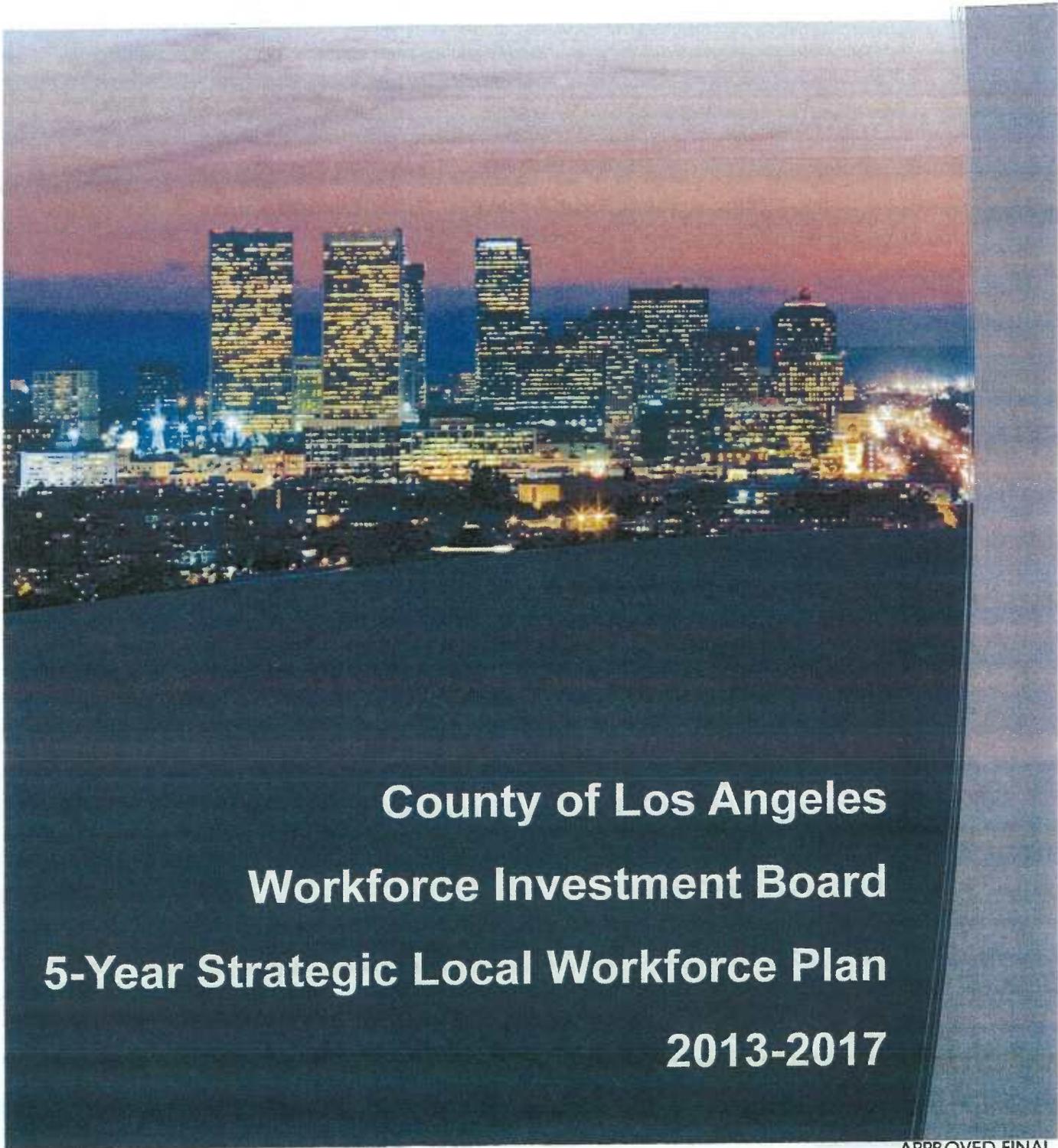




LA County
America's Job Center
*of California*SM



County of Los Angeles
Workforce Investment Board
5-Year Strategic Local Workforce Plan
2013-2017

APPROVED FINAL

INTRODUCTION

In partnership with the Los Angeles County Board of Supervisors, the Los Angeles County Workforce Investment Board (the Local Board) provides regional leadership for the delivery of employment and training services to a geographic area spanning four thousand square miles. The ability to serve this vast and diverse service delivery area necessitates intentional collaboration and partnership with the six other local boards and relevant stakeholders serving the region. To this end, the Local Board has determined to assume a growing and critical role leading collaborative regional initiatives to complement its mandate to administer and monitor federal Workforce Investment Act (WIA)-funded WorkSource Centers, programs, and services to businesses, adult and youth job seekers, dislocated workers, veterans, foster youth, the disabled community, and other underrepresented groups throughout our vast County.

To meet the demands of being a regional leader in workforce development and to achieve its goal of constructing a system committed to high performance and innovation, the Local Board, on May 17 2012, after an extensive consultation process with contractors and stakeholders unanimously endorsed nine principles, outlined below, that lay the foundation for the redesign of the local area system.

NINE GUIDING PRINCIPLES

- 1. We are determined to foster recognition and value of the local, state and national workforce development systems. Increasing public awareness about employment services provided by the WIA system is one of our top priorities.*
- 2. We strive to be a leader in innovation and regional coordination of workforce development initiatives. As the 2nd largest WIA system in the State, and the 3rd largest in the Nation, we are well positioned to assume greater leadership responsibilities for regional coordination of WIA initiatives.*
- 3. We seek to maximize access to workforce development services. New technologies and social media represent new opportunities to increase access and expand delivery of services.*
- 4. We will create an integrated workforce system that delivers seamless services for youth and adults. Through the integration of services, we can achieve greater efficiencies and provide a continuum of workforce services for youth and adults.*
- 5. We aim for a cost-effective workforce development system. Affordability of the system is essential for long-term sustainability.*
- 6. We are committed to a system that prioritizes both business customer and job seeker needs. Our workforce system is successful when we develop business practices that align with the employment and training needs of both businesses and job seekers equally.*

7. *We insist on a performance-driven workforce development system. Increased legislation and public scrutiny demand greater accountability. High-level performance is a priority of the Board of Supervisors, the Local Board and federal and state legislators.*
8. *We place high value on training that leads to placement in recognized high growth sectors. The alignment of training with leading growth sectors will increase the effectiveness of the WIA system.*
9. *We create partnership with and lead coordination of all relevant stakeholders to meet federal, state and local requirements. A successful WIA system is dependent on strong partnerships and shared responsibility.*

Building upon this foundation, the Local Board, on November 29, 2012, further adopted nine major tenets that would provide the framework to operationalize a demand-driven system that is sector focused and responsive to the needs of employers.

NINE MAJOR TENETS OF LOCAL WIA REDESIGN

1. Adopt the Integration Model Recommended by the California Workforce Investment Board

The Local Board determined to follow the trend in California and throughout the country to integrate WIA and Wagner-Peyser partners and services to better serve their customer pools. Impressed by the success of some of the highest performing areas in the State (Riverside, San Bernardino, and San Diego) in achieving significantly higher enrollments and placements, greater efficiencies and cost-savings with the implementation of this mode, the Local Board adopted a commitment to transform the WIA service delivery system into an integrated, comprehensive "One-Stop" model in which all customers may enroll for a full menu of services offered by EDD and the WorkSource Center from a single access point. Currently, seven of Los Angeles County's 17 WorkSource Centers and 3 satellite centers are already collocated with EDD staff.

2. Strengthen Services to Older Youth While Continuing a Full Array of Individualized Services for Younger Youth.

Serving high risk older youth (ages 17-21) is one of the County's highest priorities as they are significantly represented in such County systems such as probation, foster care and CalWORKs. The seven local boards in the County have adopted a common policy to coordinate and collaborate to serve all AB12 emancipated foster youth. Co-enrollment of these youth in both WIA Youth and Adult programs provides greater levels of services and support to prepare these youth to enter the labor market with career pathways. At the same time, younger youth (ages 14-16) are also at risk but have different needs requiring a different service focus on education, including post-secondary, and the full array of services available to youth under WIA, including intensive case management, personalized mentoring and specialized services. The goal of this tenet is to ultimately collocate Youth and Adult funding streams and program services at the same WorkSource Center site, ensuring

that all youth and adults have greater access to seamless services offered by the WIA Youth and Adult funding streams, as well as myriad opportunities and resources provided by partnerships present in our WorkSource Centers. Nine of the WorkSource Centers, and Satellite/Affiliate Centers in the County already have this model.

3. **Standardization:** The Workforce Investment Board is committed to establishing a franchise model for the branding and the delivery of WIA services in the County under the America's Job Center of California Brand in 2013-14. This approach would standardize the way all WorkSource Centers are identified and services offered at all County-funded sites. The Department of Labor announced a national branding initiative in May 2011 and encouraged all WIA funded locations to be identified as, or as a partner of America's Job Centers Network. While this branding is optional, States are considering ways to implement this branding. The WIB is committed to the County of Los Angeles being more prominently recognized with the Department of Labor for funding WIA programs and services by all funded contracted agencies, as well as employers and job seekers, and ensuring there is consistency and uniformity in the way WIA services are provided.
4. **Sustainability:** With implementation of SB 734, most WorkSource Centers reported reductions in staff to meet the training requirement. Currently, \$5.6 million, or 25 percent, of the funds in Adult and Dislocated Worker are set aside specifically for training. It is currently projected that in future years, the County will be required to set aside 30 percent, or roughly \$7.2 million. At the same time, due to the new training requirements, many of our WorkSource Centers are challenged with the compliance implications of staffing shortages as well as continued requirements to provide business services, case management, job development--the standard array of WIA services. Given these funding and requirement challenges, the Local Board is prioritizing the development of sustainability strategies, including a potential reduction in the number of WorkSource Center.
5. **Expand Access to Services:** Technology has changed how individuals and businesses look for jobs and talent, including the use of the internet, social media and remote sites. EDD's new computer system will provide another access point for WIA resources, including enrollment, on-line training, and links to jobs. The Local Board aims to expand on-line access to services from customers' homes, County libraries, or County Service Centers.
6. **Collaborate with other County Departments to Maximize Employment Outcomes for Individuals Served by Multiple Agencies:** Many of the Local Boards and their WorkSource Centers in the Los Angeles County region collaborate with different County departments to provide employment services. However, these partnerships are often forged on an agency-by-agency basis without systems strategy to maximize outcomes. Add to this EDD's own partnerships with these same agencies. In light of this, the Local Board has prioritized efforts to effect greater strategic alignment among workforce partners and County departments for greater leverage of resources and maximized outcomes for shared customers.
7. **Leverage Resources and Partnerships:** Federal funding for WIA programs is likely to be reduced in future years rendering contractors' ability to leverage other funding sources and partnerships to support

employment efforts a critical necessity. Given this, the Local Board will ensure its contractors increasingly diversify funding, demonstrate ability to successfully compete for state and federal workforce grants, and grow relationships and collaborative initiatives with mandated and other key workforce development partners.

8. **Target Training and Employment for High Growth Sectors:** In 2011, based on research and analysis of local economic development data, the Local Board identified the top seven industry sectors with the highest projected growth for the region and developed training and employment strategies tailored specifically for these sectors: Bio-Med/BioTech, Construction, Healthcare, Transportation and Logistics, Hospitality and Tourism, Green/Clean Energy.
9. **Strengthen Services to Businesses and Employers:** To meet the need of the identified high growth sectors, the local Board committed to developing strategies to maximize industry utilization of public workforce system to support their workforce development and employment needs including those aimed at improving and increasing outreach to businesses in these sectors to assess their current and projected employment needs, identifying related training requirement gaps, and ensuring the system prioritized training that would fill these gaps.

Once the framework was established for the system's redesign, the Local Board set a time-line for implementation that would begin with the youth system (2013/14), followed by an enhanced Business Services program (2013-2015), and conclude with the adult system (2014/15).

To initiate the youth system's redesign, the Local Board's Youth Council elicited community, education and business sector input that informed the drafting of 14 major policy recommendations consistent with the major tenets of WIA Redesign and the priorities approved by the California Workforce Investment Board (CalWIB). These recommendations were unanimously approved by the Youth Council on Feb. 21, 2013 and shortly thereafter also unanimously approved by the Local Board on February 28, 2013.

