YEAR 15 WIB ANNUAL PLAN OVERVIEW

The Economic and Workforce Development Department (EWDD) administers workforce development programs and promotes public and private investments in economic development activities. Together, the workforce and economic development activities help the City of Los Angeles meet the goals of growing the local economy, creating living wage jobs, improving the work and educational skills of its customers, and developing sustainable communities.

A key component in linking the city’s economic development activities with its workforce development activities is the plan developed annually by the Workforce Investment Board (WIB). The Annual Plan, which details the service strategies, activities, and budget for the City’s Workforce Development System for the upcoming year and outlines how the city will deliver services to achieve its workforce priorities and to meet the workforce development needs of its customers.

In developing the Year 15 Annual Plan, the WIB took into consideration the priorities established by the Mayor and the California Workforce Investment Board (CWIB). The WIB also considered the city’s current economic and educational situation, the resources available to tackle this reality, and its own priorities.

Moreover, the WIB had previously established priorities that it recommends be continued in the Year 15 Annual Plan, such as the ten percent service level requirement for individuals with disabilities and veterans, a shift to an Integrated Service Delivery (ISD) model, adherence to the training expenditure requirement stipulated in State Senate Bill 734, and a greater reliance on leveraged resources. In addition, the Annual Plan continues with the WIB’s focus on addressing the high school dropout crisis by implementing student recovery efforts, and providing summer youth employment opportunities to disconnected youth. As the WDS moves forward with innovative strategies for providing services through the WorkSource and YouthSource systems, it will also reexamine the contractor evaluation process to ensure it supports the desired outcomes of the new programs. The Annual Plan also takes into account the discussions leading up to the Crossroads Symposium, an annual policy symposium which this year explores the possibility of improving the education, training, and job opportunities for older and younger workers.

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

In the development of any plan to provide workforce development services, it is important to understand the economic landscape. In 2013, California’s economy continued its slow recovery from the Great Recession. Five years after the economic downturn, the State had only recovered 70 percent of the 1.3 million jobs lost during the recession. The annual unemployment rate for the State fell to 8.9 percent during 2013, a reduction of 1.6 percentage points compared to 2012 levels, and 3.4 percentage
points from its peak in 2010. Regional experts expect the State’s job growth to continue at a moderate pace in 2014, with employment growing at a rate of 1.8 percent. Reasons for optimism in 2014 include the improving housing market and the budget surpluses at the State level.

### Table 1: Annual Unemployment

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
<th>(Pre-recession)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>7.4%</td>
<td>8.1%</td>
<td>8.9%</td>
<td>9.6%</td>
<td>9.3%</td>
<td>5.8%</td>
<td>4.6%</td>
</tr>
<tr>
<td>California</td>
<td>8.9%</td>
<td>10.5%</td>
<td>11.7%</td>
<td>12.3%</td>
<td>11.3%</td>
<td>7.2%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>9.9%</td>
<td>10.9%</td>
<td>12.3%</td>
<td>12.6%</td>
<td>11.5%</td>
<td>7.5%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Los Angeles City</td>
<td>10.9%</td>
<td>12.1%</td>
<td>13.6%</td>
<td>13.9%</td>
<td>12.7%</td>
<td>8.3%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

*Source: Bureau of Labor Statistics and Employment Development Department*

### Los Angeles County

Los Angeles County’s economic progress closely follows that of the State with a 1.6 percent increase in job growth in 2013. The County’s unemployment rate fell to 9.9 percent from 10.9 percent in 2012. However, a normal unemployment rate (for the County, 7.5%) is still a couple of years away. Job growth in Los Angeles County was spread across most industry sectors. Four sectors (hospitality; professional, scientific and technical services; healthcare and social services; and construction) accounted for 73 percent of the job growth in the region. Continued job growth in the County is projected to decrease unemployment to 8.7 percent by the end of 2014 and to 7.8 percent by 2015.

The 2014-2015 Economic Forecast and Industry Outlook research conducted by the Los Angeles County Economic Development Corporation (LAEDC) indicated that approximately 300,000 new jobs will be added over the next five years in Los Angeles County. An additional 350,000 job openings will be needed to replace workers who leave a job, and approximately half of all these jobs will be “middle skills” jobs. The Bureau of Labor Statistics (BLS) projects that almost half of all job openings in the next decade will be in the broad categories that are mostly middle skills jobs. Middle-skills jobs generally include those jobs that require some post-secondary education (though not necessarily a Bachelor’s Degree) or advanced vocational training. The postsecondary education and training requirements typically include an Associates Degree, vocational certificates, significant on-the-job training, and previous work experience. It is projected that demand for middle skills jobs will remain robust in future, not only because of anticipated above-average growth in particular industries but also

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2. High-skill occupations are usually those in the professional, technical and managerial areas; low-skill occupations are often found in the service and agricultural areas.
because of a need to replace an increasing number of retiring workers. The industries likely to see an increase in demand for middle-skill jobs will be in the health care, advanced manufacturing, logistics and transportation, construction, installation/repair fields, and knowledge-based fields.

