YEAR 16 WIB ANNUAL PLAN OVERVIEW

The City of Los Angeles Economic and Workforce Development Department (EWDD) manages the City’s workforce development system and promotes public and private investments in economic development activities. These activities align with Mayor Eric Garcetti’s goals to: make Los Angeles the best run big city in America; promote good jobs for Angelenos all across Los Angeles; create a more livable and sustainable city; ensure our communities are the safest in the nation; and partner with residents and civic groups to build a greater city.

The Annual Plan declares the priorities, strategies, challenges, funding sources and allocations, major activities, budget, and policies for the Workforce Development System. The EWDD receives federal, state, and local funds to administer the workforce programs operated by its Workforce Development System (WDS) service providers. In addition, the EWDD also receives funds from private entities and philanthropic organizations. The EWDD manages a network of service providers comprised of seventeen WorkSource Centers (WSC)\(^1\) and sixteen YouthSource centers (YSC). These centers are located in strategic areas throughout the City, where they provide diverse workforce development services for City residents and businesses. The WDS includes not only the WSC and YSC, but also a network of partners that are committed to improving the employment and educational outcomes for its customers. These partners include other state agencies, local educational institutions, chambers of commerce, and economic development agencies, among others.

From July 1, 2000, through June 30, 2015, the Workforce Investment Act of 1998 (WIA) established regulations under which the WSC and YSC operated. On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. The WIOA supersedes the WIA and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. Congress passed the Act by a wide bipartisan majority. This is the first legislative reform of the public workforce system in 15 years. As of this writing, the U.S. Department of Labor (DOL) has just issued Notices of Proposed Rulemaking governing implementation and administration of WIOA. Final regulations are to be issued by January 22, 2016.

The WIOA brings significant changes to both the adult and youth programs, which the EWDD is well positioned to implement.

\(^1\) The City of Los Angeles designates its One-Stop Career Centers locally as “WorkSource Centers, a proud partner of America’s Job Centers of California.”
**WIOA Highlights**
The WIOA brings significant changes to both the adult and youth programs, including:

- Combining Core and Intensive Services into "Career Services" and streamlining access to training services.
- An increased emphasis on service to persons with disabilities.
- Seventy-five percent (75%) of the Youth allocation must be spent on activities for out-of-school youth (up from 30% under WIA).
- Twenty percent (20%) of the Youth allocation must be used for Work Experience for Youth (in and/or out of school).
- Redefined out of school criteria and expanded eligible ages for out of school programs to 16-24 (eligible ages under WIA were 14-21).
- Priority of service, required “when funds were limited” under WIA, must now be established at all times. Priority must be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient.

**EWDD Alignment with WIOA**
The EWDD is well positioned to implement changes mandated by WIOA:

- Policies within the Annual Plan have been rewritten to reflect the changes in customer flow.
- The City has been working closely with the State Department of Rehabilitation to better integrate services for individuals with disabilities.
- In 2012 the City’s Youth system required that 70% of the youth served would be out-of-school youth. Currently, over 80% of the youth served are out-of-school youth.
- Through its Summer Youth Employment and year-round Hire LA’s Youth employment programs, the City has vast experience in providing work experience to youth.
- The City has piloted programs to reconnect youth ages 16-24 years old with education and employment.
- The City’s adult and youth programs have a history of serving those with the greatest need, with a focus on veterans, low-income families, individuals with disabilities, foster youth, and the homeless.
Coordination with Other EWDD Divisions

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

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

Linking the City’s economic development activities with workforce development is key to ensuring the success of the regional economy and labor force. The Year 16 Annual Plan for Program Year 2015-16 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 16 Annual Plan, the WIB took into consideration the changes brought about by WIOA, the priorities established by the Mayor and the California Workforce Investment Board (CWIB), the city’s current economic and educational situation, the resources available to tackle this reality, and its own priorities.