YOUTH REDESIGN POLICY

1. **Partner with K--12 and other stakeholders on strategies to reduce drop--out rates for In--School youth.**
2. **Prioritize services to Older and Out of School Youth, specifically disconnected youth.**
3. **Establish a minimum of 70 percent of youth formula funds to be spent on out-of-school youth.**
4. **Require that 25 percent of older youth are co--enrolled with WIA Adult Programs.**
5. **Re-engage disconnected youth through strategic partnerships with highest need Secondary Schools and Post-Secondary Institutions.**
6. **Increase the number of youth that attain post--secondary degrees/other credentials with a priority on high growth industry sectors as defined by local market information from Los Angeles Economic Development Corporation (LAEDC).**
7. **Partner with employers, education and other partners to connect youth to career pathway options.**
8. **Increase access to Earn and Learn opportunities by earmarking a minimum of 40 percent of youth formula funds for direct services.**
9. **Build partnerships with the Private Sector, Chambers of Commerce, Labor Unions, Community Based Organizations and Economic Development Corporations to maximize the competitive opportunities for youth.**
10. **Establish a minimum of 30 percent leverage for agencies that receive WIA youth funds to ensure additional resources are available to serve more youth in the County.**
11. **Adopt a performance driven youth system.**
12. **Equitable funding to all contractors to ensure sufficient resources to achieve higher results.**
13. **Co-locate youth programs in WorkSource Centers to strategically align and target Adult and Youth services and resources to populations of highest need.**
14. **Utilize technology to increase access and services.**

Shortly after the adoption of the youth redesign policy recommendations, the Local Board, on April 5, 2013, began to operationalize the new system by releasing a work order for specialized, prescriptive services for both In-School and Out-of-School Youth, delineating the unique needs of each population. Forty-six bids were received, and 15 agencies were subsequently funded to provide services in 10 delivery sites for Out-of-School Youth and 7 sites for In-School Youth beginning July 1, 2013. The redesigned youth system projects to increase the annual number of youth served from previous levels of two thousand youth to five thousand youth in 2013-14 with a decrease in the cost from \$4,700 per participant to \$1,700. This will achieve a projected leverage of \$2.1 million.

The Local Board's Five Year Strategic Plan illustrates strategies and a new "demand-driven" business model for our system and re-structures programs and services in alignment with the State's strategic plan and vision. In the past initiatives were not implemented by all WorkSource Centers. The Local Board intends to implement a system-wide approach with lessons learned to achieve greater financial efficiency and program outcomes.

SECTION 1 - VISION

The Governor's vision calls for a State strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the workforce system can both effectively address employers' needs for a high-quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. This strategy draws on lessons learned from the traditional apprenticeship model – providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

State Business and Industry Goal: *Meet the workforce needs of high demand sectors of the regional economy.*

Overview

The *vision* guiding the Local Board's role as regional conduit for collaborative efforts to develop a well-trained workforce prepared to meet the needs of burgeoning industry sectors necessary to feed a robust Southern California economy *is to serve as a...*

- A. *Leader* in regional coordination on workforce development initiatives and an *Innovator* in cost effective solutions to workforce challenges that include shared commitments and leveraged resources.
- B. *Trusted Partner* in sector strategies and initiatives in high growth sectors; and
- C. *Steward* of an integrated, demand-driven service delivery model that effectively addresses the needs of employers by preparing youth for career pathways and adults for sustainable careers.

- A. ***The local Board is a leader in regional coordination on workforce development initiatives and an innovator in cost effective solutions to workforce challenges that include shared commitments and leveraged resources.***

Consistent with State strategies, the County of Los Angeles Board of Supervisors and Local board's vision is to lead regional workforce development strategies and collaboration by convening key stakeholders from business, labor, education and economic development to inspire innovation and cost-effective solutions, including shared commitments and leveraging of resources, to overcome workforce challenges . The Local Board is a trusted and valued partner in sector strategies and training initiatives, in high-growth industry sectors. It is the Local Board's vision to implement a demand-driven service delivery model that is fully integrated to effectively address the needs of employers by preparing youth for education and career pathways and assist adults to be competitive and qualified for sustainable careers.

Given that the Local Area is comprised of 58 of the County's 88 cities, all 151 unincorporated areas that span over 4,000 square miles, almost 4 million residents, 51 school districts, and 7 of the 13 community college districts in the County, a regional leadership role and balanced representation on the Local Board is critical to addressing the workforce development needs of such a large region. The regional economy includes more than 235,000 diverse small, medium and large businesses, more than 35 industry sectors, and dozens of local

and regional chambers of commerce. Seven local boards serve the 10 million residents of the County, one larger (City of L.A.) and five much smaller boards (Pacific Gateway, SELACO, South Bay, Foothill and Verdugo). Leadership and coordination of the regional initiatives of the seven local boards is, and will continue to be, one of the most important roles and strategic priorities of the Local Board.

The County of Los Angeles Board of Supervisors and Local Board are especially committed to a regional leadership role through strong and productive partnerships with businesses, labor, K-12, community colleges, economic development agencies, philanthropy, and community stakeholders in workforce development in the region.

In recent years, the unemployment rate and long-term unemployment in the County of Los Angeles have remained above the state and national averages. The importance and value of our workforce system has increased as more residents look for assistance to obtain training, skill development, employment and economic opportunity.

In June 2007, regional partners created the Regional Economic Development Institute (RED), and regional workforce leaders agreed to meet regularly to build the Los Angeles Workforce Systems Collaborative. The initial commitment was to develop a comprehensive economic and workforce development system in the City of Los Angeles to meet the employment and educational needs of our region's low income and underserved communities. In the following year, the Collaborative expanded to support a countywide regional workforce development system composed of top leadership from the City of Los Angeles and the County of Los Angeles, including the L.A. County WIB, the L.A. Chamber of Commerce, L.A. County Federation of Labor, L.A. Community College District, L.A. Unified School District, L.A. Economic Development Corporation, Employment Development Department, and the United Way.

The Systems Collaborative has focused on leveraging the collective and individual assets, experience and resources of these systemic and institutional partners to create employment and training pathways to sustainable careers in high-demand, high-growth industries to support the economic competitiveness of the greater Los Angeles region.

The consensus strategies adopted by the Systems Collaborative are:

- A) *Support for demand-driven industry sector workforce training initiatives across all institutions and partners, focusing on high growth sectors that the County and City WIBs agreed upon based on local market information and research by the L.A. Economic Development Corporation (LAEDC).*
- B) *A commitment to strengthening the region's workforce development system through systems integration, including co-locations, joint research and partnerships where possible.*
- C) *A focus by all partners together and separately to connect young people to employment opportunities and career possibilities.*

- D) *Commitment to joint promotion and joint advocacy efforts by the County and City WIBs with labor, community college districts, K-12 and vocational/technical education.*

Key accomplishments of the Collaborative include:

- **Genuine and enthusiastic Communication and Collaboration**
Recognizing the urgency to significantly improve the effectiveness of the area's Workforce development system, the Collaborative meets monthly to plan, shape and implement joint workforce development initiatives, grant applications, and engage in systems building discussions to strategically align resources, maximize organizational capacities and achieve a new level of efficiency and collaboration.
- **The Development and Implementation of Sector Intermediary Strategies**
The Collaborative developed the concept of Industry Sector Intermediaries aware that industry partners were pulled by many small-scale training partnerships, often losing interest and focus. As a result, participation in demand-driven sector training is rarely developed and sustained. In an attempt to truly involve business (and labor where relevant), the idea of single Working groups per sector or sub-sector, led by Entities called Sector Intermediarie, was embraced. A rubric defining High Functioning, Functioning, and Low-Functioning Leadership in various aspects of the four primary Intermediary responsibilities of planning, convening, connecting/brokering, and measuring/evaluating was developed and supported. This work led to an RFP (request for proposal) by the City of L.A. WIB in 2012 and 2013 with a commitment to funding by the County WIB beginning in 2013-14. Sector Intermediaries in BioMed, Construction, Healthcare, Utilities, Hospitality, Green Tech are funded as a key business enhancement strategy in partnership with the City of L.A. and as a regional benefit for all 7 WIBs.
- **Co-leveraged Assets to Increase Access and Impact**
The Collaborative has supported systems, integration, promoting the co-location of WorkSource Centers within community college, school district facilities, and EDD. Under the collocation scenario, school districts and community colleges become the presumptive deliverers of training to WIA customers. For example, the County has had two WorkSource Centers located at or operated by community colleges.
- **A Deeper Understanding of the Role of Both Business & Labor in Workforce Development**
The Collaborative supported the Transportation Opportunity Program, a joint effort of key trucking companies and industries in partnership with IBT, Joint Council 42, to address shortages in the trucking industry, pre-Recession. It studied the role of apprenticeship in Europe in training for middle-skill jobs, learning from construction apprenticeship locally. The Collaborative also supported the development of negotiated Taft-Hartley Training Funds (e.g., for janitors, security workers, entertainment employees, and hotel workers) to develop funding sources beyond existing WIA resources in order to bring training to scale.
- **Expanded Regional Youth Summer Jobs**

The Collaborative has been a champion for local government support of co-investments in and private support for a countywide summer youth employment. This is a program that targets youth between the ages of 14 – 21 and places them in public or private sector employment to obtain full-time or part-time summer employment. In 2013, the County Board of Supervisors committed \$5 million, which after the L.A. City Council committed \$2 million and private companies over \$200, amounted to \$7.2 million towards youth employment— an increase of over 40 percent funding and 50 percent more youth gaining valuable work experience. Overall, 75,000 young adults have been hired over the past eight years, a major advance over previous efforts.

Research in Support of Adult Education

In the summer of 2012, facing continuing budget challenges to its core K-12 commitments, the LAUSD redirected much of its funding from Adult Education. Funds that had once been required to educate adult populations, including funding for English as a Second Language, Career Technical Education, and Lifelong Learning, was reduced from \$240 million to \$105 million. LAEDC worked with the Weingart Foundation to secure financial support for a study that made recommendations on the impact of cuts and challenges that this local area system faced as a result of this disinvestment. This study will guide collective and individual policies and initiatives to serve adult basic education learners.

The Local Board has adopted a policy that all WIA Adult Program Contractors must develop a strategy by May 30 of each year for approval by Community and Senior Services (CSS), with initial target of 3 percent in 2013-14, to increase the number of adult basic education students each year who successfully transition to post-secondary education, training or employment and reduce the time students spend in remediation.

B. The Local Board is a Trusted Partner in Sector Strategies and Initiatives in High Growth Sectors.

A Commitment to Joint Advocacy

The development of shared strategies on cross-organizational position papers and joint briefings of legislators on key workforce initiatives, and challenges were crucial to the success of County participation in Access D.C., a Greater Los Angeles Area Chamber of Commerce program for sector and industry leaders, including workforce development; CWA's Legislative Day in Sacramento to brief new legislators who comprise the largest local area contingent in the state, and extensive briefings on the Hill, including with other L.A. County and surrounding County WIBs, to update the largest delegation of Congressional representatives from L.A. County on regional success and collaboration.

Utilizing recent data and analysis of the local labor market and industry sectors, the Local Board has important intelligence on existing and anticipated workforce needs of employers, job seekers, and growth industries. This information is necessary to make strategic decisions and investments. As a result, partnerships have been developed with businesses and regional economic development entities to directly engage employers to coordinate and plan for projected employment and training needs of the local workforce.

Through the Local Board's leadership of other local collaboratives, such as the Boyle Heights Workforce Development Collaborative, participation on LAEDC's Workforce Development Council, and presentations at workforce development events and conferences by community-based organizations and business associations in the region statewide and nationally, the Local Board raises the profile, commitment and importance of the local workforce development system as a strategic partner.

The Local Board is committed to a countywide initiative in collaboration with seven local boards to meet the needs of AB12 emancipated foster youth and coordination of a countywide capacity-building conference to enhance regional coordination and collaboration to meet the employment and training needs of veterans. The ultimate goal is to gain joint funding and support for staffing of a regional One-Stop dedicated to veterans serving veterans.

To accomplish this, funding to WorkSource Centers will be increasingly restricted to provide necessary funding to support training and placements with employers in high growth sectors. Percentages of restricted funding will be determined by WIB policy and reviewed each year at its Strategic Planning Retreats as part of the annual review of the County of Los Angeles WIA Local Area Plan.

C. *The Local Board is Steward of an Integrated, Demand-driven Service Delivery Model That Effectively Addresses The Needs of Employers by Preparing Youth for Career Pathways and Adults for Sustainable Careers.*

The Local Board intends to guide the local workforce system of Adult, Dislocated Worker and Youth Funding into the Integrated Service Delivery (ISD) model by July 2015. California's workforce development system began the use of the ISD model in PY 2008 to explore opportunities for a integrated service system that responds to industry demand, aligns services and training with current local and regional labor market requirements, provides job seekers with skills that lead to self-sufficiency, responds to employer demand, improves efficiency, and reduces duplication of services. Collocation and full integration of services with EDD will begin 2013-14.