Most openings are anticipated to be in the following occupations:

- Office/administrative
- Food preparation/serving
- Sales
- Healthcare
- Education
- Transportation

Employment and Educational Outlook for the City of Los Angeles

As of February 2014, the City of Los Angeles has a civilian labor force of 1,939,300 individuals\(^3\). Of that number, 190,000 or 9.8 percent are unemployed. The recession of the past decade has hampered the City’s economy and resulted in significant job losses. New employment opportunities in the City will likely come from small and medium business and from technologically oriented businesses.

In the past, a number of jobs only required employees to have basic skills, which could be achieved during high school. Currently, growing industries demand an educated and skilled workforce. In order for the City to thrive, regional experts point to the need to successfully address the skills gap between the requirements of the growing knowledge-based industries and the expertise of the local labor force.

Unfortunately, statistics for residents of the City of Los Angeles show that there is a gap between the educational requirements in these fields and the educational levels of the City residents. Specifically, \textit{26 percent of adults do not have a high school diploma}, and only 31 percent have a Bachelor’s Degree or more.

\textbf{Table 2: Educational Attainment}

<table>
<thead>
<tr>
<th></th>
<th>Non High School Graduate</th>
<th>Bachelor’s Degree or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>14.10%</td>
<td>28.50%</td>
</tr>
<tr>
<td>California</td>
<td>18.90%</td>
<td>30.30%</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>23.80%</td>
<td>29.30%</td>
</tr>
<tr>
<td>\textbf{Los Angeles City}</td>
<td>\textbf{25.60%}</td>
<td>\textbf{30.80%}</td>
</tr>
</tbody>
</table>

\(^3\) California Employment Development Department April 2014
If we consider that LA’s leading and competitive industries all have occupations that require both substantial work experience and education beyond a high school diploma, then addressing this “skills gap” is critical to developing a vibrant labor force that meets the needs of high-demand employment sectors in the City of Los Angeles. To address continuing high unemployment levels and the gap between the city’s jobseekers educational and skill levels and what is needed for local high-demand occupations, the City will launch its newly redesigned Workforce Development System for Adults and Dislocated Workers in Program Year 2014-2015. To increase the number of residents who complete high school, in PY 2012-13, the City also realigned its Youth One-Stop Centers to implement a high school dropout recovery system.

**FUNDING RESOURCES**

The City will receive $38.8 million in WIA Adult, Dislocated Worker, and Youth formula funds from the State for Program Year 2014-2015 as detailed under *Tab 4 Budget*. As the allocation for Rapid Response has not been announced, the City is assuming level funding of $2.3 million, based on the amount received in Program Year 2013-2014. In addition to these formula allocations, the City will receive additional non-WIA funds and competitive awards amounting to $14.7 million. The City anticipates a carryover amount of $5.3 million composed of both WIA formula and other workforce related grants. The total allocation available for WDS activities is projected at $61.1 million. While this amount reflects a net decrease of $6.1 million when compared to Program Year 2013-2014, the bulk of this decrease stems from completed programs that are not continuing in the PY 2014-15. Other decreases are from less WIA formula funding and a lower anticipated carryover amount compared to the previous program year.

Each year the city develops a carryover report that provides information on unexpended WIA program funds that are included in the budget along with information regarding both State and Federal competitive grants for the program year. The City has proposed reductions in Community Development Block Grant (CDBG) funds for WDS activities. This has been done to comply with a Public Service limit established by the Department of Housing and Urban Development (HUD). The City has proposed that this reduction be offset with City funds.

WIA Title I formula funds continue to represent the primary source of funding for the City’s WDS, accounting for 77 percent of its revenue. These funds comprise the funding base for both the City’s Adult WorkSource and YouthSource programs. The Adult programs provide training and job placement assistance. The Youth programs reconnect youth to education, provide basic skills remediation, and prepare youth to enter post-secondary education or the labor market.
The Year 15 WIB Annual Plan proposes a balanced budget for PY14-15. Projections for new and carryover WIA revenue are summarized below. Please note that this table does not include other grant funding and other WIA grants.

