. September 2010		
10. December 2010	233,193	
11. March 2011	1,860,278	
12. June 2011	5,109,165	
13. September 2011	8,358,052	643,487
14. December 2011	11,606,939	1,930,462
15. March 2012	14,855,826	3,860,924
16. June 2012	15,089,019	5,791,386
17. September 2012		7,721,848
18. December 2012		9,652,310
19. March 2013		11,582,772
20. June 2013		12,869,747
<b>COST COMPLIANCE PLAN</b> (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

Julie O'Leary, Planning Director	(213) 744-7178	6/30/2011
Contact Person, Title	Telephone Number	Date Prepared

Comments:

---



---



---

<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.



<input checked="" type="checkbox"/> <b>WIA Local Plan Modification PY 2011-12</b> <input type="checkbox"/> <b>Modification #</b> _____	<b>Local Area</b> <u>Los Angeles City</u> <b>Date:</b> <u>07/01/11</u>
---	---

**TITLE IB BUDGET PLAN SUMMARY<sup>1</sup>** (Adult or Dislocated Worker)  
 WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2011, beginning 07/01/11 through 06/30/12

- Grant Code 201/202/203/204 WIA IB-Adult
- Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K178663 Subgrant	K282478 Subgrant
1. Year of Appropriation	2010	2011
2. Formula Allocation	10,768,508	10,000,659
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	10,768,508	10,000,659
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
6. Program Services (sum of Lines 6.A thru 6.E)	9,691,657	9,000,593
A. Core Self Services	1,615,276	1,500,099
B. Core Registered Services	2,153,702	2,000,132
C. Intensive Services	2,692,127	2,500,165
D. Training Services	1,184,536	1,700,112
E. Other	2,046,017	1,300,086
7. Administration (Line 5 minus 6)	1,076,851	1,000,066
8. TOTAL (Line 6 plus 7)	10,768,508	10,000,659
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2010 and July 1, 2011 respectively)		
9. September 2010		
10. December 2010	3,841,821	
11. March 2011	7,054,826	
12. June 2011	8,184,066	
13. September 2011	9,260,917	1,000,066
14. December 2011	10,337,768	2,500,165
15. March 2012	10,768,508	4,000,264
16. June 2012		5,500,362
17. September 2012		7,000,461
18. December 2012		8,500,560
19. March 2013		10,000,659
20. June 2013		
<b>COST COMPLIANCE PLAN</b> (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

Julie O'Leary, Planning Director	(213) 744-7166	6/30/2011
Contact Person, Title	Telephone Number	Date Prepared

Comments:

---



---



---

<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Modification PY 2011-12

Local Area: Los Angeles City

Modification # \_\_\_\_\_

Date: 04/01/11

## TITLE IB BUDGET PLAN SUMMARY<sup>1</sup> (Youth)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2011, beginning 04/01/11 through 06/30/12

Grant Code 301/302/303/304 WIA IB-Youth

<b>FUNDING IDENTIFICATION</b>			K178663 Subgrant	K282478 Subgrant
1. Year of Appropriation		2010		2011
2. Formula Allocation		15,163,774		14,254,696
3. Allocation Adjustment - Plus or Minus				
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)		15,163,774		14,254,696
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>				
5. Program Services (sum of Lines 5A and 5B)		13,647,397		12,829,226
A. In School		9,553,178		8,980,458
B. Out-of-School (30%)		4,094,219		3,848,768
6. Administration (Line 4 minus 5)		1,516,377		1,425,470
7. TOTAL (Line 5 plus 6)		15,163,774		14,254,696
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from April 1, 2010 and April 1, 2011 respectively)				
8. June 2010				
9. September 2010				
10. December 2010		2,527,705		
11. March 2011		4,093,343		
12. June 2011		6,065,510		1,425,470
13. September 2011		8,340,076		3,563,674
14. December 2011		10,614,642		5,701,878
15. March 2012		12,889,208		7,840,083
16. June 2012		15,163,774		9,265,552
17. September 2012				10,691,022
18. December 2012				12,116,492
19. March 2013				13,541,961
20. June 2013				14,254,696
<b>COST COMPLIANCE PLAN</b>				
21. % for Administration Expenditures (Line 6/Line 4)		10%		10%

Julie O'Leary, Planning Director

(213) 744-7178

6/30/2011

Contact Person, Title

Telephone Number

Date Prepared

Comments:

<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

**WIA Local Plan Modification PY 2011-12**Local Area: City of Los Angeles

Modification # \_\_\_\_\_

Date: 07/01/11**TITLE IB PARTICIPANT PLAN SUMMARY**

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05

Plan the number of individuals that are in each category.