The Local Board has adopted a policy that all WIA Adult Program contractors are expected to implement employment and training services with a high emphasis on a demand-driven business model that is focused on meeting the needs of businesses and employers, in coordination with the Employment Development Department and local economic development networks. Contractors must submit quarterly reports that document how they convened and coordinated sector partnerships and regional-local economic development workforce networks to enhance the workforce system role in workforce solutions, alone or in partnership with other One-Stops.

SECTION 2 - ECONOMIC ANALYSIS

The Governor's vision of an effective workforce system committed to sector strategies will be advanced through data-driven decision-making, policy development, strategic planning, and investment. In collaboration with state-level partners, regional and local partnerships must perform data-driven analyses to provide the most relevant economic information, labor-market analysis, and industry projections for their regions.

State System Alignment and Accountability Goal: *Support system alignment, service integration and continuous improvement, using data to support evidence-based policymaking.*

Overview

In order to develop an informed strategy for the focus and delivery of its services, the Los Angeles County Workforce Investment Board (Local Board) commissioned the L.A. Economic Development Corporation (LAEDC) to gather labor market and industry intelligence to support strategic planning for the local area.

*The study included an examination of the demographic and economic characteristics of the County of Los Angeles, labor market analysis with an in depth examination of the regional supply and demand for labor, identification of target industries, and an analysis of the current occupational makeup of the region and projections for the next five years. The study is the basis for the Local Board's commitment to funding sector strategies and intermediaries. References to page numbers, sections, directories, and exhibits in this section correspond to the location of the information in the **Labor Market and Industry Intelligence Report** (April 2013) attached as part of the Local Area Plan.*

Description of Data Gathered And The Method of Analysis And Review:

Demographic data was sourced individually. Most of the data was obtained from the U.S. Census Bureau, but some was estimated by Environmental Systems Research Institute (ESRI) using Census data. Industry data was sourced from the Bureau of Labor Statistics (BLS) and the California Employment Development Department (EDD). The forecasts were derived by LAEDC using public and private databases and in-house expertise.

Estimated Industry Growth:

To determine the composition of the local economy and its workforce needs, an initial analysis was completed on the industry employment offered by current businesses. In general, the County of Los Angeles reflects the national pattern of a largely service-oriented economy, with a government sector accounting for approximately 15 percent of all nonfarm employment. Manufacturing employment has been on a long term decline and accounts for less than 10 percent of employment today. Among the Service industries, professional and technical services is the largest, accounting for over 14 percent of employment, followed by educational and health services, leisure and hospitality, and retail trade.

To better examine the industry performance of the region, larger industry sectors were segmented into their smaller component industries. For example, healthcare and social assistance is a sector that includes:

ambulatory health care services, such as physicians' offices; hospitals; nursing and residential care facilities; and social assistance such as community food services, child day care services and emergency relief services.

Target Industries:

In addition to analyzing the potential for industries to create jobs, an analysis was done to determine the specialization of economic activity in County of Los Angeles as compared to the State or nation. Such relative concentration was measured by location quotients. A location quotient for an industry in the County of Los Angeles shows the percentage of total employment in an industry compared to the percentage in California (or the nation). The industry with the highest location quotient in the County of Los Angeles in 2011 was the motion picture and recording industries, followed by Los Angeles well-established fashion and apparel manufacturing industry. Although manufacturing employment is on a sectoral decline across the nation, Los Angeles remains a relatively concentrated center of manufacturing across many product lines. (Page 43-44) A complete list of industries in the County of Los Angeles and their corresponding quotients is included in the report and are largely made up of *retail, transportation, information technology, health care, and leisure and hospitality* sectors.

Estimated Occupational Growth:

An initial analysis was undertaken to determine the current occupational profile of the Los Angeles region in order to estimate the composition of expected jobs and their educational attainment and skills needs.

The growth of industries in the region precipitates the growth of a particular occupation. The growth or decline of an occupation is affected by the shifting of workers from failing industries to similar roles in growing industries and as workers are replaced with improved technologies or processes.

In addition to the growth and decline of industries, workers within industries leave current positions, either through retirement or promotion, or for other reasons, leaving positions open and in need of replacement.

The largest number of overall openings will occur in the largest occupational groups such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations. Other occupations that will provide a large number of openings are personal care occupations, sales occupations, education and training occupations, and transportation and material moving occupations. Projected job openings by major occupational group are presented in more detail in Exhibit 6-2 (page 58).

Assessment of the Current Economic Situation and Projected Trends of The Local Area Economy, Industries And Occupations Including Major Economic Regions and Industrial and Occupational Sectors:

The current economic situation is thoroughly analyzed throughout the Report, and specifically discussed in Section 4.1 Current Industry Employment (pages 37-38) and in Section 6.1 Current Occupational Profile (page 57). In general, Los Angeles County reflects the national pattern of a large service-oriented economy and sizeable government sector. Manufacturing employment has been on a long-term decline and accounts for less than 10 percent of employment today. Among the service industries, professional and technical services is the

largest, accounting for over 14 percent of employment, followed by educational and health services, leisure and hospitality, and retail trade (page 37).

There is a diversity of occupations, as would be expected from such a large economy. The largest occupational group is office and administrative support, accounting for 18.5 percent of all jobs in the region. This is followed by sales occupations, accounting for approximately 10 percent. The third largest occupational group, food preparation and serving occupations, accounts for 8.4 percent of all jobs. Healthcare occupations, including both practitioners and support occupations, accounts for 8.6 percent of jobs in Los Angeles County. Blue-collar occupations, such as those in construction, account for 17 percent of all jobs. (pages 57-58)

Projected trends are presented in Section 4.2, Regional Industry Employment Forecast on pages 39-41, and Projected Occupational Needs in Section 6.2 (pages 58-59). Detailed tables for each are provided in the appendix.

The County's economy entered a severe recession in December of 2007; however, employment will pick up in 2014, with a year-over-year gain of 1.9 percent, followed by 2.8 percent in 2015 and 2.5 percent in 2016. Employment growth will continue to be positive but will decelerate. Over the long term, the economy in Los Angeles County is forecast to grow at its trend rate of approximately 0.6 percent. (page 39)

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations. Other occupations that will provide large number of openings are personal care occupations, sales occupations, education and training occupations, and transportation and material moving occupations. (Page 58)

Assessment of The Required Workforce Skills And Knowledge Individuals Need In Order To Find Employment In The Priority Sectors Identified In The Local Area Economic And Workforce Information Analysis:

Target industries identified by LAEDC in Section 5.6 (pages 52-53) include:

- | | |
|---|-------------------------------------|
| ⇒ Healthcare | ⇒ Entertainment Industry |
| ⇒ Biomed/Biotech | ⇒ Manufacturing (Selected Products) |
| ⇒ Administrative and Support Services | ⇒ Construction |
| ⇒ Professional and Technical Services | ⇒ Hospitality and Tourism |
| ⇒ Trade (Logistics, Transportation and Warehousing) | |

The occupational distribution of these industries is provided in Section 7. Entry level education and experience requirements for each target industry are provided in a Directory of Industries included on pages 63 through 75.

Description of The Characteristics And Employment-Related Needs of The Local Area Population And Diverse Sub-Populations, Including Those From Target Populations:

Social and economic characteristics of residents provide context and insight into the strengths and challenges of the community. Based upon this information, trends and patterns are revealed and can be used to target outreach programs and other types of development efforts.

Sections 2 and 3 of the Report provide a thorough analysis of the demographics of the local area, as well as a projection on the potential of the workforce based on population and educational attainment.

Section 2 discusses the overall population, veteran population, race/ethnicity and language capability of the local area, and households. (Pages 7- 26)

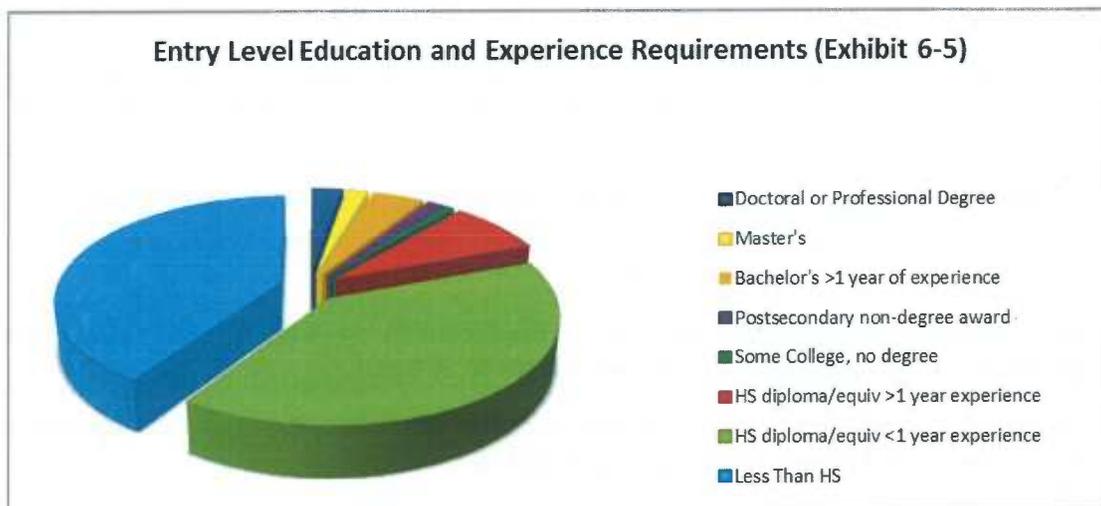
Section 3 discusses the supply of labor and workforce needs as informed by the information provided in Section 2. (Pages 29- 36)

Analysis of The Skill And Education Gaps For All Individuals In Priority Sectors Within The Local Area Or Region:

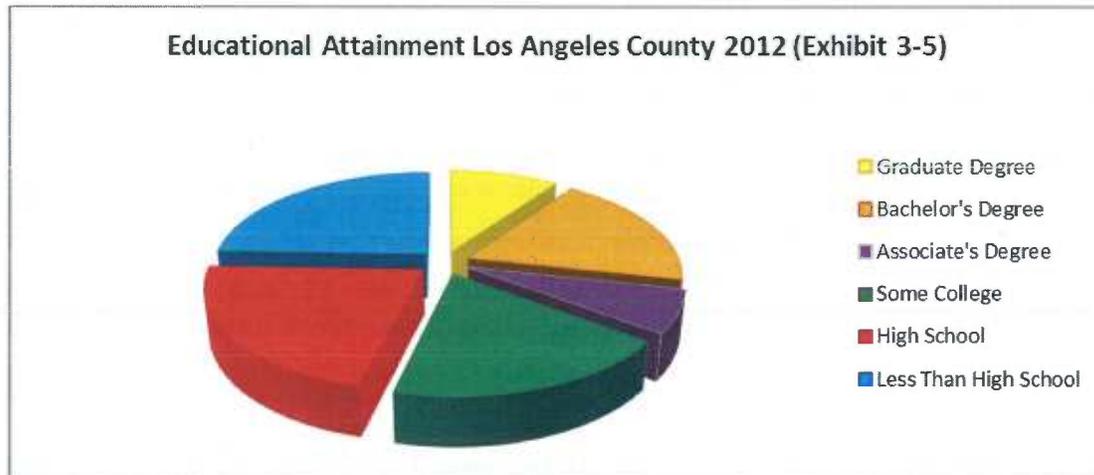
Entry level education and experience requirements for each target industry are provided in a Directory of Industries included on pages 63 through 75.

The education and skills required for all projected openings across all industries in Los Angeles County is shown in Exhibit 6-4 and Exhibit 6-5 on page 60.

Entry Level Education and Experience Requirements (Exhibit 6-5)



The capabilities of the current workforce are provided in Exhibits 3-5 on page 32 (educational attainment) and 3-8 on page 35 (current occupational makeup.)



Evaluation of Underemployment And Jobs That Can Provide Economic Security Or “Self-Sufficiency:”

One of the Local Board’s priorities is to secure commitments from employers, particularly in high-growth sectors, to identify employment and training opportunities to engage job seekers with barriers to self-sufficiency and employment. They include ex-offenders, homeless, long-term unemployed, and individuals with low skill levels.

Data from the Economic Roundtable describes and compares underemployment and industry profile of unincorporated areas such as Florence-Firestone, which has consistently had the highest unemployment rates in the local area. As a result, specific initiatives in these areas and the new emphasis on Sector Strategies and out-of-school youth will be a mandated focus by each WorkSource Center and considered for annual increases over the next five years.