**Table 3: Workforce Investment Act Funding**

<table>
<thead>
<tr>
<th></th>
<th>PY 13-14 WIA Funds</th>
<th>PY 14-15 WIA Funds</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>$14,256,598</td>
<td>$14,061,014</td>
<td>($195,584)</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>11,051,714</td>
<td>10,282,273</td>
<td>(769,441)</td>
</tr>
<tr>
<td>Youth</td>
<td>15,646,569</td>
<td>14,497,885</td>
<td>(1,148,684)</td>
</tr>
<tr>
<td>Rapid Response*</td>
<td>2,260,025</td>
<td>2,300,000</td>
<td>39,975</td>
</tr>
<tr>
<td>Carryover**</td>
<td>4,235,549</td>
<td>3,871,749</td>
<td>(363,800)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$47,450,455</strong></td>
<td><strong>$45,012,921</strong></td>
<td><strong>($2,437,534)</strong></td>
</tr>
</tbody>
</table>

*Rapid Response funds in PY 14-15 are estimated, as final allocations have not been received by the State.

** Carryover funds in PY 14-15 are estimated.
WORKFORCE DEVELOPMENT SYSTEM REDESIGNS

It is the shared vision of the WIB, Mayor, and City Council to sustain and grow the WDS, and to refocus delivery to better address evolving economic and labor market conditions in the region. Building on the success of the revised Youth system (with an increased emphasis on addressing the local high school dropout problem by reconnecting youth with education and employment), in PY 14-15 the City will launch a redesigned WorkSource System. This new system will better align job seekers to high-growth employment sectors that offer living wage career paths. The redesigned system will greatly increase the number of individuals who are enrolled, and through the implementation of the Integrated Service Delivery (ISD) model, the adult and dislocated worker system will ensure the seamless delivery of services to jobseekers by coordinating the efforts of various service providers.

ADULTS AND DISLOCATED WORKERS SYSTEM REDESIGN

In October 2013, EWDD released a Request for Proposal (RFP) to identify service providers for a redesigned WorkSource Center System. The redesign sought to strategically locate centers in areas of the City with the highest concentrations of poverty; long-term unemployed; and lowest educational attainment rates. As a result of this procurement, the City will launch in PY 2014-15 an improved Workforce Development System for Adults and Dislocated Workers that emphasizes the following five key innovations:

1. Refocus the system on developing Career Pathways opportunities in high-demand employment sectors leading to living wage employment

The WDS System Request for Proposals required operators to identify Career Pathways in high demand occupations and to indicate which industry sectors they proposed to target for training and employment opportunities. A total of nine (9) Industry Growth Sectors are represented in this plan, including: Health Care, Security, Green Tech, Financial Services, Logistics and Transportation, Advanced Manufacturing, Construction, and Hospitality. While strengthening the focus on sectors, the centers will continue to secure employment opportunities for program participants regardless of industry or occupational preference.

2. Harness new technologies and web-based applications to better serve participants and expand access to services

A major component of the redesign is the use of new technologies and web-based applications to improve access to online workforce development services, including Labor Market Information and access to online training and other service options to meet customer needs. Participants will have the ability either to access the WDS remotely or to visit a WorkSource Center site (where they may pursue self-directed
services or may seek staff assistance). The City will use the State’s participant data collection and reporting system (CalJOBS\textsuperscript{sm})\textsuperscript{4} to document and track participant activities and site-specific performance data.

3. Implement an Integrated Service Delivery Model that will enable WSCs to enroll all eligible participants, thereby significantly increasing the number of participants served by the centers

The foundation of the City’s new delivery system is the Integrated Services Delivery (ISD) model. The model is designed to coordinate operational activities among all collocated partners (e.g., public agencies, WSC staff, and other partners). These partners will work in teams to more effectively deliver services to program participants. The ISD model is intended to maximize the leveraging of resources, which should increase efficiency in the provision of services. 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 WIA service providers, and other public agency and community-based organizations. Team members will be able to provide information about the various programs and provide services to job seekers and employers. This will serve to increase the capacity of the WSC across service options and partner organizations.

The City and partner agencies are developing a Training Academy designed to improve the implementation of the ISD model within the system. Courses provided by the Training Academy will educate staff at the WSC on uniform approaches to case management, participant-centered planning, service enhancements, job development, and employer engagement skills and techniques. The Training Academy will also offer professional development centered on fostering effective teams, on learning about specific program components (such as WIA, Wagner-Peyser, Veteran Employment and Training Services, Vocational Rehabilitation, Senior Community Service Employment Program\textsuperscript{5}, and Adult Education and Family Literacy services), on using the new data collection systems, on understanding fiscal processes, and on serving vulnerable populations. The Training Academy will operate on a quarterly basis, with the various modules repeating minimally every three months (or more often, if necessary).