<b>Totals for PY 2010 (07/01/11 through 06/30/12)</b>	<b>ADULT</b>	<b>DW</b>	<b>YOUTH</b>
1. Registered Participants Carried in from PY 2010	925	630	340
2. New Registered Participants for PY 2011	2,040	1,110	2,400
3. Total Registered Participants for PY 2011 (Line 1 plus 2)	2,965	1,740	2,740
4. Exiters for PY 2011	2,050	1,110	2,400
5. Registered Participants Carried Out to PY 2012 (Line 3 minus 4)	915	630	340

<b>PROGRAM SERVICES</b>			
6. Core Self Services	72,900	48,600	
7. Core Registered Services	593	331	
8. Intensive Services	1,631	905	
9. Training Services	741	504	

<b>YOUTH MEASURES</b>			
10. Attainment of a Literacy and/or Numeracy Gain			480
11. Attainment of a High School Diploma, GED, or Certificate			564

<b>EXIT STATUS</b>			
12. Entered Employment	1,722	921	605
12A. Training-related	344	214	53
13. Remained with Layoff Employer			
14. Entered Military Service			5
15. Entered Advanced Training			144
16. Entered Postsecondary Education			1,368
17. Entered Apprenticeship Program			5
18. Returned to Secondary School			48
19. Exited for Other Reasons			225

Contact Person, Title  
Julie O'Leary, Planning DirectorTelephone Number  
(213) 744-7178Date Prepared  
06-30-2011Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

WIA Local Plan Modification PY 2011–12 Local Area: City of Los Angeles

Modification # \_\_\_\_\_ Date: 07/01/2011

## WORKFORCE INVESTMENT ACT TITLE IB

### STATE NEGOTIATED LEVELS OF PERFORMANCE<sup>1</sup>

WIA Requirement at Section 136(b) <sup>2</sup>	PY 2009-10	PY 2010–11	PY 2011–12
<b>Adults</b>			
Entered Employment Rate	56%	56%	
Employment Retention Rate	81%	81%	
Average Earnings	\$13,000	\$13,000	
<b>Dislocated Workers</b>			
Entered Employment Rate	68%	70%	
Employment Retention Rate	83%	83%	
Average Earnings	\$15,900	\$15,900	
<b>Youth (ages 14-21)</b>			
Placement in Employment or Education	69%	65%	
Attainment of a Degree or Certificate	65%	61%	
Literacy and Numeracy Gains	40%	40%	

### LOCAL NEGOTIATED LEVELS OF PERFORMANCE<sup>1</sup>

WIA Requirement at Section 136(c) <sup>2</sup>	PY 2009-10	PY 2010–11	PY 2011–12
<b>Adults</b>			
Entered Employment Rate	75.0%	75.0%	
Employment Retention Rate	76.5%	76.5%	
Average Earnings	\$11,100	\$11,100	
<b>Dislocated Workers</b>			
Entered Employment Rate	74.0%	74.0%	
Employment Retention Rate	82.0%	82.0%	
Average Earnings	\$14,400	\$14,400	
<b>Youth (ages 14-21)</b>			
Placement in Employment or Education	69%	65%	
Attainment of a Degree or Certificate	65%	61%	
Literacy and Numeracy Gains	40%	40%	

<sup>1</sup> Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05. For additional guidance, see Workforce Services Directives WSD08-6 and WSD10-11.

<sup>2</sup> The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and was extended for PYs 2008-09, 2009-10, and 2010-11.

**STATE of CALIFORNIA**  
**LOCAL AREA GRANT RECIPIENT LISTING**  
 [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

**City of Los Angeles**

(Name of Local Workforce Investment Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	City of Los Angeles, Community Development Department (CDD)	Richard Benbow General Manager	1200 W 7th Street, 6 <sup>th</sup> floor Los Angeles, CA 90017	213 744-7300 213 744-9042 Richard.Benbow@lacity.org
Fiscal Agent	CDD	Catherine Bondoc Director of Financial Mgmt	1200 W 7th Street, 4 <sup>th</sup> floor Los Angeles, CA 90017	213 744-9000 213 744-7362 Catherine.Bondoc@lacity.org
Local Area Administrator	CDD	Robert Sainz Assistant General Manager	1200 W 7th Street, 6 <sup>th</sup> floor Los Angeles, CA 90017	213 744-7396 213 744-9042 Robert.Sainz@lacity.org
Local Area Administrator Alternate	CDD	Jaime Pacheco-Orozco Director, Workforce Development System	1200 W 7th Street, 6 <sup>th</sup> floor Los Angeles, CA 90017	213 744-7124 213 744-9042 Jaime.Pacheco-Orozco@lacity.org

Signature: \_\_\_\_\_  
Chief Elected Official
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature

authority.