1. Workers with B.A. degrees or higher are much harder hit by the recession in Los Angeles County than in the rest of the U.S. The unemployment rate in Los Angeles is 80 percent higher and the under-employment rate 70 percent higher than in the U.S.
2. Workers under 25 years of age have the highest under-employment rate of any labor force group – 36.1 percent in L.A., 35.8 percent in California, and 30.6 percent in the U.S.
3. African American workers have the highest under-employment rate of any ethnic group – 34.4 percent in LA, 32.1 percent in California, and 26.3 percent in the U.S.
4. Latino workers have very high under-employment but rates dropped in 2011 – current rates are 25.2 percent in L.A., 25.8 percent in California, and 21.6 percent in the U.S.

5. Workers 55 years and older are more severely affected by the recession in L.A. and California than in the U.S. Their under-employment rate in L.A. is 49 percent higher and in California 43 percent higher than U.S. rates.

Analysis of The Challenges Associated With The Local Area Population Attaining The Education, Skills, And Training Needed To Obtain Employment:

The report provides an exhaustive overview of the capabilities of the local population and workforce including language proficiency of non-English speaking households, households by income, the number of families living below the poverty level, educational attainment, etc. Determining how these characteristics impact the population in attaining the education, skills and training needed to obtain employment is best undertaken by those with direct one-on-one interaction with the resident population, as they would have the expertise required to prioritize and address these challenges in a proactive strategy. Supporting professional development of WorkSource Center staff is key to ensuring that intakes of each job seeker include the identification of challenges and barriers to skill development necessary for employment.

The Local Area's Workforce Programs Are Designed To Meet The Skill Needs Of Priority Sector Employers In The Local Area:

Sector Strategies and Sector Intermediaries - Based on a rubric developed in partnership with the City of L.A. Workforce Investment Board, L.A. Workforce Systems Collaborative, and 2013 research from LAEDC, the Local Board committed to fund Sector Intermediaries for six of the nine high growth sectors in the region.

The role of each Sector Intermediary is to:

- Analyze targeted industry sectors to facilitate the development and implementation of workforce solutions;
- Coordinate employer and stakeholder resources;
- Encourage investments in potential and incumbent workers;
- Strengthen the partnership between labor, education, government and community based organizations in each sector;
- Convene employers in targeted sectors;
- Identify appropriate training and training partners including community colleges, that will result in living wage jobs with a career path;
- Monitor a sector's changing needs to develop and propose new employment and training strategies; and
- Evaluate existing training to assess the need to modify or develop new courses and/or curriculum to increase and strengthen the pipeline of competitive and qualified job seekers.

A more detailed description of the role and impact of sector intermediaries is provided in *Section 3: Business Services*.

Sector intermediaries will greatly enhance the workforce development system's business services in our region, establish a priority on placement of job seekers in industry-recognized training for high demand jobs, support employers by strategically aligning training resources to identified employment opportunities and direct efforts to develop a competitive, qualified, and work-ready talent that meets or exceeds the requirements of employers and businesses.

SECTION 3 - BUSINESS SERVICES

The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California's employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy with shared prosperity for all. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st century global economy.

Goal: Meet the workforce needs of high-demand sectors of the state and regional economies.

Overview

- A. *Develop and implement a menu of business services that connects businesses with the workforce system.*
- B. *Adopt a demand driven model focused on meeting the needs of businesses in coordination with the Employment Development Department and the local economic development networks.*
- C. *Regularly analyze and update labor market information to establish priorities and develop policies that support sector strategies.*
- D. *Utilize Sector Intermediaries to facilitate the development and implementation of workforce solutions and work with high-growth sector industries to assess their needs for skilled workforce.*
- E. *Convene and coordinate sector partnerships and regional-local economic development workforce networks to enhance the workforce system role in workforce solutions.*
- F. *Provide immediate support and assessment of opportunities for businesses that are at risk of lay-offs.*

For several years the Local Board operated a Business Services/Marketing Committee dedicated to developing strategies to serve and meet the needs of business. In 2011 the Local Board amended its bylaws to elevate the responsibilities of this committee to the Executive Committee, which has a business majority. Through many discussions of the Executive Committee Business Services strategies and oversight, and in response to input from business representatives, the Local Board established an Ad Hoc Committee on Business Services in late 2012. The Ad Hoc Committee on Business Services was charged with specific tasks including to exploring policies to further the Local Board's goal to be business focused and driven. As a result of the major enhancements to business services in the local area, a standing Committee on Business Services was determined to be the most effective means to consider business services initiatives and policies that are responsive to changing trends in the regional economy.

As a result the Local Board formally reestablished a standing Committee on Business Services with the following duties:

- i. Consider, and recommend to the WIB, strategies for communication and outreach to businesses on local Workforce Investment Act programs and activities provided by County funded WorkSource Centers.
- ii. Review labor market information and economic development issues to identify priorities and make recommendations to the WIB on critical employment sectors and workforce initiatives. Support efforts on completing labor market research to further the WIB's leadership role as a trusted partner in Sector Strategies, Intermediaries, and layoff aversion efforts.
- iii. Consider, and recommend to the WIB, strategies to develop linkages with the region's economic development efforts among various agencies, including educational institutions and other private/public workforce development programs.

As a trusted partner in the local area, the Local Board maintains a very strong relationship and partnership with the Greater Los Angeles Chamber of Commerce and LAEDC, both of which are major membership organizations for small businesses. There has also been significantly increased collaboration and engagement on strategic initiatives with other small business organizations in the local area such as the Latino Business Association, regional business, and economic development associations such as the San Gabriel Valley Economic Partnership and industry specific organizations like Hispanics In Energy. The Local Board, following a recommendation by the Business Services Committee has decided to transition from a supply-driven model to a demand-driven model that places employers participating in high-growth sectors as the primary customers.

A. *The Local Board Continues to Develop and Implement a Menu of Business Services That Connects Businesses With the Workforce System.*

Employer needs in the local or regional area are continuously assessed by WorkSource Centers and the Local Board in its policy and oversight role. On a micro level, WorkSource Centers in the local area perform individual assessments of businesses that seek assistance in developing their workforce. Businesses in the retail, biotech, and financial services sector, for example, have recently been served by our Worksource Centers with training and/or human resources support tailored to the specific needs of the business.

On a macro level the local area works closely with LAEDC to identify high growth occupations in order to anticipate shifts or trends in the local economy. By focusing on high growth sectors, the local area is able to develop training programs that are flexible to meet the needs of employers and businesses. The Local Board also frequently consults local Labor Market Information from the California Employment Development Department (EDD) to assess the regional economy and anticipated growth occupations and/or sectors. Additionally, business representatives of the Local Board, who come from hospitality, entertainment, green jobs, healthcare, financial services, and utilities to name a few, play key roles in shaping policy to better meet the workforce development needs of the region.

The Local Board has identified seven priority sectors: *healthcare, construction, transportation and logistics, clean energy, hospitality and tourism, finance, and biotech*. The Local Board approved funding for sector intermediaries in six of these sectors in 2013-2014 to determine priorities, strategies, training requirements, and partnerships for the highest growth in the regional economy.

The Local Board has adopted policy that all WIA Adult Program contractors are expected to participate in regular meetings organized by Sector Intermediaries to convene high-growth sector industries to assess their current and projected workforce development and training needs in order to align their program planning, job seeker recruitment and support services, and training commitments.

The Local Board, as well as WorkSource Centers in the local area, are committed to strategic engagement and outreach to businesses, small and large, to ensure that they benefit from the support that WorkSource Centers are ready and prepared to provide.

Through its workforce services delivery system, the Local Board encourages businesses to participate in regular partnership meetings to advise the system of current and future needs of employers in the region. Each WorkSource Center has a Business Services Representative who engages and contacts local businesses to communicate the services available to employers. Outreach is often conducted through attendance at chamber of commerce events.

WorkSource Centers are equipped with business services libraries that contain literature, and tax information including information on Work Opportunity Tax Credits and manufacturing incentives, and provide a workspace where businesses are able to conduct specialized recruitments for open positions.

WorkSource Centers also provide job posting assistance, job description development, initial screening and referral of candidates, post hire follow-up, and Rapid Response and layoff aversion services. Also offered through the system is employee training for businesses who want to improve the productivity of their employees, as well as entrepreneurial training.

California Senate Bill 734 training allocations for WorkSource Centers allow for the offering of “earn and learn” models such as On-the-Job Training (OJT) and have been strongly encouraged as best practices. Community and Senior Services (CSS), as the One-Stop Operator of the workforce system, monitors the development of OJT contracts and participants trained under this service via quarterly performance reports and WorkSource Center contractor meetings. The CSS One-Stop Operator issued policy and guidance on OJT development and provided capacity-building training for the WorkSource Center system throughout 2012-13.

In addition, the Local Board adopted a policy that all WIA Adult Program contractors must ensure the availability of, and participation in, earn and learn models such as preapprenticeship and apprenticeship programs, OJT and customized training where workers can build skills while working. Percentages will be mandated for each One-Stop following an assessment of performance after the first program year 2013-14.

Three of the Local Board's WorkSource Centers have provided significant OJT services in their areas including leveraging employer wage contributions under OJT with WIA and matching H1-B grants and State Employment Training Panel funds.

The Local Board has begun dialogue with the State Employment Training Panel (ETP) regarding additional support for our Retrofit America EMS Tech and EE Master Inside Wireman apprenticeship training programs intended for incumbent workers interested in retraining for this new and emerging occupation. The curricula for this ETP-funded upgrade skills training will include the "Earn and Learn" model. Participating energy sector employers may include Terra Verde Technologies, Inc., O'Bryant Electric, and Taft Electric.

It is the Local Board's goal that WSC staff will be adequately trained to have a clear understanding of the training models to use in meeting employers' needs. Training will be tailored to ensure that WSCs can respond to employer's hiring challenges in a timely manner by providing them with information on customized workforce solutions. They will be able to proffer the advantages of the Local Board's OJT program as a way to resolve the immediate hiring need and equip a job candidate with relevant skills to the specifications of the employer. The OJT model is well received by employers because they see the advantage of customized training fashioned to meet their needs. For the job seekers, they embrace OJT because they benefit from an "earn and learn" model that gives them new skills, and immediate employment. It's a win win situation for all.

B. *The Local Board is Committed to Adopt a Demand Drive Model Focused on Meeting the Needs of Businesses in Coordination With the Employment Development Department and the Local Economic Development Networks.*

The Local Board appreciates the business investments and wide diversity that exist within the County and values the critical role it plays in workforce development. In view of this, the Local Board will establish an Employers Contact Committee (ECC) to strengthen service delivery to businesses and employers. The committee will consist of an experienced group of business representatives and an employee of the County, who will initiate and build relationships with local businesses to ensure that employer needs are met. It is expected that these representatives will perform in-person business assessment surveys each quarter. The surveys will ask detailed, non-intrusive questions in an effort to determine how the Local Board may provide support to employers with workforce development needs.

The Local Board will also utilize Sector Partnerships and Regional Workforce & Economic Development Networks to strengthen service delivery to businesses. Each of these have an "earn and learn" component built into their training designs.

The Local Board has adopted a policy that all WIA Adult Program contractors are expected to implement employment and training services with a high emphasis on a demand-driven business model that is focused on meeting the needs of businesses and employers in coordination with the Employment Development Department and local economic development networks. Contractors must submit quarterly reports that document how they convened and coordinated sector partnerships and

regional-local economic development workforce networks to enhance the workforce system role in workforce solutions, alone or in partnership with other One-Stops.

C. **The Local Board is Committed to Regularly Analyze and Update Labor Market Information to Establish Priorities and Develop Strategies.**

As one of the many examples of the Local Board's leadership in promoting informed policy making, the Local Board commissioned the Los Angeles Economic Development Corporation (LAEDC) to gather labor market and industry intelligence to support the strategic planning efforts of the Local Board in order to develop an informed strategy for the focus and delivery of its services.

Through labor market intelligence gathering and analysis, the Local Board's policies to address barriers and challenges to employment and skills gaps in the local workforce are well informed and focused. Alignment of the lessons learned from labor market research with the strategically defined work of Sector Intermediaries, ensures that WorkSource Centers are providing services to support an ever developing workforce in order to meet the needs of flourishing industries and businesses.

Thorough and accurate analysis of the current economic climate and identification of the skills necessary for a job seeker to be successful in the workforce are foundational goals of Sector Intermediaries and the Local Board's Economic Development Networks. It is the specific intent of the Local Board, through Sector Intermediaries and Economic Development Networks, of which LAEDC is a member, that service delivery to businesses is demand-driven and based on real time economic intelligence such that the Local Board's workforce system is immediately responsive to new opportunities to improve and encourage the economic health of the region.