\textsuperscript{4} CalJOBS\textsuperscript{sm} is the State’s new automated data management system, which is scheduled for release in May 2014.

\textsuperscript{5} The Senior Community Service Employment Program (SCSEP) provides opportunities for seniors (Older Worker/Mature Worker) to return to the competitive job market (or enter the competitive job market for the first time) through work experience and job training.
Plan Overview

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

WIA legislation mandates specific services from various programs be available (either on site or via remote access) with at least one physical One-Stop Career Center in the Local Workforce Investment Area. These program services can be provided either by the One-Stop Career Center or by a partner agency. The partners include the California Employment Development Department, California Department of Rehabilitation, United States Department of Veteran Affairs, Los Angeles Unified School District, Los Angeles Community College District, Los Angeles County Department of Public Social Services, and the City of Los Angeles Department of Aging. In the past, the City required its One-Stop Career Centers (WorkSource Centers) to develop Memoranda of Understanding (MOU) with the partner(s) providing the mandated service(s). This year, the City will take the lead on developing individual MOUs with both mandatory and strategic partners. The MOUs will set forth the terms of cooperation and support in building and maintaining an ISD model, wherein each party agrees to provide high quality services that are responsive to the needs of workers and businesses. A primary purpose of these MOUs is to ensure that individuals have access to the requisite education, training, and information resources to pursue lifelong learning that will enable them to advance in their careers as well as to facilitate employment in a timely and effective manner. While non-financial, these MOUs will help the WDS to leverage additional resources and staff.

5. Increase services levels for vulnerable populations (e.g., Returning Veterans, Individuals with Disabilities, Limited English Proficient Individuals, Individuals Experiencing Homelessness, Mature/Older Workers, Ex-Offenders, and Non-Custodial Parents) by mandating minimum service levels.

Another component of the redesign is an increase in the service levels for specific vulnerable populations. The system will continue to require a minimum ten percent service level for both veterans and persons with disabilities. In addition, the ISD model and the system-wide MOUs provide the opportunity to serve other vulnerable populations more effectively. For example, the partnership with educational institutions will help address the needs of English Language Learners, and the partnership with the Department of Aging will facilitate additional services to our Mature/Older Worker participants. Similarly, the coordination of services from the Federal Department of Veteran Affairs and the State Veteran Employment and Training Services will increase the system’s capacity to serve a larger number of veterans than it did in prior years.

In addition to the five key innovations discussed above, the WSC redesign sought to strategically locate centers in areas of the City with the highest concentrations of poverty; long-term unemployed; and lowest educational attainment rates. In selecting WSC sites, EWDD used the Hardship Index Maps developed by the Los Angeles Planning Department to guide its recommendations. The Hardship Index is a comprehensive measure of distress that includes: 1) Age of Population over 65 and
under 18; 2) Unemployment; 3) Percentage of the population over 25 without a high school diploma; 4) Poverty; and 5) Housing overcrowding.

As a result of this data, the EWDD recommendations will result in:

1. An overall increase in the number of WSCs located in South Los Angeles from five to six.

2. Two full-service WorkSource Centers located in Watts, the community with the highest Hardship Index in the City.

3. A new WSC located in Boyle Heights, one of only two communities with “very high” Hardship Indices.

4. Four WSCs located within a 2.5-mile radius of City Hall, a region with a high Hardship Index, and a high concentration of special needs populations.

Reduced Infrastructure Costs

The WSC Redesign also encouraged decreased infrastructure costs by favoring proposals located in City-managed and other low-cost facilities. The new system providers include three centers collocated with community college campuses, including Los Angeles Trade Technical College, Los Angeles City College and West Los Angeles City College. The redesign also includes three WSCs co-located within the State of California Employment Development Department offices, including the Pacoima, Crenshaw and Canoga Park offices.

YOUTHSOURCE SYSTEM REDESIGN AND ACCOMPLISHMENTS

In July 2012, the City of Los Angeles enhanced the 13 YouthSource Centers – “drop-out 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. The new YouthSource program operationalized this strategy by 1) increasing the percentage of out-of-school youth served by the system providers up to 70% and 2) formalizing a regional partnership with the Los Angeles Unified School District (LAUSD). This formal partnership placed a Pupil Services and Attendance (PSA) Counselor at each of the YouthSource centers. The goal is to ensure that out-of-school youth return to school and/or post-secondary employment training programs in high-demand employment sectors.