The WIB had previously established priorities that it recommends be continued in the Year 16 Annual Plan, such as the ten percent service level requirement for individuals with disabilities and veterans. In addition, the Annual Plan seeks to ensure that the workforce development system continues to target services to other vulnerable populations, including those afforded new opportunities to enter the labor force. The system will work to improve linkages with the city’s Day Laborer Centers, with the Los Angeles Regional Reentry Partnership, and the Los Angeles Veterans Collaborative and Employment Council. Other recommendations from the previous year include a continuance of the Integrated Service Delivery model, adherence to the training expenditure requirement stipulated in the State Senate Bill 734, and a greater reliance on leveraged resources. Moreover, the Annual Plan continues the WIB’s focus on addressing the high school dropout crisis, continuing student recovery efforts, and providing summer youth employment opportunities to disconnected youth. The WIB will explore strategies to better serve young adults up to the age of 24 in the Youth formula-funded programs. These may include increasing the system’s capacity through additional training of the provider community, through greater linkages with agencies already serving this young adult population, and through coordination of services in the
Adult system. 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.

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

In 2014, California’s economy continued its recovery from the Great Recession. Since 2012, the state has added jobs at a faster rate than the nation as a whole, and in June 2014, recovered the 1.3 million jobs lost during the recession. California’s unemployment rate is still above pre-recession levels, but has declined by over 1% annually over the past three years. The annual unemployment rate for the State fell to 7.5 percent during 2014, a reduction of 1.4 percentage points compared to 2013 levels, and 4.8 percentage points from its peak in 2010. Regional experts expect the State’s job growth rate to continue at a moderate pace in 2015, with employment growing at a rate of 2.2 percent.

Table 1: Annual Unemployment (%)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>6.2</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>7.5</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>8.3</td>
<td>10.2</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>8.7</td>
<td>10.7</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’s economic progress closely follows that of the State with a 1.9 percent increase in job growth in 2014. The County’s unemployment rate fell to 8.3 percent from 9.9 percent in 2013.

Most of the county’s major industries added jobs last year and the county should surpass its pre-recession jobs peak in 2015. Job growth in Los Angeles County was spread across most industry sectors, although the State has identified three broad categories (healthcare and social services; administrative, support and waste services; and leisure and hospitality) which accounted for 59 percent of the job growth in the
region. Continued job growth in the County is projected to decrease unemployment to 7.2 percent by the end of 2015 and to 6.6 percent by 2016.\(^2\)

The Workforce Investment Boards of the City and County of Los Angeles jointly commissioned the Los Angeles County Economic Development Corporation (LAEDC) to undertake an industry analysis of the Los Angeles region. The report, which provides demographic, employment, and occupational data specific to the City of Los Angeles, is included in Tab 2 of the Annual Plan. Highlights of the report include that the City has nearly four million residents, with a median household income of $48,500. Nearly 21 percent of these households are at or below the federally defined poverty level. More than a quarter of the working adults 25 years or older have less than a high school degree and an additional 20 percent are high school (or equivalent) graduates. These low levels of educational attainment correlate with lower income levels.

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.\(^3\) 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 associates degree, vocational certificates, significant on-the-job training, and previous work experience.\(^4\) It is projected that demand for middle skills jobs will remain robust in the future, not only because of anticipated above-average growth in particular industries but also because of a need to replace an increasing number of retiring workers. 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, and knowledge-based fields.

Most openings will be in the following occupations:

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

---

\(^2\) Economic Forecast, February 2015. LAEDC Kyser Center for Economic Research.


\(^4\) 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.
Employment and Educational Outlook for the City of Los Angeles

As of March 2015, the City of Los Angeles has a civilian labor force of 2,017,000 individuals. Of that number, 154,600 (or 7.7 percent) were unemployed. The recessions of the past decade have hampered the City’s economy and resulted in significant job losses. New employment opportunities in the City will likely come from small and medium businesses, and from technologically oriented businesses.

In the past, a significant 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, 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 necessary for these fields and the educational levels of the City residents. Specifically, 26 percent of adults do not have a high school diploma, and only 31 percent have a Bachelor’s degree or more.

Table 2: Educational Attainment (of persons age 25+)\(^6\)

<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>14.0%</td>
<td>28.8%</td>
</tr>
<tr>
<td>California</td>
<td>18.8%</td>
<td>30.7%</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>23.4%</td>
<td>29.7%</td>
</tr>
<tr>
<td>Los Angeles City</td>
<td>25.5%</td>
<td>31.1%</td>
</tr>
</tbody>
</table>

Acknowledging 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.