D. **The Local Board is Committed to Utilize Sector Intermediaries to Facilitate the Development and Implementation of Workforce Solutions and Work with High-Growth Sector Industries to Assess Their Needs for Skilled Workforce.**

The Local Board, through its policy and oversight role, identified seven high growth sectors, and approved funding for Sector Intermediaries in six of the seven sectors to further assess the needs and develop and deliver services to the highest growth sectors in the region. Sectors include: *Bio-Med/BioTech, Construction, Healthcare, Transportation and Logistics, Hospitality and Tourism, Green/Clean Energy.*

The Local Board has adopted a policy that all WIA Adult Program contractors are restricted to spending a minimum of 50 percent of SB734 funds for training for placement in the seven high growth sectors approved by the WIB and based on local economic and market information.

The Local Board has also adopted a policy that all contractors receiving WIA Youth funding must develop formal partnerships with employers, education and other partners to connect local youth to career pathway options in established high growth industries.

The primary responsibility of the Sector Intermediary shall be to assist the County's WIA System with outreach and coordination of businesses and employers in one of three select priority high

growth industry sectors. The Sector Intermediary will coordinate with the County's WorkSource Centers to place WIA adult, dislocated, and youth participants into living wage demand occupations. To accomplish this, the intermediaries will:

- Convene executives and senior human resource staff from small, medium and large businesses, companies and corporations within one of the three assigned high-growth sectors including those from feeder/supplier companies, at least once each quarter to develop sector strategies to improve collaboration, coordination and implementation of workforce development strategies with the County's WIA system;
- Convene key stakeholders from the K-12, post-secondary education, and vocational training to determine education needs and resources to prepare more competitive job seekers in an assigned sector and opportunities for strengthening collaboration and coordination.
- Identify training needs, gaps and opportunities for collaboration with the County's WIA system of WorkSource Centers including supporting businesses and employers in the County's service area with general and targeted WIA services and programs.
- Develop a Sector Profile and analyze employer and job seeker needs in one of the Local Board's three high priority industry sectors and develop a strategy and timeline for implementation of short and long-term industry-based workforce solutions for the sector.
- Identify employers and other stakeholder resources to address industry sector human resource and competitiveness needs.
- Encourage investments in potential and current/incumbent workers to create enhanced employment opportunities within an industry sector.
- Establish and maintain relationships with stakeholders in an industry sector such as organized labor, education, government agencies and community organizations.
- Identify the appropriate training and training providers that will result in the placement of County residents into living wage jobs with a career path.
- Establish and maintain relationships with multiple employers within the sector and secure at least (100) commitments to hire County residents that complete the agreed-upon training.
- Monitor the industry sector's changing needs and modify the training and placement strategies accordingly.

The Local Board has adopted a policy that all WIA Adult Program contractors must implement an increased number of career pathway programs in demand industries besides green jobs each year beginning with two programs during the first program year 2013-14.

E. The Local Board is Committed to Convene and Coordinate Sector Partnerships and Regional-Local Economic Development Workforce Networks to Enhance the Workforce System in Workforce Solutions.

Since 2008, the Local Board has been a leading member of the L.A. Workforce Systems Collaborative with a focus on leveraging the collective and individual assets, experience and resources of systemic and institutional partners to create pathways to high-demand, high-growth industries and sustainable careers to ensure the economic competitiveness of the Los Angeles region. The Collaborative is composed of top leadership from the City of Los Angeles and County of Los Angeles, including the L.A. County WIB, the L.A. Chamber of Commerce, the L.A. County Federal of Labor, the L.A. Community College District, the L.A. Unified School District, the L.A. Economic Development Corporation, the Employment Development Department, and the United Way.

The Collaborative helped to shape the establishment of the Sector Intermediary approach to enhancing workforce development service delivery in the local area. In addition, as a trusted partner, the Local Board continues to nurture the networks it has built with business, labor, and economic development agencies within the local area to support coordinated training and skill development of the regional workforce.

As an example of the Local Boards' leadership in convening stakeholders, the Local Board, in an effort to strengthen collaboration with labor organizations and effectively utilize the effective tools it brings to workforce development, established an Ad-Hoc Committee on Assembly Bill 554. Members of the Ad Hoc Committee include organized labor, business and community colleges. Specific preapprenticeship and apprenticeship initiatives were identified, and the Committee recommended that the Local Board support and fund projects where employer and union commitments could be secured to ensure maximum success with placement in career track employment.

Currently, a registered apprenticeship program has been identified and recruitment and screening completed, following a commitment from International Brotherhood of Electrical Workers Local 11 and a major employer with defined training and hiring needs. The commitment to include community colleges as a partner to prepare candidates for the apprenticeship program is a critical component that the employer strongly supports and has committed to formally integrate into the program.

F. The Local Board is Committed to Provide Immediate Support and Assessment of Opportunities for Businesses That Are at Risk of Layoffs.

As part of Rapid Response (RR) activities, the Local Board provides layoff aversion services to at-risk businesses in coordination with other members of the RR Team: the Los Angeles Economic Development Corporation, Sector Intermediaries, and contracted WorkSource Centers. The Local Board works to ensure that layoff aversion efforts are provided to businesses in a proactive and coordinated manner. Services include:

- Establishing early warning system, and formal and informal channels of communication to foretell worker layoffs in advance of the issuance of Worker Adjustment and Retraining Act (WARNs);
- Identifying struggling businesses to the WorkSource Center system vocational and customized training offerings to combat low-skilled worker layoffs;
- Collecting labor market information to identify industry trends that may be predictors of worker layoffs;
- Mapping the skills sets of workers in declining industries and identifying potential job opportunities for them in demand industries requiring similar skills sets; and
- Participating on labor-management committees that work on arranging financial restructurings, buyouts, and ownership transfers of distressed businesses as alternatives to closures and worker layoffs.

These layoff aversion services will continue to be a critical part of the redesign of the Adult Programs slated for implementation in July 2015.

Los Angeles County Rapid Response (RR) Team has implemented several programmatic strategies to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the County of Los Angeles. The RR Team provides Rapid Response services to businesses and dislocated workers through linkages with the U.S. Department of Labor (DOL), various divisions of the State Employment Development Department (EDD), the WorkSource Center system, and other public and private partners. Further, the Los Angeles County RR Team coordinates seamless Rapid Response services with the Rapid Response Regional Roundtable partners to ensure seamless services to those businesses affected.

RR Core Services/Strategies

- Respond to layoff notifications, both with a Worker Adjustment and Retraining Notification (WARN) and without a WARN;
- Schedule RR planning meetings with employers, labor representatives, and RR partners to ascertain company and employee needs and develop a plan of action;
- Schedule and coordinate pre-layoff workshops/events such as resume preparation, interview skills, job search strategies, financial seminars, stress management, job fairs, customized recruitments, etc.;
- Schedule customized orientations for core and intensive activities—Rapid Response and Transitional Adjustment Assistance Program (NAFTA-TAA) in partnership with the EDD;
- Schedule customized orientations for core and intensive activities—Rapid Response and Unemployment Insurance (UI) claimants in partnership with the EDD

- Work in tandem with WorkSource Centers and other community RR team members to ensure dislocated workers receive the best customer services available through increased enrollment, case management, and intensive and training services;
- Collect participant data, track program activities, and report to oversight authorities;
- Identify and request special funding to address mass layoffs and industry specific adverse impacts to the County's economic base such as the National Emergency Grant/Multi-Sector and the State 25 percent Additional Assistance Multi-Sector funding.
- The RR Team plans to increase its activities in conducting research and participating in training to build team capacity as well as provide information to job seekers concerning resource availability, job opportunities, and industry-specific opportunities. This includes tracking growth and decline trends of local industry sectors; gathering local demographics; maintaining skills in cultural diversity and conflict resolution; creating and maintaining relevant resources for employers, dislocated workers, and the public that include vulnerable populations, i.e., Limited English Proficient populations.
- These core RR strategies/services will continue to be a critical part of the redesign of the Adult Programs slated for implementation in July 2015.

The Local Board has adopted a policy that all WIA Adult Program contractors are expected to implement employment and training services with a high emphasis on a demand driven business model that is focused on meeting the needs of businesses and employers in coordination with the Employment Development Department and local economic development networks. Contractors must submit quarterly reports that document how they convened and coordinated sector partnerships and regional-local economic development workforce networks to enhance the workforce system role in workforce solutions, alone or in partnership with other One-Stops.

SECTION 4 - ADULT STRATEGIES

Using shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.

Goal: *Increase the number of Californians who obtain a marketable and industry-recognized credential or degree with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.*

Overview

- A. Integrated Service Delivery Model to transform our WIA Delivery System into a comprehensive "one-stop" whereby all customers who enter the one-stop are enrolled for full menu of services offered by EDD and the WorkSource centers.
- B. Prioritize Services to Veterans, Dislocated Workers, Displaced Workers, Mature Workers, Individuals with Disabilities, Limited English Proficiency, American Indians, and other under-represented groups.
- C. Increase the number of career pathway programs in demand industries including green jobs.
- D. Increase the number of Adult Basic Education students who successfully transition to post-secondary education, training or employment and reduce the time students spend in remediation, and increase the number of under-prepared Job Seekers and Displaced Workers who enter and successfully complete education and training programs in demand industries and occupations.
- E. Implement "earn and learn" models for adults to meet labor markets demands in high growth sectors. This includes on the job training, wages for subsidized and unsubsidized employment, pre-apprenticeship and apprenticeship programs.
- F. Establish a minimum of 50 percent of SB 734 training funds for high growth sectors as identified by local economic development data.
- G. Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment.
- H. Expand the availability of, and participation in, "earn and learn" models such as preapprenticeship and apprenticeship programs such as OJT and customized training where workers can build skills while working.

The Local Board has actively pursued an alignment of its workforce services delivery structure with that of the California WIB's 5-year Strategic Workforce Development Plan. The Local Board and its partners are as varied and complex as the equivalents at the State level. As a result, the Local Board continues plans to use the lessons learned from the State Working Group, which is charged with removing the barriers to State system alignment.

The Local Board is focused on leading innovative workforce development to meet the changing needs of employers, and our labor market, leading to a strong and vibrant economy for the County as a whole. The Local Board will partner with all workforce development stakeholders to develop a countywide approach to enhance pathways to employment opportunities, ensure universal access to all available resources and services, and provide relevant skills acquisition to job seekers.

An important step toward achieving this vision is for the Local Board to increase the awareness of the services offered at WorkSource Centers (WSC) as well as improve the physical visibility of WSCs in the neighborhoods they serve. The Local Board intends to fully utilize the rebranding of WSCs to America's Job Centers of California (AJCC) to create broader and consistent awareness for WIA services and promote the system as a reenergized and improved community asset to businesses and job seekers.

The Local Board's Adult Strategies include: adopting Sector Partnerships to enhance service delivery, taking on strategic community leadership, engaging its diverse regional and local partners, prioritizing and investing in training, and implementing continuous quality improvement for the service delivery system. The Local Board will regionalize these partnerships by forming or tapping into sector partnerships and regional workforce and economic development networks. The Local Board will coordinate the services of its direct service delivery system, including the SB 734 training allocations, with these sector partnerships and networks. Each year, WorkSource Centers will have a higher percentage of funding restricted for training and supportive employment services directed to high-growth sector industries and employer partnerships.

The Local Board's Adult Program Goals for Sector Partnerships and Workforce and Economic Development Networks will align with those of the State Working Group and will share strategies including: alignment of policy goals; establishment of success metrics; monitoring and benchmarking progress; leveraging and alignment of resources; surface competitive and emergent sectors/occupations; identify, remove, or ease administrative and policy barriers; and use data to drive change.

Local Area Direct Services Delivery System

The Adult Goals section describes the Local Board's current emerging sector partnerships and regional workforce and economic development networks, which provide evidence of early efforts in working with the regional education system to jointly develop career pathways and meet the educational needs of its priority sector employers and adult workers. As a priority in its five-year strategic plan, the Local Board intends to nurture its current sector partnerships and networks and will continue to develop and coordinate sector partnerships and networks through its direct services delivery system. As described in Section 1, the Local Board has oversight of 58 of the 88 cities in Los Angeles County regarding Workforce Investment Act funds. The Local Board has members and partners from the 17 contracted WorkSource Centers (America's Job Centers) and WIA mandatory partners, nine of the 13 Community College Districts, 51 K-12 Unified School Districts, and strong commitments from labor unions and apprenticeships within its local area.

The Los Angeles County One-Stop delivery system is currently comprised of 17 WorkSource Centers (WSC) and three satellite sites strategically located throughout the Local Area. WSCs are administered, with Local

Board oversight, by Community and Senior Services, a department of the County of Los Angeles. The WSC system will undergo a change in brand name to America's Job Centers of California (AJCC).

Currently, all of the 17 WorkSource Centers are One-Stop Operators (OSO) in their designated areas. Effective July 1, 2010, as approved by the Local Board and the County Board of Supervisors, the WorkSource Centers' roles as OSOs has been limited to the development and maintenance of the statutorily required Memoranda of Understanding and Resource Sharing Agreements among the mandatory partners for each WorkSource Center.