The student information obtained from LAUSD is used by the counselor and center case management staff to determine the best approach to provide service for that particular individual. The centers are located in areas of the city with a high risk of dropouts and are operated by community-based nonprofit organizations and other public agencies.
Research shows that nearly 20 percent of youth in Los Angeles, ages 16 to 24, are disconnected from education and employment. Given the “skills gap” that exists in our current workforce, the WIB recognizes the importance of addressing out-of-school youth and overcoming the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life. During the first full year (PY12-13) under the new YouthSource re-design, the following accomplishments were achieved:

8,534 young adults utilized our YouthSource Centers
This number represents young adults ages 16-24, who came through our doors seeking educational and job training assistance in their communities. Every young person was provided a program overview and opportunity to meet with the LAUSD Pupil Services Attendance (PSA) Counselor and staff to review their progress towards high school completion.

5,394 young adults received academic advisement from an LAUSD PSA
Each young person met with a LAUSD Counselor to review their transcripts, get a better understanding of their remaining credits needed to graduate, and were provided guidance on an education plan designed to help them successfully complete their secondary education. In the first half of PY 13-14, LAUSD PSAs conducted an additional 2,880 educational assessments.

2,910 young adults enrolled into the YouthSource System
This number represents youth who formally enrolled into the Department of Labor’s Workforce Investment Act youth training program. Each youth receives 12 months of intensive educational and job training assistance which includes paid work experience, work readiness, career exploration and guidance, occupational skills training, tutoring, computer training, college preparation, mentoring and alternative high school services.

972 high school drop-outs were successfully recovered and returned to school
These young people were recovered by the YouthSource system, returned to school and enrolled into the WIA YouthSource program.

Additional sources of funds
The YouthSource System also has accessed additional sources of funds to service over an estimated 1000 out of school youth through the Community Development Block Grant, Los Angeles County Probation Department, Department of Children and Family Services, and US Department of Labor.

$12 Million grant secured to expand the City’s Drop-Out Recovery System
The U.S. Department of Labor identified the City of Los Angeles as an awardee of the Workforce Innovation Grant (Los Angeles Reconnections Career Academy) to serve an additional 1,200 youth and young adults over a three year period. The

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additional funds support the creation of three additional YouthSource Centers expanding the system to 16 centers citywide.

1,243 LAUSD Drop-Outs recovered during the 5th Annual Student Recovery Day
The YouthSource system partnered with the LAUSD Office of Pupil Services on September 14, 2013 to conduct door to door home visits in an effort to provide youth and their families with a myriad of City resources and to bring them back to school.

SYSTEM ACTIVITIES PROPOSED FOR PY 2014-15
The items below highlight a number of services and activities that are proposed as new and/or continuing in PY 14-15, and identify the relevant Workforce Development Strategy or strategies under which each activity is aligned. Further detail on PY 14-15 services and activities is provided in Tab 3 Services Strategies and Activities. Tab 4 Budget provides detailed budget information for PY 14-15 services and activities.

ADULT AND DISLOCATED WORKER ACTIVITIES

WorkSource Centers
WorkSource Centers are the core of the adult and dislocated worker segment of the Workforce Development System. Beginning in PY 14-15, the WDS will implement a redesigned WSC System, consisting of 17 service providers, strategically located in the areas of the City with the highest concentration of poverty, long-term unemployment and low-levels of educational attainment. It is projected that the WorkSource Centers will enroll 45,000 individuals, and provide 9,000 individuals with intensive service and/or training. The new system will emphasize the following program elements:

1. High-Demand Sector Training
2. Online WSC Portal
3. Integrated Service Delivery
4. Leveraging of WIA Resources
5. Services to Vulnerable/Special/Targeted Populations

The Annual Plan recognizes that a number of individuals are self-employed, and that each day many more are inclined to go into business for themselves. Unemployed workers, particularly long term unemployed workers who have exhausted or are near exhausting their unemployment insurance benefits, may be more likely than wage and salary earners to enter self-employment. However, for many, the lack of both business knowledge and access to credit pose significant barriers to self-employment. As such, in coordination with the BusinessSource system, the WDS will seek to expand services to individuals seeking self-employment opportunities.
Rapid Response Services

The City’s Rapid Response program provides six strategies targeted 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. Department of Labor (DOL), various divisions of the State of California Employment Development Department (EDD), WorkSource Center system, and other public and private partners. The Rapid Response strategies, including a summary of the core service components of each, are listed below:

*Rapid Response Core Services/Strategies*
Rapid Response provides transitional services to employers that have issued layoff notices.