FUNDING RESOURCES

Just recently, the State announced the Formula funding allocated to the City for PY 2015-16. The City developed the proposed WDS service strategies, activities, and budget for the Year 16 WIOA Annual Plan based on these allocations and estimates of the projected carryover funds from prior year WIA formula and other workforce funds. The City will receive $40.0 million in WIOA Adult, Dislocated Worker, and Youth formula funds from the State specifically for Program Year 2015-2016, as detailed under Tab 4, California Employment Development Department May 2015.

\(^5\) California Employment Development Department May 2015.

\(^6\) U.S. Census Bureau: State and County QuickFacts.
Budget. Since the allocation for Rapid Response has not been announced, the City is assuming level funding of $1.8 million, based on the amount received in Program Year 2014-2015. In addition to these formula allocations, the City plans on receiving additional non-WIA funds and competitive awards amounting to $12.4 million. Each year the city develops a carryover report that provides information on unexpended WIA program funds. The City anticipates a carryover amount of $9.7 million composed of both WIA formula and other workforce related grants. Total funding available for WDS activities is projected at $63.9 million. Although not reflected in this plan, the City anticipates receiving additional funds through competitive grant applications.

The WIOA Title I formula funds represent the primary source of funding for the City’s WDS, accounting for 75 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 16 Annual Plan proposes a balanced budget for PY15-16. Projections for new and carryover revenue are summarized below:

Table 3: Workforce Investment Act / Workforce Innovation and Opportunities Act Funding

<table>
<thead>
<tr>
<th></th>
<th>PY 14-15 WIA Funds</th>
<th>PY 15-16 WIOA Funds</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>$14,053,754</td>
<td>$14,517,847</td>
<td>$464,093</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>$10,277,370</td>
<td>$10,503,957</td>
<td>$226,587</td>
</tr>
<tr>
<td>Youth</td>
<td>$14,497,885</td>
<td>$14,987,996</td>
<td>$490,111</td>
</tr>
<tr>
<td>Rapid Response*</td>
<td>$1,762,180</td>
<td>$1,762,180</td>
<td>$0</td>
</tr>
<tr>
<td>Carryover</td>
<td>$4,823,511</td>
<td>$3,746,862</td>
<td>($1,076,649)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$45,414,700</strong></td>
<td><strong>$45,518,842</strong></td>
<td><strong>$104,142</strong></td>
</tr>
</tbody>
</table>

*Rapid Response funds are estimated, as the final allocation has not been received by the State. This table does not include other grant funding and other WIA/WIOA grants.

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 a revised Youth system, in PY 14-15 the City launched a redesigned WorkSource system. This new system seeks to better align services and training with high-growth employment sectors that offer living wage career paths. One of its goals is to greatly increase the number of individuals enrolled into the system. 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 AND ACCOMPLISHMENTS

In October 2013, the EWDD released a Request for Proposal (RFP) to identify service providers for a redesigned WorkSource Center (WSC) 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, in PY 2014-15 the City launched an improved Workforce Development System for Adults and Dislocated Workers by implementing the following five key innovations, all of which are alignment with WIOA legislation:

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

   The WDS has invested in a sector-driven approach to workforce development to meet the needs of employers in specific industries within the region. Through a combination of efforts led by the WDS and sector intermediaries, the City is committed to convening regional stakeholders and to leveraging public and private funds to build this sector-driven strategy focused on high-demand and high-growth industries. The WDS will initially concentrate on four industry clusters: information technology, advanced manufacturing, biotech/bioscience, and healthcare. Notwithstanding the emphasis on sectors, the WSCs will continue to ensure customer choice requirements are met.

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. In October 2014, the City launched JobsLA.org, an online application that provides participants the ability to access the WDS remotely. The JobsLA portal links directly to the State’s participant data collection and reporting system (CalJOBS\textsuperscript{sm}). This linkage allows the system to document and track participant activities and site-specific performance data. To date, more than 43,000 jobseekers have already accessed these online services and created online employment profiles.