With the passage of Senate Bills 734 and 698, and the subsequent approval of the State Strategic Workforce Development Plan, the Local Board approved the redesign of the WSC direct service delivery system to meet the needs of businesses and prepare job seekers for the job market. The Local Board will head the redesign of the WIA Adult Programs Services Delivery System in FY 2014-15 to achieve compliance with State and federal requirements, increase performance, and ensure sustainability and competitiveness of the local workforce system. Statutory requirements and the Local Board's system redesign goals are aligned with those of the State Strategic Workforce Development Plan to maintain a direct workforce service delivery system that is high performing, sustainable and competitive. The Local Board has determined that central coordination of the system is critical. Therefore, in approving the Local Strategic Workforce Plan for 2013-17, the Local Board and the Los Angeles County Board of Supervisors approved the designation of Community and Senior Services' Workforce Operations Division, under the Workforce and Community Services Branch, as the One-Stop Operator for the Local Board. As such, Community and Senior Services staff, who are employees of the County of Los Angeles, will coordinate the local one-stop delivery system effective July 1, 2013.

A. The Local Board is Committed to an Integrated Service Delivery Model to Transform Our WIA Delivery System Into A Comprehensive "One-Stop" Whereby All Customers Who Enter The One-Stop Are Enrolled for A Full Menu of Services Offered By EDD and The WorkSource Centers.

The Local Board intends to move the WorkSource Center direct services delivery system toward establishing the Integrated Service Delivery (ISD) model by July 2015. The California's workforce development system began the use of the ISD model in PY 2008 to explore opportunities for a integrated service system that responds to industry demand, align services and training with current local and regional labor market requirements, provide job seekers with skills that lead to self-sufficiency, respond to employer demand, and improve efficiency and reduce duplication of services.

The Local Board vetted its intent, by public forum, to align its workforce delivery system with the California ISD model as a significant part of the local Adult programs redesign. The Local Board, through the One-Stop Operator, will phase in the ISD model through the implementation of the California Workforce Services Network (CWSN) in 2013-14. CWSN will replace both the current Job Training Automation (JTA) system and CalJOBS systems. The Local Board will continue to examine the impact of the ISD model on the volume, types, and cost of services delivered, customer satisfaction, and performance as measured by the federal performance measures.

Continuous Quality Improvement of the Service Delivery System

The Local Board's Certification Policy will include the system redesign organizational structure and require contracted WorkSource Centers to adopt Malcolm Baldrige National Quality Award criteria in their management practices. The Certification Policy calls for WorkSource 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 Malcolm Baldrige National Quality Award principles and criteria. Organizations receive CAPE recognition from CCE for incorporating these continuous quality improvement principles and criteria into their management and operational practices.

A large part of the Local Board's redesign is centered on Sector Partnerships and the Regional Workforce & Economic Development Networks that will be agreed to in concept at the governance level by the various partnerships and implemented through the direct service delivery system.

- B. **The Local Board is Committed to Prioritize Service to Veterans, Dislocated Workers, Displaced Workers, Mature Workers, Individuals With Disabilities, Limited English Proficiency, American Indians, and Other Under-Represented Groups.**

Services to Vulnerable/Special/Targeted Populations

The Local Board received a commitment from one of the employers, who hired Veterans through the Local Board's Veterans Employment Program (VEP), for two long-term fully subsidized furnished housing units for two of the Veterans they employ. Recently, a local city has asked them to manage a multi-unit housing development that would be exclusively for Veterans served by VEP.

In addition, two new initiatives have been launched with the L.A. County Superior Court and a local city housing corporation. The LA Superior Court's Project: Quality of Life Tickets initiative received strong support of Presiding Judge, David Wesley, as a result of a letter submitted on behalf of a collaborative of Veterans organizations working to explore ways to help Veterans resolve unpaid traffic tickets and warrants. With support from the California Women's Law Center of California, Presiding Judge Wesley, four Supervising Judges, and two Court Administrators, Michael Gatiglio and Greg Blair agreed to allow a pilot program that will house "Veterans Advocates" at the 16 L.A. County Superior Courthouses by June 2013, following training of the Veteran Advocates. Judge Wesley also agreed to provide a link from the court's website to a web page where Veterans can access a Veterans Advocate.

A local city's Housing Corporation and the Family Service Agency (FSA) have requested to partner with the Veterans Employment Program to address the critical issue of homelessness. The Housing Corporation is acquiring an 11-unit rental property with the objective of developing it as a service-enriched transitional housing environment for ten veterans. Veterans will live in their own apartments, at very affordable rents, for up to two years and participate in a wide scope of individualized programs and services aimed at preparing them financially, emotionally, and socially to move into permanent housing. This model was established at three other joint transitional housing

projects for victims of domestic abuse, homeless families and emancipated youth.

In response to requests from female Veterans, to meet their unique needs, specific services and programs were created such as monthly networking breakfasts with female guest speakers and mentors. This has resulted in significantly higher interest and participation in VEP by females. We plan to pursue a broader partnership with the six other local boards in the region to support, fund and jointly operate a comprehensive and integrated Veterans Employment One-Stop in the County of L.A. within two years. This collaborative effort will include the County's Department of Military and Veterans Affairs, EDD and other key stakeholders to leverage funding, staffing and expertise; minimize duplication; and maximize access to all services.

The Local Board will provide policy for the direct service delivery system to establish a priority of service to on local populations, including the unemployed, underemployed, low-skilled, low-income, individuals with disabilities, and other at-risk populations. The Local Board will also continue with its priority of services for veterans. The Local Board and Community and Senior Services One-Stop Operator will continue to partner and leverage resources with other County departments, as well as identify additional funds to provide training for staff and technical assistance. The goal is to better meet the employment and training needs of vulnerable populations through the workforce development system.

C. *The Local Board is Committed to Increase the Number of Career Pathway Programs in Demand Industries Including Green Jobs.*

The Local Board has ensured career pathways training in the demand industries associated with the Construction Sector. These career pathways are coordinated with preapprenticeship and apprenticeship programs registered by the U.S. Department of Labor Employment Training Administration and/or approved by the State Department of Industrial Relations Division of Apprenticeship Standards. The Local Board has begun the formation of a Construction Sector Building and Retrofit Partnership and Regional Workforce & Economic Development Network. The projects for this Partnership and Network are as follows:

The Retrofit America™ Training Program

The Retrofit America™ Training Program Team whose goal is to deploy a smart-labor workforce for the Smart Plug/Switch age includes: Terra Verde Technologies (TVT), National Electrical Contractors Association (NECA), International Brotherhood of Electrical Workers (IBEW) Local 11, General Electric Lighting and Capital (GE), Verizon Wireless, Gexpro, and Apple Business Services. Participating employers in this program are Terra Verde Technologies, Inc; O'Bryant Electric; Taft Electric; and subcontractors Marriott and Sheraton Hotels. All individually have some of the most proven, advanced technologies and innovative workforces in the world; and all foresee a shortage of skilled labor in the field of electrical creation and management including energy conservation through LED lighting, advanced controls, and battery storage. The two major end-user electrical building

components, the wall plug and the light switch, have gone “smart.” The new IP-enabled network control device has arrived – the Smart Plug/Light Switch.

As with all “new” technologies a mismatch exists with today’s workforce. Routinely, IT technicians, union and non-union, have been called to handle all computer and network-related devices. They were not, however, allowed to touch electrical components. Consequently, the introduction of Smart Plugs and Switches creates a question as to who in the workforce will be responsible for the installation, operation, and maintenance of these new ingenious energy saving solutions. Smart switches carry a voltage that is beyond the skill set of an IT technician. The union electrician is the only safety certified labor force that can install, maintain, troubleshoot and service these hybrid devices. The installation cycle for billions of smart switches from Microsoft, Apple, Sony, Philips, Cisco, Google and other manufacturers is in the process of launching globally. Terra Verde’s role as a major contractor and trainer in this multi-decade, national building stock upgrade has been to create a new, high-level curriculum and certification program with its Retrofit America™ partners. Collectively, TVT, NECA-IBEW, GE, Gexpro, Verizon Wireless, and AppleR Business have developed a systematically aggregated specialty curriculum that will be deployed on a customized Apple iPadR designed for the electrical contractor and electrical tradesman. This will create a hybrid occupation of the electrical trades and the IT workforce that becomes the more sophisticated, unionized technician that has been named the EMS Tech.

The IBEW Local 11 has joined the participating companies to address business sector need. Locally, the IBEW has endorsed this new hybrid occupation as part of the building and trades to create a labor union-approved occupational career path. The career path begins with Smart-Plug Installer at the EMS Technical Journey Level Apprentice and builds up to the EE Master Inside Wireman. As part of the pilot project, Terra Verde began training the first class in May 2013 in partnership with the Local Board. Terra Verde graduates in this project will receive hands-on training and participate in On-the-Job Training (OJT) with one of the participating businesses, learning the occupation requirements of that particular company. Terra Verde graduates who begin the OJT will be made an official apprentice of IBEW Local 11 on the first day of training.

WorkSource Centers will provide classroom training through Terra Verde Technologies ETPL-approved Electrical, Mechanical, and System Technician (EMS) Technical Journey Level Apprentice, an occupation in the construction sector with promising future employment. The Smart Plug/Switch EMS Tech will be trained to deliver, distribute, and manage the electrical needs of end-user structures. IBEW Local 11 partner companies include Terra Verde Technologies, Inc, O’Bryant Electric, and Taft Electric, who *forecast employment in excess of 1,000 union jobs available in the next calendar year and continued hiring in apprenticeable jobs for the next five (5) years.*

This Sector Partnership and Network will continue to build the education and training pipelines necessary through collaboration with the community college system. Together, these partners will build and offer Classroom Training Education (CTE) for those individuals who need assistance to pass the IBEW Local apprenticeship writing and math comprehension examinations. The CTE will also provide an introduction into this labor union occupational field and apprenticeship. Community

Colleges partnering on this project include: Los Angeles Mission College, College of the Canyons, Cerritos College, and East Los Angeles College.

Green Building and Retrofit Partnership

The Local Board partnered with L.A. Mission College and the Laborers Training School & Apprenticeship Program to offer a career pathway “boot camp” training in building and retrofitting in the Construction Sector. This program is coordinated with DIR/DAS approved preapprenticeship and registered apprenticeship programs. Los Angeles Mission College and the Laborers’ unions, including Laborers’ Union Local 300 and Local 507 and Laborers International Union of North America, are offering this basic apprenticeship training as approved by the Laborers’ Southern California Joint Apprenticeship Committee (JAC)

Field Iron Workers Union Collaboration

Through its WSCs, the Local Board, collaborates with educators and training providers to ensure that learners can obtain and make effective use of career pathway information. WSCs staff have created a Career Exploration Checklist enabling customers to better research career pathways, possible employment opportunities, and the minimum qualifications and pay scales for chosen occupational goals. This career exploration exercise establishes current skills, interests and abilities and helps to guide decisions that lead to successful careers.

Another example of how the Local Board increases the number of residents who obtain a marketable and industry-recognized credential is the local area’s collaboration efforts with the International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers Union and Cerritos College in setting up a four-year apprenticeship program for a “Journeyman” upgrade training. This apprenticeship program is designed to equip participants with the skills necessary to pursue a career as an Iron worker. In addition, college credits are earned toward an AA degree on the completion of the apprenticeship program. On completion of the apprenticeship, participants will also have the benefit of union representation at work.

Cerritos College admits a cohort of 25 participants from a pool of applicants from the Iron Workers Union Training Center at La Palma, CA. The apprenticeship training consists of classroom training and hands-on fieldwork. Cerritos College pays the training center, owned by the Union, to put the candidates through an intensive and comprehensive preapprenticeship class. On placement with private construction corporations, WSCs assist selected participants with specific supportive services until they exit from the apprenticeship program.

- D. The Local Board is Committed to Increase the number of adult basic education students who successfully transition to post-secondary education, training or employment, reduce the time students spend in remediation, and Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations.**

Training Expenditure Requirements

State Senate Bill 734 imposed new training expenditure requirements on Local Boards. The Local Board adopted these requirements by requiring the WorkSource Center direct service delivery system to expend 25 percent of their adult and dislocated worker allocations on workforce training services that prepare trainees for occupations in the six priority sectors including Construction, Utilities/Green Jobs/Manufacturing, Hospitality, Logistics, Healthcare, and Transportation. The Local Board requires its WorkSource Centers to expend their training allocations on approved training institutions listed on the Employment Training Provider List (ETPL). The Local Board WorkSource Centers are allowed to expend training fund resources only on those ETPL training providers that can provide positive employment outcomes for their graduates, including sustainable-wage jobs within the local economy.