*Layoff Aversion/Business Retention*
Rapid Response provides services to at-risk businesses to avert or reduce layoffs and retain businesses in the Greater Los Angeles region, working in partnership with economic development and business associations. Activities include:

- Identifying struggling businesses and connecting them to the resources they need to stay in business
- Collecting labor market information to identify industry trends that may be predictors of worker layoffs
- Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growth industries, and providing 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. The Team connects them to available resources through community events, business organizations, partnerships with community based organizations, and unions/industry associations.

*Public Sector*
The Rapid Response Team provides services to public sector organizations and employees identified as subject to layoffs by closely connecting them with public sector organizations and by developing and implementing strategies for expedited reemployment of individuals affected by layoffs in the public sector.

7 The State of California has indicated that it may provide Governor’s Discretionary 25% awards to fund this activity statewide.
Research and Training
The Rapid Response Team conducts research and participates in training to build team capacity, and 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.

Data Collection/Tracking/Reporting
The Rapid Response 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 of Los Angeles.

SECTOR INVESTMENTS AND INDUSTRY SECTOR TRAINING INITIATIVES

Getting LA Back to Work: National Emergency Grant–Multi-Sector (NEG-MS) and Governor’s 25% Discretionary Award – Multi-Sector (25 Percent Grant)

The NEG-MS is a special grant from the U.S. Department of Labor (USDOL) to the California Multi-Sector Partnership, a consortium of 21 contiguous California LWIAs, including the City, to provide workforce-related services. The services include core, intensive, training (including on-the-job), and support services to persons dislocated in mass layoffs of 50 or more identified from the Census, the Los Angeles Unified School District, and the City, as well as any additional layoffs identified by the U.S. Department of Labor. The grant period for the NEG-MS is March 18, 2011 through June 30, 2015. Similarly, the 25% Grant provides employment and training services to persons dislocated from other private sector employers. The grant period for the 25% grant is from September 1, 2012 through March 31, 2015.

Living Independently Through Employment (LITE) Program

Funded through the Community Development Block Grant program and approved through a separate City plan approved by the Housing and Urban Development Department, the Skid Row Development Corporation runs an Employment Portal at a homeless center in downtown Los Angeles to provide job search and job placement assistance, supportive services, etc. essential to Skid Row residents in obtaining gainful employment.

Southeast Los Angeles Portal

Funding is provided to continue operating a WorkSource Center portal to provide workforce development services to residents living south of the Santa Monica Freeway and east of the Harbor Freeway.
YOUTH ACTIVITIES

YouthSource System

Since its redesign in PY 11-12, the YouthSource System has focused on addressing the region’s high school dropout crisis and implementing student recovery efforts. The system places a priority on the 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, including an emphasis on guiding youth through an assessment and a self-inventory process to help them identify their interests, preferences, motivations, and options. From a more informed and guided stance, youth will be better prepared to map out a path toward higher education, vocations, and careers.

System goals for PY 14-15 include increased leveraging of services by developing partnerships that bring relevant expertise and to the system to more fully concentrate on its strengths; reducing infrastructure costs; and initiating a sector focus approach that incorporates career ladders in high growth areas. It is projected that the YouthSource System in PY 2014-15 will serve a comparable number of youth as in PY 2013-14.

LAUSD Drop-Out Prevention and Recovery Counselors Systems’ Support

Los Angeles Unified School District’s (LAUSD) Office of Pupil Services continues to serve as a collaborator for all YouthSource Centers to identify out-of-school youth and target them for services. LAUSD counselors will work with the City's YouthSource Centers and will coordinate with the YouthSource Center case managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs.

Youth Education and Career Inventory

Piloted in PY 11-12, and extended through PY 12-13, the InnerSight Experience is a person-centered inventory and assessment process that is used to help youth understand their individual preferences. InnerSight uses a widely researched and consistently validated interest and preference inventory designed to identify and clarify preferences, interests, learning and communication styles in both youth and adults. YouthSource system participants complete their inventory, participate in a guided session with professional development experts, and receive an individually tailored guide book that contains their interests, preferences, skills and strengths. The results of the experience session empower participants by providing them a vocabulary for discussing their personal and career interests; a context for understanding their
preferences in terms of who they are; a framework for making choices about their present and future educational goals that are in alignment with their preferences, interests and talents, and language to use in developing resumes, completing letters of application for college or career in a personal and professional manner. Additionally, using this assessment process, youth program case managers have been trained to better prepare and implement an Individual Service Strategy that will lead to educational and career choices most appropriate for each youth. The InnerSight Experience has been well received by participants and case managers, and its use has improved both youth program participation and excitement by youth participants about planning and achieving their educational and career goals. This results in a greater return on investment by ensuring that youth complete training goals and are more likely to find employment related to their training. These services are subject to procurement for PY 14-15.