   Working with the State, the city is investing in the development of a mobile platform for the JobsLA portal. The mobile platform will increase access to JobsLA by allowing users to log in via mobile devices.
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 co-located partners (e.g., public agencies, WSC staff, and other partners). These partners 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 are able to provide information about the various programs and provide services to job seekers and employers, thereby increasing the capacity of the WSC across service options and partner organizations. Currently, enrollment into the WIA Adult and Dislocated Worker programs has increased to 14,754, up from 5,018 in the previous year. In partnership with the California Employment Development Department (EDD), the WDS has provided Wagner-Peyser services to an additional 60,653 individuals. Combined, as of April 30, 2015, the system has served 75,407 individuals.
The ISD model combines the expertise of public agency and WSC staff to deliver services more effectively than did the prior service delivery model. A key component is ensuring that there is a consistent approach to service delivery and a consistent understanding of the eligibility requirements, opportunities and limitations of the various partner programs.

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

The WIOA legislation mandates specific services from various programs to be available (either on site or via remote access) within at least one physical One-Stop Career Center in the Local Workforce Development 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. The City has developed individual MOUs with both mandatory and strategic partners. The MOUs set forth the terms of cooperation and support in building and maintaining the 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 help the WDS to leverage additional resources and staff. As an example, in PY14/15, the City’s partnership with the California Department of Rehabilitation (DOR) promoted awareness of DOR and its mission to the WSCs and provided opportunities for DOR consumers with disabilities to access WSC resources when looking for employment. The partnership resulted in an increase of referrals of persons with disabilities into the DOR system and allowed for a sharing of resources (more specifically, staffing) between DOR and WorkSource centers, and reduced the duplication of services. Consumers were provided additional resources which they could not have found in one specific location.

In addition, the WDS has established WorkSource Centers on two Community College campuses and has begun a partnership with the Los Angeles Public Library system to provide coordinated job seeker services in library branches.

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. Vulnerable Populations

The WorkSource Center redesign aligns with the mandates of WIOA by providing a priority to provide services to specific vulnerable populations. The system will continue to require that a minimum of ten percent of all new enrollments be veterans and a minimum of ten percent of all new enrollments be 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.

To further assist veterans, the WDS will participate in the “Transitioning Veterans Financial Coaching Program”. This is a pilot project offered by the Department of Labor/Employment and Training Administration (ETA) in partnership with the Consumer Financial Protection Bureau (CFPB). The program is designed to provide financial coaching services, targeting recently-transitioned veterans to help them with their financial goals. The project aims to provide financial coaching services at critical points in consumers’ lives, especially as they transition from military service or from being unemployed. The program places 40 certified financial coaches at organizations around
the country to provide individualized educational services. The WDS has secured the services of two of these coaches who will provide services in two of the WorkSource Centers.

**YOUTHSOURCE SYSTEM REDESIGN AND ACCOMPLISHMENTS**

In July 2012, the City of Los Angeles realigned thirteen YouthSource Centers – “dropout recovery centers” with the co-location of certified LAUSD student counselors who have access to student data to determine attendance patterns, credits earned toward graduation, test scores and behavioral patterns. 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 percent and 2) formalizing a regional partnership with the Los Angeles Unified School District (LAUSD). The formal partnership placed a Pupil Services and Attendance (PSA) Counselor at each of the YouthSource Centers. The goal of this partnership is to ensure that out-of-school youth return to school and/or post-secondary employment training programs in high-demand employment sectors.

Through this partnership, PSA counselors complete educational assessments for all YSC participants. The information obtained is used by the counselor and center case management staff to determine the best approach for that particular individual. The centers are located in areas of the city with a high risk of dropouts and are predominately operated by community-based nonprofit organizations.

Research shows that nearly 20 percent of youth in Los Angeles, ages 16 to 24, are disconnected from education and employment\(^7\). Given the “skills gap” that exists in our current workforce, the WIB recognizes the importance of addressing out-of-school youth and reducing the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life. During Program Year 2013-14, the following accomplishments were achieved:

1. **13,159 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 Counselor and center staff to review their progress towards high school completion.