The implementation of SB 734 has led to the formation of partnerships with priority sector employers and higher education community colleges. The Local Board continues to leverage this partnerships to determine which degrees and credentials are valued by companies in high growth sectors.

Funding to WorkSource Centers will be increasingly restricted to provide necessary funding to support training and placements with employers in high growth sectors. Percentages of restricted funding will be determined by WIB policy and reviewed each year at its Strategic Planning Retreats as part of the annual review of the County of Los Angeles WIA Local Area Plan.

- E. The Local Board is Committed to Implement “Earn and Learn” models for adults to meet labor market demands in high growth sectors. This includes on the job training, wages for subsidized and unsubsidized employment, preapprenticeship and apprenticeship programs.**

In pursuit of a Sector Intermediaries approach to workforce development, the Local Board continues to develop local Networks to address the training and employment needs of key industries and their related career pathways. These Local Board Networks will work to increase the number of underprepared job seekers and displaced workers who successfully complete education and training programs in demand industries and occupations. The Local Board and its WorkSource Centers will support the various training needs of the Sector Partnerships and Networks, as described in this Adult Strategies Section, through the local SB 734 Adult and Dislocated Worker training allocations. The WorkSource Centers will also build their own Sector Partnerships and Networks to support local training needs through the use of SB 734 training allocations.

F. The Local Board is Committed to Establish a minimum of 50 percent of SB 734 training funds for high growth sectors as identified by local economic development data.

Manufacturing/Logistics Value Chain Partnership

The Local Board has formed a partnership between the manufacturing, transportation, and logistics sectors in partnership with the San Gabriel Valley Economic Partnership; East Los Angeles Community College (ELAC); and FVO Solutions, Inc. (FVO). FVO is a company that prioritized employment for those individuals with disabilities. FVO is an outsource production company with a 24,000 square foot operations center and production facility. The FVO client list includes ACCO Canada, Ad Industries, Anderson Bremmer Paper, and Kaiser Permanente.

ELAC has formed partnerships with employers associated with southern California ports and has obtained commitment from FVO to provide classrooms for On-the-Job-Training in manufacturing supply chain computerized planning systems. The Local Board continues to foster this training partnership designed to cultivate skills in supply chain operations and logistics. These skills are required to move goods to their final destinations. Small and high tech manufacturers are now recruiting in the local area, specifically in the San Gabriel Valley as part of the San Gabriel Valley Economic Partnership. This endeavor appears promising to the local economy, as retailers use computerized planning systems to order and replenish inventory and as engineering firms continue to need skilled warehousing staff for production and inventory control.

ELAC and FVO have built training using FVO's programming and supply chain planning system, which provides the infrastructure for a vocational training program located in the type of operating working environment allowable through community college cooperative training agreements. This training includes an On-the-Job-Training (OJT) component and traditional classroom instruction. The FVO business system includes a computerized enterprise requirements planning system (ERP) and supply chain operations tasks that will be utilized by ELAC under a cooperative training agreement, and will offer individuals training opportunities that will result in certificates valued by participating employers.

Green Science, Technology, Engineering, Mathematics (STEM) Partnership

The Local Board has formed a partnership with the Aerospace Corporation of America and the LACleanTech Incubator (LACI) to explore the possibility of forming a training pipeline that utilizes public education systems. Together with the knowledge and skills of these businesses, the goal is to offer the building blocks of education in green science, technology, engineering and mathematics (STEM) curricula through selected K-12 institutions and community colleges in the local area.

The LACI is a non-profit organization funded by the City of Los Angeles. LACI was formed to accelerate development of cleantech start-ups by offering flexible office space, CEO coaching and mentoring, and access to a growing network of experts. LACI assists with the commercialization of clean technologies in addition to accelerating new products developed by independent entrepreneurs. LACI is an organization that identifies local talent, nurtures it, and helps it get to market, resulting in more jobs and a bigger green economy in the Los Angeles area. LACI has formed a partnership with

the Los Angeles area's exceptional educational and research organizations – UCLA, USC, Caltech and the Jet Propulsion Laboratory (JPL).

This partnership plans to explore the mapping of career pathways within its demand industry sectors including: green utilities and manufacturing, healthcare/biomed, the attainment of industry-recognized certificates, the formation of training pipelines in K-12 institutions, continuing education, and community colleges in the Local Area.

G. The Local Board is Committed to Develop And Implement a Strategic Layoff Aversion Strategy that Helps Retain Workers in Their Current Jobs And Provides Rapid Transitions to New Employment Minimizing Periods of Unemployment.

As part of Rapid Response services, the Local Board provides layoff aversion activities to at-risk businesses coordinated between its partners, the Los Angeles Economic Development Corporation, Sector Intermediaries, and contracted WorkSource Centers. Layoff aversion services are provided in a coordinated, non-duplicative manner and include:

- Establishing early warning systems and formal and informal channels of communication to foretell worker layoffs in advance of the issuance of Worker Adjustment and Retraining Act (WARNs);
- Identifying struggling businesses to the WorkSource Center system vocational and customized training offerings to combat low-skilled worker layoffs;
- Collecting labor market information to identify industry trends that may be predictors of worker layoffs;
- Mapping the skills sets of workers in declining industries and identifying potential job opportunities for them in demand industries requiring similar skills sets, and
- Participating on labor-management committees that work on arranging financial restructurings, buyouts, and ownership transfers of distressed businesses as alternatives to closures and worker layoffs.

In addition to the layoff aversion strategies previously referenced, the Local Board intends to introduce a new layoff aversion strategy that will enable it to leverage Rapid Response and other resources in order to contract with business reengineering consulting firms. Reengineering is a business management strategy that focuses on the fundamental rethinking and radical redesign of business to achieve improvements in critical measures of performance such as, cost, quality, service, speed and customer satisfaction. These consulting firms will assist struggling businesses in increasing revenues, processing improvements, reducing operating costs and recognizing opportunities for financing to transform the business and repackage it for success. For example, costing and process improvement assessments accompanied with appropriate techno-managerial services will be offered to businesses that are at risk of workforce reductions as a result of changing market demands or poor internal management system.

These layoff aversion services will continue to be a critical part of the redesign of the Adult Programs scheduled for implementation in July 2015.

H. The Local Board is Committed to Expand the Availability of, and Participation in, “Earn And Learn” Models Such as PreApprenticeship and Apprenticeship Programs Such As OJT and Customized Training Where Workers Can Build Skills While Working.

The Local Board’s Sector Partnerships and the Regional Workforce & Economic Development Networks in construction apprenticeship building and retrofitting, manufacturing supply chain and logistics, and aerospace STEM each have an “Earn and Learn” component built into the training designs.

Senate Bill 734 training allocations for the Local Board’s WorkSource Centers allow “earn and learn” models such as On-the-Job Training (OJT), which have been encouraged as best practices during this first year of SB 734 implementation. Community and Senior Services (CSS), as the One-Stop Operator, monitors the development of OJT contracts and participants trained under this service via quarterly performance reports and WorkSource Center contractor meetings. The CSS One-Stop Operator has issued policy and guidance on OJT development and has provided capacity building training for the WorkSource Center system in 2012-13.

Three of the Local Board’s largest WorkSource Centers have provided significant OJT services in their areas including leveraging employer wage contributions under OJT with WIA and matching H1-B grants and State Employment Training Panel funds.

The Local Board has begun dialogue with the State Employment Training Panel (ETP) for the Retrofit America EMS Tech and EE Master Inside Wireman apprentices, who are incumbent workers in search of retraining for this new occupation. The curricula for this ETP-funded skills upgrade and training will include the “Earn and Learn” model. Participating energy sector employers may include Terra Verde Technologies, Inc.; O’Bryant Electric; and Taft Electric.

The Local Board supports the County’s vision of creating a robust economy filled with a skilled workforce. We intend to vigorously pursue the workforce development needs of businesses. To that effect, the Local Board will create a sub-committee to increase employers’ knowledge and involvement in the Local Board. This subcommittee will be comprised of members of the Local Board who are business owners or representatives from local area demand sector industries. The subcommittee will regularly interact with business leaders to discuss local workforce concerns, share sector specific information, and help the Local Board get a clearer picture of the industry environment in which they function.

As an internal control mechanism, the Local Board will regularly request presentations from businesses that are participating in the OJT program. Interacting with the end users of our services will allow us to make sure that the Local Board’s policies are designed and implemented in direct response to business needs. This important information will be used to evaluate the performance of Local Board’s policies and programs.

The Local Board appreciates the business investments and diversity that exists in the local area. In view of this, the Local Board will establish an Employers Contact Committee (ECC) that will provide workforce investment services to all varieties of businesses and employers. The unit will consist of an experienced group of Business Representatives and an employee of the County who will initiate and build relationships with local businesses to ensure that employer needs are satisfied. It is expected that these representatives, collectively with the County representative, will perform in-person business assessment surveys each quarter. The surveys will ask detailed, yet non-intrusive questions, in an effort to discover the overall health of the business and determine if there are any issues the Local Board might be able to assist with.

The information to be acquired through the surveys shall include: types of products/services delivered; year of business/facility start up; number of employees at each site; historical employment trends; projected employment trends; current sales; projected sales; internet sales; dollar amount of exports/imports; business expansion plans or other factors that may result in changes in workforce in the next six months; and interest in collaborating with local education, economic development, or other workforce stakeholders. This report will enable the Local Board to evaluate the current state of employers in the local area and also serve as an early warning system, alerting the Local Board on problems within a particular district or sector of the County's economy. In addition, the surveys will also function to identify skills gaps, training, and educational barriers that hinder job creation. Information gathered will be used by the ECC to develop a periodic report to the Local Board.

In the event an employer indicates it is having difficulty in any aspect of workforce development, ECC will guide the employer to the proper State or local agencies for targeted assistance. The ECC will work as a guide for the employers, helping them to ameliorate the burden of the sometimes confusing bureaucratic setup of governmental agencies and their requirements. Through the efforts of the ECC in tandem with the WSCs, customized recruitments will be well organized for the employers. It is expected that the Local Board will gain access to critical real-time information to identify the training and educational barriers to job attraction/retention in the local area, understand existing skill gaps that reduce local business competitiveness, and be aware of potential emerging industries that would contribute to job growth in the local area.

Additional services will be provided by the ECC to support our employers as they look for and obtain relevant information needed for the health of their businesses. Employers' assistance workshops on various topics such as emergent technology, international trade, social media and traditional media marketing, Human Resources management and law, and process improvement techniques will be offered to the employers throughout the County.

Program managers at the WSCs will be adequately trained to have a clear understanding of the best training models to use to meet employer needs. This training will be tailored to ensure that WSCs can respond to employer's hiring challenges in a timely manner by

providing them with information on customized workforce solutions. They will be able to proffer the advantages of the Local Board's OJT program as a way to resolve the immediate hiring need and equip a job candidate with relevant skills to the specifications of the employer. The OJT model is well received by employers because they see the advantage of customized training fashioned to meet their needs. For the job seekers, they embrace OJT because they benefit from an "earn-as-you-learn" model that gives them new skills and immediate employment. It's a win win situation for all.

SECTION 5– YOUTH STRATEGIES

The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st Century global economy.

Youth Goal: *Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.*

Overview

A. Prioritize Services to Older and Out of School Youth

1. Establish a minimum of 60 percent of youth formula funds to be spent on out of school youth.
2. Re-engage disconnected youth, with a special emphasis on foster and probation youth, through strategies that provide pathways to success, jobs and careers, in close partnership with County departments, other WIBs in the County and secondary and post-secondary education.
3. Increase the number of youth that attain post-secondary degrees/other credentials with priority on high-growth industry sectors.
4. Co-Enroll at least 25 percent of our older youth in our Adult Programs to facilitate easier and more seamless access to services.
5. Collocate, to the extent possible, services to out-of-school youth with WorkSource Centers to strategically align and target Adult and Youth services to populations of highest need.
6. Partner with employers, education, and other partners to connect youth to career pathway options.
7. Build partnerships with the Private Sector, Chambers of Commerce and Economic Development Corporations to maximize the opportunities for youth.

B. Establish Strategies for in-school youth to reduce dropout rates and increase high school completion that leads to post-secondary enrollment.

1. Partner with K-12 and other stakeholders on strategies to reduce drop-out rates for In-School Youth.
2. Increase access to "Earn and Learn" career pathway opportunities by earmarking a minimum of 25 percent of youth funding allocated to contractors for youth employment with a special emphasis on enrollment in the countywide Summer Youth Employment Program.
3. Starting with 10 percent in 2013-14, mandate that 25 percent of youth enrolled complete a STEM curriculum to qualify for exiting the program.