LA Reconnection Career Academy (WIF)

The Los Angeles Reconnections Career Academy (LARCA) will support the enrollment of 1,200 young people between the ages of 16-24 over the next three program years. The program model focuses on 100 percent drop out recovery with connections back to school and career pathways and includes a robust evaluation component conducted by the Social Policy Research Associates (SPR). The program will be administered by the EWDD, with direct services provided by the Youth Policy Institute, the Coalition for Responsible Community Development, the Los Angeles Conservation Corp and the Los Angeles Youth Opportunity Movement, Watts and Boyle Heights YouthSource centers. The funding for this program is allocated at $4 million per year for each of the next three program years, and the funding includes all related EWDD and contractor costs.

Summer Youth Activities and Services

The Summer Youth Employment Programs enable youth to gain exposure to careers and the work world while developing fundamental workplace skills (communication, time management and problem solving) and enabling participating youth to earn a paycheck while under the guidance of a supervisor on the job. The goal of these programs is to hire 10,000 young adults into both subsidized and unsubsidized employment.

Summer Youth Employment Program (SYEP)

SYEP has been a key service component for over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14-24 have the opportunity to earn a paycheck while developing foundational workplace skills and a connection to the labor force.

HIRE LA’s Youth Campaign

The goal of this program is to hire young adults into unsubsidized employment. In partnership with the Los Angeles Chamber of Commerce Foundation, this program
provides youth, ages 16-24, with job skills workshops and mock interviews to obtain Work Readiness Certificates (WRC). Hiring events and recruitments are continuously planned throughout the City to highlight the program and to promote the value of the WRC to the business community and to connect youth job seekers with employers.

Youth System Support

The Youth System Support services assist YouthSource Centers with technical assistance and training to provide career and education support services to youth and young adults ages 14-21 who are low income and have additional barriers to employment such as reading and/or math deficiencies, are homeless, an offender, pregnant or parenting, and/or a high school drop-out. Services include one or more of the DOL defined youth WIA ten program elements as well as additional elements required of the YouthSource Centers. The goal is to provide additional resources and expertise to prepare underserved youth for success in education, employment and adult life.

Los Angeles Youth Opportunity Movement (LAYOM)

Through local City funds, the LAYOM supports 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) to reach their education, employment and personal development goals. In partnership with local community based organizations, LAYOM operates two 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.

In PY 14-15, LAYOM will continue to implement the WIA-funded Intensive Transitions project that supports youth offenders returning from probation camps, linking them to education and employment opportunities through the YouthSource System. Services include anger-management training, individual counseling, parent education, after school tutoring, and community service. This case management program has shown an increase in successful completion of probation, reduced recidivism, community service participation and restitution.

Cash for College

PY 14-15 funding will be provided for the Cash for College campaign, which is designed to encourage students to pursue a college education. The campaign’s activities will include:
• A College and Career Convention that features speakers and seminars on college life, interactive career demonstrations, financial aid presentations, and an exhibit hall of college recruiters.
• Workshops throughout Los Angeles at which students and their families receive information about the availability of financial resources for college and assistance in completing the Free Application for Federal Student Aid (FAFSA) and Cal Grant application. This activity is subject to procurement in PY 14-15.

SYSTEM WIDE ACTIVITIES

Workforce Investment Board (WIB) Innovation Fund

The WIB established the Innovation Fund to provide the capital needed to support and replicate the successes of the most effective programs and initiatives in communities throughout Los Angeles. The purpose is to focus on high-impact result-oriented programs to ensure that Innovation Funds are spent in a way that is effective and accountable.

Innovation funds support activities that will help achieve system change in workforce development. At the same time, it is recognized that limited WIA dollars need to be directed at efforts that have evidence of success, to serve more communities in need. The City of Los Angeles will implement and promote structures and utilize resources to create a policy that will promote more innovation and better results.