2. **4,947 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 provided guidance on education plan to successfully complete their secondary education. In

---

\(^7\) One in Five Study-Teen Disconnection in Los Angeles and its Neighborhoods (2004)
the first half of PY 13-14, LAUSD PSAs conducted an additional 2,880 educational assessments.

2,488 young adults enrolled into the YouthSource System
This number represents youth who formally enrolled into the U.S Department of Labor’s WIA 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.

413 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 1,000 out-of-school youth through the Los Angeles County Probation Department, Department of Children and Family Services, and U.S. 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 additional funds support the creation of three additional YouthSource Centers expanding the system to sixteen Centers citywide.

SYSTEM ACTIVITIES PROPOSED FOR PY 2015-16
The items below highlight a number of services and activities that are proposed as new and/or continuing in PY 2015-16, and identify the relevant Workforce Development Strategy, or strategies, under which each activity is aligned. Further detail on PY 15-16 services and activities is provided in Tab 3, Services Strategies and Activities. Tab 4, Budget, provides detailed budget information for PY 15-16 services and activities.

ADULT AND DISLOCIATED WORKER ACTIVITIES

WorkSource Centers
WSCs are the core of the adult and dislocated worker segment of the Workforce Development System. In PY 14-15, the WDS implemented 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. The new system emphasizes 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

In coordination with the BusinessSource system, the WDS expands services to individuals seeking self-employment opportunities.

**Rapid Response Services**

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

1. **Rapid Response Core Services/Strategies**
   Rapid Response provides transitional services to employers that have issued layoff notices (WARN and Non-WARN);

2. **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. This has been done in partnership with economic development and business associations. Activities include:
   a. Identifying struggling businesses and connecting them to the resources they need to stay in business;
   b. Collecting labor market information to identify industry trends that may be predictors of worker layoffs;
   c. 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;

3. **Community Outreach**
   The Rapid Response Team provides outreach and disseminates information to dislocated workers, local at-risk businesses, marginalized communities, and the unemployed/underemployed, connecting them to available resources through community events, business organizations, partnerships with community based organizations, and unions/industry associations.
4. Research and Training
The Rapid Response Team conducts research and participates in training to build team capacity, as well as provide 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.

5. 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.

WORKSOURCE SYSTEM ENHANCEMENTS

WIA 25% Additional Assistance – South Bay Workforce Investment Board (SBWIB)

The EWDD is a subrecipient of a multi-jurisdiction grant awarded to the South Bay Workforce Investment Board. The WDS will serve an estimated total of 525 dislocated workers throughout the City. The WDS service providers will outreach and recruit eligible participants and provide training and job placement assistance. Training modalities to be deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The additional $721,641 received by EWDD extends the grant period through September 2015.

WIA 25% Additional Assistance – Moving Forward (Nestle’s)

The EWDD received a grant $992,000 to serve an estimated total of 124 dislocated workers from the Nestle’s Hot Pockets facility in Chatsworth. The WDS service providers will outreach and recruit eligible participants and provide training and job placement assistance. Training modalities to be deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The grant period is retroactive to September 2012 through March 2016.

WIA 25% Additional Assistance – A New Direction for the Workforce

In partnership with the Verdugo Workforce Investment Board, the EWDD received $3,000,000 to serve an estimated total of 400 dislocated workers. The WDS service providers will outreach and recruit eligible participants and provide training and job placement assistance. Training modalities to be deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The grant period is from October 2014 through March 2016.
Southeast Los Angeles and Library Portals

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. In addition, EWDD will partner with the City’s library system to provide jobseeker services in library branches.

Workforce Innovation Fund – Los Angeles Regional Initiative for Social Enterprise (LA:RISE)

Los Angeles is leading the way in improving employment outcomes for individuals facing significant barriers to work. Building on the model of social enterprise, LA:RISE will stimulate job acquisition and retention for 500 individuals who make up the hardest-to-serve populations – those with a history of homelessness, incarceration, and disconnected youth. This innovative initiative is the first of its kind to integrate employment, social enterprise, and specialized services within the workforce system. LA:RISE will change the way business, government, and nonprofits work together in transforming the lives of people and communities with the power of a job.