Customer Satisfaction Surveys and LA Performs

Customer satisfaction surveys and the City’s LA-Performs website facilitate the tracking of performance of the WorkSource and YouthSource systems. LA Performs uploads WDS customer activity data from the State’s new CalJOBS™ System and sorts and displays the data in scorecard format. LA Performs also serves as the data source for the contractor performance evaluations. Satisfaction surveys are conducted on a sample basis of WDS customers by a third party with the results incorporated into the contractor performance evaluations.

Crossroads Workforce Policy Symposium

Continued funding for this annual policy symposium will engage policy makers, city leaders, as well as workforce development professionals in a day-long policy meeting around a singular topic impacting the economic and workforce community in the Los Angeles region. The goal of the PY 2014-15 symposium is to highlight, educate and lead the discussion of critical issues surrounding older worker/younger worker workforce development. Prior Crossroads policy symposium topics have included out-of-school youth, foster youth, ex-offender job seekers and veterans.
Labor Market Information and Analysis

Labor Market Analysis is used to conduct objective research on, and analysis of, a wide range of workforce development and economic issues (e.g., industries and jobs in demand, employment levels and wage rates, availability of training resources, etc.). This information is also used to evaluate industry sector initiatives and high growth industries in connection with employment and job training.

Funding for Fiscal and Special Audits

EWDD’s Financial Management Division is funded in the Annual Plan to enable the unit to perform its fiscal reviews and special audits, and to participate in fiscal and administrative training.

Certification Requirements for YouthSource Centers

The WIB Certification Policy requires WDS contractors to adopt Malcolm Baldrige National Quality Award criteria in their management practices. The Certification Policy calls for Centers to apply for California Awards for Performance Excellence (CAPE), from the California Council for Excellence (CCE). CCE helps public, private, and nonprofit organizations achieve “world class” results through the Malcolm Baldrige National Quality Award principles of Leadership, Strategic Planning, Stakeholder Focus, Measurement, Analysis, and Knowledge Management, Faculty and Staff Focus, Process Management, and Performance Results. Organizations who receive CAPE recognition from CCE have been judged to incorporate these principles and criteria into their management and operational practices.

Performance Improvement and Consultant Services

Performance improvement and consultant services are funded and utilized as part of the Workforce System Performance Excellence process. Services were procured in PY 10-11 and continue to be utilized for the provision of Performance Excellence-related training, staff development, and technical assistance, including continued development of the WDS’ Balanced Scorecard and other department scorecards. Services also include consultation on the use of the Malcolm Baldrige Criteria for Performance Excellence, facilitation of process management activities, and consultation and technical assistance regarding the City’s award-winning application for the California Awards for Performance Excellence (CAPE) Program.

Information System

The WDS will gather and report on all participant related data through Geographic Solutions, Inc. VOS case management system. This data will be migrated to the State’s new automated data management system (CalJOBS℠), which is scheduled to be released in May 2014. In partnership with the State of California, the City will contract with Geographic Solutions, Inc. for a local Virtual One Stop.
Conversion to CalJOBS℠

The CalJOBS℠ will replace the current Job Training Automation (JTA) system. This new system is expected to be fully operational by May 2014. EWDD will continue to work with WorkSource and YouthSource contractors to support the use of this new system in PY 2014-15.

Promotion and Outreach

Provides funding for conducting a marketing and outreach effort that includes a range of activities and services, trainings, development of collateral materials and social media, and direct media buys that will:

- Increase regional market share recognition of and support for the WIB and the Workforce Development System, identifying them and their brands as a trusted source of human capital for employers and workforce development services and resources for job seekers, dislocated workers, and youth.

- Build awareness of the Workforce Development System and Industry Sector Training Initiatives

- Explain the relationship between the WIB and the Economic and Workforce Development Department and facilitate joint messaging as well as align the new JobsLA.org Virtual One-Stop portal with the CALJobs.ca.gov brand.

- Align the outreach and brand efforts with the U.S. Department of Labor and California Workforce Investment Board’s branding directives.

- Foster collaboration in outreach efforts within the larger, regional workforce development and community colleges community to significantly attract regional businesses and employers to increase their effective utilization of the region’s workforce development system.

- Provide Workforce Development System staff training related to effective outreach efforts, implementation of branding, and best-practices business service protocols for business and employer customers.
Please see:

*Tab 3, Service Strategies and Activities*, for a complete listing of PY 14-15 programs in relation WIA and non-WIA funding sources and allocations for PY 13-14 and PY 14-15.

Also for your review and information, see:

*Tab 4, Budget*, for detailed budget information

*Tab 5, Policies*, for proposed new and revised WIB Policies

*Tab 6, PY 11-12 Performance Evaluations*