YOUTH ACTIVITIES

YouthSource System

Since its redesign in PY 2011-12, 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 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 is 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.
New service elements imposed by WIOA that will be introduced in PY 2015-16 include:

- Services to provide financial literacy education
- Services to provide entrepreneurial skills training
- Services that provide labor market information about in-demand industry sectors and occupations
- Services to provide postsecondary preparation and transition activities

Youth Financial Literacy

Youth Financial Education is one of five new youth service elements added by WIOA. Financial Literacy will educate young people on how to:

- Create household budgets, initiate savings plans, and make informed financial decisions that impact their lives
- Develop skills to manage spending, credit, and debt
- Increase awareness about the significance of credit reports and credit scores
- Understand, evaluate, and compare financial products and services
- Address the financial literacy needs of non-English speakers

In 2009, the City of Los Angeles partnered with Operation Hope to develop and deliver financial literacy education to summer youth participants. In 2013, the City and the County of Los Angeles partnered with the Federal Deposit Insurance Company (FDIC) to expand the City’s financial literacy education curriculum to address issues of borrowing and credit repair for young adults. In the summer of 2014, 180 City and County youth case managers were trained in and delivered four FDIC financial literacy education modules (Bank On It, Check it Out, Setting Financial Goals, and Pay Yourself First) to Young Adults.

The YouthSource system goal is to continue to build upon City-led efforts that help to educate and empower young people so they can make the most of their paid internship income, exit poverty, and in the long-term achieve upward economic mobility. In Summer 2015, the City has secured funding from The Citi Foundation to continue efforts to educate and connect young people to safe and affordable financial products (checking/savings) accounts.
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. The LAUSD counselors work with the City’s YouthSource Centers and coordinate with YouthSource Center case managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs.

Youth Education and Career Inventory-InnerSight

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. The InnerSight experience assists case managers in helping youth create their Individual Service Strategy to enroll in education and job training programs that are based on their interests and preferences. This results in a greater return on investment by ensuring that youth understand and complete their training goals, increasing their likelihood of finding employment related to their training.

Workforce Innovation Fund - LA Reconnection Career Academy

Begun in PY 2013-14, the Los Angeles Reconnections Career Academy (LARCA) supports the enrollment of 1,200 young people between the ages of 16-24 over its 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 is 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 program is funding by an allocation of $12 million spread over three years, and includes all related EWDD and contractor costs.
Plan Overview

Youth Career Connect / Career Pathways Trust

The EWDD will be working closely with the Los Angeles Unified School District's Linked Learning Pathway's campuses in PY 15-16 to create work experience activities for 2 percent of their 18,000 Linked Learning high school students. Linked Learning Pathway programs are located at 24 campuses across the City and are focused on the following career pathways: Health Science and Medical Technology, Arts, Media & Entertainment, Engineering/Law/Teaching, Finance & Business, and Energy, Environment & Utilities. These career efforts are funded by grants secured by the LAUSD through the U.S. Department of Labor's Youth Career Connect and the State of California's Career Pathways Trust funds.

Additional career pathway efforts are funded through the US Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCT) grant secured by the Los Angeles Community College District (LACCD). The TAACCT "LA H3C" program goal is to enroll 7,000 students into healthcare skills certificate courses across all nine LACCD campuses. Referrals from both WorkSource and YouthSource Centers will be made to this program with the shared goal to assist job seekers with earning healthcare skills certificates and gaining meaningful employment in the healthcare field.

Summer Youth Activities and Services

Summer Youth Employment Programs enable youth to gain exposure to careers and the work world while earning a paycheck and developing fundamental workplace skills (communication, time management and problem solving). Participants work under the guidance of a supervisor on the job.

Summer Youth Employment Program (SYEP)

The Summer Youth Employment Program (SYEP) has been a key service component for well 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 work place 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.
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 14-24 years) to reach their education, employment and personal development goals. In partnership with local community based organizations, LAYOM is a vocational, educational, career, and social support system that emphasize the talents and capacities of the community's youth and families. LAYOM serves in-school and out-of-school 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 15-16, LAYOM will continue 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. The case management program has shown an increase in successful completion of probation, reduced recidivism, community service and restitution.

Cash for College

The Cash for College (CFC) campaign is designed to expand access to education and career opportunities for low-income youth. This initiative is intended to integrate CFC activities into the YouthSource System to ensure access to CFC activities for WIOA program-enrolled youth. Project services are coordinated through a contract with the Los Angeles Area Chamber of Commerce Foundation.

Primary services include:

- Targeted outreach to YouthSource participants to ensure attendance of 500 WIOA-enrolled youth at the Cash for College Convention.

- Facilitation and recruitment of thirteen YouthSource contractors to be "pick-up" sites for the College for Cash Convention.

- Providing information for Free Application for Federal Student Aid (FAFSA) financial aid workshops to all YouthSource Contractors.

- Ensuring that 100 WIA program-enrolled youth participate in the Cash for College financial aid workshops.
SYSTEM WIDE ACTIVITIES

Workforce Investment Board (WIB) Innovation Fund

The WIB established the Innovation Fund to support effective programs and to provide the capital needed to replicate the success of those programs and initiatives in communities in Los Angeles. The intent of focusing on high-impact, result-oriented programs is to ensure that Innovation Funds are spent in a way that is effective and accountable.

In PY2015/16, the WIB Innovation Fund will support the City’s efforts to implement WIOA program elements, including: incumbent worker training, high-demand sector training leading to career pathways, services to vulnerable populations and individuals with barriers to employment. The WIB Innovation Fund will support these goals by funding new workforce strategies that will:

1. Develop Employment Sector Strategies that lead to career pathways in a) Information & Technology; b) Advanced Manufacturing; c) Healthcare; and d) BioTech Manufacturing;

2. Develop effective strategies to serve vulnerable populations, including Transgender populations;

3. Promote collaboration and/or co-location with the Los Angeles Community College District;

4. Promote the use of technology to provide increased access to the Workforce Development System.

Customer Satisfaction Surveys and LA Performs

Customer satisfaction surveys and the City’s LA Performs website facilitate the tracking WorkSource and YouthSource system performance. LA Performs uploads WDS customer activity data from the state’s CalJOBS℠ System and sorts and displays the data in scorecard format. LA Performs 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. The results are also 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 Los Angeles region’s economic and workforce community. Prior Crossroads policy symposium topics have included out-of-school
Plan Overview

Youth, foster youth, ex-offender job seekers, veterans, and older worker/younger worker workforce development.

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

These funds provide support to the EWDD’s Financial Management Division with regard to fiscal reviews and special audits.

Certification Requirements and Technical Assistance

Provides funding to research and develop new certification and performance requirements for the adult and youth systems, incorporating the new WIOA legislation. This will also assist with the continued implementation of JobsLA and CalJOBS\textsuperscript{SM}, including training, staff development, and technical assistance.

WorkSource Center Online Portal

The State Employment Development Department implemented a new data collection system, CalJOBS\textsuperscript{SM}, during the PY13-14. The City contracted with the vendor for the State, Geographic Solutions, Inc., to develop a micro portal linked to the new State System that will provide: 1) local content management and 2) local branding.

Promotion and Outreach

Provides funding for conducting marketing and outreach efforts for a range of activities including staff trainings, business protocol development, media services, development of collateral materials, utilization of social media, and direct media buys that will:

- Address the WIB rebranding needs related to the transition from WIA to WIOA and compliance with co-branding requirements of the U.S. Department of Labor and the California Workforce Investment Board.

- Increase regional market share recognition and support of jobseekers/dislocated workers, youth, and businesses/employers for the WIB Workforce Development System’s WorkSource, YouthSource, JobsLA.org and HIRE LA’s Youth brands.
Plan Overview

- Promote awareness and best practices of the Industry Sector Training Initiatives, the linkage to the Workforce Development System, and the connection to local and regional employers and community colleges.

- Facilitate joint messaging of the WIB and the EWDD goals and objectives.

Please see:

*Tab 4, Service Strategies and Activities, for a complete listing of PY 15-16 programs in relation to WIA and non-WIA funding sources and allocations for PY 14-15 and PY 15-16.*

*Tab 5, Budget, for detailed budget information*

*Tab 6, Policies, for proposed new and revised WIB Policies*