C. Utilize technology to increase access to services and completion of certificated and non-certificated courses and training. The following narrative describes the local Board's vision for increasing the educational attainment of youth, consistent with the following State priorities, to:

1. Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, "Earn and Learn" training through apprenticeships, OJT, etc., and other postsecondary training; and

2. Increase opportunities for high school students and disconnected youth to transition into post-secondary education and careers.

A. The Local Board is committed to effectively serving Older and Out of School Youth.

The L.A. County Youth WIA System Re-imagined

To better address the distinct needs of the high number of disconnected, out-of-school youth in L.A. County, the Local Board and its youth council took a bold and unprecedented move to overhaul the local WIA youth system by redesigning its service delivery model to target in-school and out-of school youth separately, with services tailored to the unique needs of each respective population. This youth system redesign is guided by **14 new policy recommendations** adopted by the Local Board to achieve four key goals:

- ⇒ *Re-engaging disconnected youth,*
- ⇒ *Reducing the high school dropout rate through K-12 school-based collaborations,*
- ⇒ *Increasing attainment of post-secondary degrees and credentials; and*
- ⇒ *Increasing exposure to career pathways in high demand sectors.*

Both the redesign and its strategic goals reinforce the State Strategic Workforce Development Plan's goal to *increase the number of high school students, including those from underrepresented demographic groups, who graduate prepared for post-secondary education or a career.*

An estimated 200,000 youth in L.A. County are "disconnected" youth, meaning young people between the ages of 14 and 24 who are not enrolled in school, not working, and lack family or other support networks. They are the young people, often underrepresented racial minorities, who have fallen through the cracks, out of the educational system, and into the child welfare and juvenile justice systems. Or, they are older youth, many homeless, who may have a high school diploma but who have not been in the workforce, or have been looking for work, for a long time. These youth live in highest need areas in the County, below the poverty level, in multiple households, attend the lowest performing schools, and have few role models of college graduates or working adults. Several of the 14 new youth system redesign policy recommendations adopted by the Local Board ensure a framework for meeting the needs of this key demographic, beginning with a policy to **prioritize services to older, out-of-school youth, and specifically those who are disconnected** (Recommendation # 2). To ensure the realization of this policy, and in recognition that the expenditure of WIA funds should be consistent with this newly determined priority, the Local Board adopted the additional policy to **establish a minimum threshold of 70 percent of funds to be spent on out-of-school youth** (Recommendation #3).

The Local Board has initiated a system to utilize a majority of these funds to procure, through a competitive bid process, 10 service providers with a proven track record in developing and delivering a comprehensive set of services designed to re-engage young people, ages 17-21, who have dropped out of school or are at-risk in education and employment. This includes developing a single system of services including: outreach, intake, orientation, skills-level, aptitude, ability and supportive service

needs assessments; job search and placement assistance; career counseling; education on Accurate Labor Market Information (ALMI) and statistics; and a minimum of Ten (10) Core Elements of Service including tutoring and study skills, training, alternative secondary school offerings, summer employment opportunities, paid and unpaid work experiences, occupational skills training, leadership, supportive services (transportation, child care, dependent care), adult mentoring, 12 months of follow-up services, and comprehensive guidance and counseling.

An additional policy was adopted to re-engage disconnected youth through strategic partnerships with secondary and post-secondary education (Recommendation #5). This policy is informed by the youth and young adult re-entry blueprint, published by the Local Board in 2010, and builds upon established initiatives to coordinate with local districts and other relevant stakeholders to fund the re-engagement of out-of-school, disconnected youth into education and employment programs.

To further enhance youth outcomes, the Local board is committed to providing contracted service providers with information on myriad youth activities available to participants that will support their success in the WIA youth program. To this end, acting on a key recommendation published in its 2010 Los Angeles County Youth & Young Adult Re-entry Blueprint, the Local Board partnered with the County Human Relations Commission to secure Department of Mental Health Prevention & Early Intervention funding to regionally map youth activities and resources pertinent to the highest risk, system-involved and disconnected youth in LA County and publish them in a *Los Angeles County Youth & Young Adult Regional Resource Guide* that will help youth providers and youth themselves identify and engage in activities and supports that will improve their self-efficacy, community-engagement and workforce readiness.

Several of the Local Board's disconnected youth re-engagement initiatives include strategies to promote collaboration between major stakeholders to improve success in connecting youth with the most significant barriers to success with education and training opportunities leading to employment. Foster and probation youth will be given priority of service. As a result, we will increase our role in the L.A. County Youth Self-Sufficiency Initiative, a comprehensive, integrated service delivery model in which DCFS and Probation Department youth exit the system prepared for adulthood by achieving success in four key outcome areas including career and workforce readiness. The Local Board has committed to provide 500 foster, probation, and/or crossover youth between the ages of 17-21 with services to achieve self-sufficiency through education and meaningful work experience. The goal is that a minimum of 500 foster, probation and/or crossover youth each year attain either a high school diploma or GED, occupational certificate and/or subsidized employment to ensure work readiness and to ensure that all target youth over 18 years of age are co-enrolled in our WIA adult program.

These efforts to prioritize services to foster and probation youth are in addition to the commitments that the Local Board made through its unprecedented collaboration with the other six Local Boards in the County for regional coordination on referrals and case management to ensure the seamless delivery of workforce services to all AB 12 emancipated foster youth in the county.

The Local Board, in partnership with the L.A. Area Chamber of Commerce, L.A. City WIB and other strategic partners successfully bid on an Opportunity Youth Incentive Grant from the Aspen Forum for

Solutions to work closely with cross-sector stakeholders to improve education and career outcomes, coordinate services, improve policies, leverage resources and align strategies to better serve disconnected, system-involved transitional-aged foster and probation youth in our local area. Finally, the Local Board is engaged in an education-based counseling pilot initiative with high schools with the highest drop-out rates in the First Supervisorial District to provide DCFS's school-based case managers with additional support to serve foster youth.

Several other re-engagement initiatives are products of the *L.A. County Education Coordinating Council (ECC)*, a broad-based collaborative that includes, in addition to the local Board, Children and Family Services (DCFS), Office of Education (LACOE), Probation, County Counsel, Public Defender's office, District Attorney, and community-based advocates. The collaborative has been a leader in several ground-breaking initiatives that have established policy and enacted systems change that has set the foundation for improved education outcomes for system-involved, disconnected youth throughout the county. Some of these efforts include:

- Spearheading countywide advocacy for the recently passed *Uninterrupted Scholars Act* that permits school districts to share foster youth education records with social workers without first seeking parental consent or a court order, thus removing one of the biggest barriers to improving school success for students under the aegis of DCFS. The Local Board will continue to work with the ECC to assist school districts in acting on this legislation's directive to increase communication between child welfare social workers and school districts to ensure foster youth get into supportive educational settings, recover units, access basic skills deficiency supports, and secure a high school diploma.
- Supporting the efforts of Judge Michael Nash, the nationally recognized presiding judge over L.A.'s Juvenile Dependency Court, to enact California state legislation to accompany the Federal *Uninterrupted Scholars Act*, which will allow the free exchange of information between schools and all county departments serving disconnected youth, particularly the Probation Department.
- Developing and implementing an *Electronic Education Information-Sharing System Demonstration Project* which pilots a Student Information Tracking System that carries real-time information on all 11,879 DCFS children who attend local district schools and makes this information accessible to social workers through a web-based application. The Local Board will continue to work with the ECC in its expansion of this pilot to school districts in the local area beginning with: Pomona, Alta-Dena, the Antelope Valley, and Montebello.
- Through the ECC's *School Attendance Task Force*: changing the L.A. City ordinance on day-time loitering so that students are no longer ticketed for truancy and collaborating with the local juvenile court system to redirect ticketed students into diversion programs to keep them out of the juvenile justice system and in mainstream school settings.
- Through the ECC's *Exclusionary Discipline Work Group*, working with school districts throughout L.A. County to identify and implement strategies for reducing exclusionary discipline and referrals to juvenile court.

Advocating passage of AB 951 (Medina) that mandates school districts to increase their support of homeless students.

Additional youth re-engagement initiatives with which the local Board is involved are products of the *LA County Juvenile Justice Council*--a multi-sector collaborative that was established based on key recommendations from the *Los Angeles Youth & Young Re-entry Blueprint* that the Board and its youth council published in 2010. Under the leadership of nationally recognized L.A. County Juvenile Delinquency Court Judge Donna Groman, the local Board works, through this Council, with county departments, local school districts, and community based leaders to ensure students transitioning out of county probation camps and halls are effectively and efficiently placed in appropriate educational settings that meet their learning needs. The Local Board also partners with the LA County CEO *LA County Gang Violence Reduction Initiative* (GVRI) to connect WIA youth service providers with gang-impacted probation youth to re-engage them in high school degree, GED, and occupational training programs in four targeted high need regions of the County: Huntington Park, East San Fernando Valley, Florence Firestone, and the Harbor Gateway.

Finally, the Local Board will continue to provide intensive technical assistance to contracted youth service providers to help facilitate their collaboration with local school districts to identify suspended and expelled students and ensure their connection to local area youth workforce supportive services, degree completion programs, work experience, adult mentorship, community leadership opportunities, and mentoring. An example of such an effort is a planned partnership with Monrovia Unified School District's *Quest Academy Community Day School* to provide appropriate alternative educational supports for Probation referred and expelled students who are prohibited from attending regular schools in the district. This partnership provides substantial individual assistance to these youth through collaboration with district counselors, psychologists, the County office of education, law enforcement, County Probation, and human services agency staff.

To build upon existing partnerships with adult education and community colleges to transition youth into adult programs and services, the Local Board enacted a policy recommendation *requiring that 25 percent of older youth are co-enrolled with WIA Adult Programs* (Recommendation #4). With enactment of this policy, youth ages 18-21 will be co-enrolled in both the youth and adult programs allowing for a seamless access to the continuum of services and supports that older, out-of-school youth require to navigate the labor market. This recommendation will also help facilitate the Local Board's additional recommendation to *co-locate youth centers with adult WorkSource Centers to strategically align and target Adult and Youth services to populations of highest need* (Recommendation #13). Collocation of adult and youth services will achieve greater programmatic, operational, and economic efficiencies, effectiveness and accountability. To be implemented through a phased-in approach over the next three years, this strategy will reduce the local system's footprint and infrastructure costs so that it can commit a higher percentage of resources to direct services and partnerships with education and business.

B. The Local Board is Committed to Establish Strategies for in-school youth to reduce dropout rates, increase high school completion that leads to post-secondary enrollment.

In addition to policy recommendations to improve outcomes for disconnected, out-of-school youth, the Local Board likewise adopted a number of recommendations aimed to improve outcomes for in-school youth. First, the Local Board has determined to partner with K-12 and other stakeholders on strategies to reduce drop-out rates for In-School youth (Recommendation #1). The Local Board, through its new procurement process, has required its youth contractors to work with schools identified through the most recent drop-out data analysis as having the highest drop out rates to create close connections between WIA enrolled youth and school-based drop-out reduction. Such supports include increased face-time with school counselors, engagement in school-based leadership opportunities, participation in after-school programs, effective tutoring, parent engagement, mental health counseling, substance abuse interventions, and participation in community-based service learning and after school programs.

In the northeast region of the County, for instance, the Local Board has developed an effective model to recruit and target youth at risk of dropping out by partnering with the Azusa and Covina Unified School Districts. A key element of this model is local WIA participation as a member of the Student Attendance Review Board (SARB) that comprises representatives from the County Department of Public Social Services, Probation, Mental Health, the District Attorney's Office and medical professionals. WIA service providers assist the SARB in developing and implementing good attendance, truancy prevention, and drop-out reduction strategies.

For the next planning period, the Local Board will actively partner with regional leaders implementing nationally-recognized, evidence-based Full Service Community School Partnerships. These partnerships engage a wide array of public, private and community-based partners in highly coordinated supports that surround the traditional high school curriculum to transform a school campus culture for maximum student engagement and post-secondary matriculation, prioritizing students at highest risk of dropping out. To this end, the Local Board will partner closely with Los Angeles Education Partnership's (LAEP) full service community partnerships in three of the County's highest unemployment areas to increase WIA youth program enrollments, services, employment placements and secondary school enrollments in the following target neighborhoods: Florence Firestone (Fremont High School), West Athens (Washington Preparatory High School), and Northeast San Fernando Valley (San Fernando, Arleta and Sylmar High Schools.)

Another key policy recommendation adopted by the Local Board is to increase the number of youth that attain post-secondary degrees and other credentials with a priority on high growth industry sectors (Recommendation #6). In a proactive move to address the needs of employers by focusing intensively on the workforce requirements of specific industry sectors, the Local Board has developed key industry sector strategies to engage youth participants in sector-related credential and certificate programs that require less time than a two or four year degree.

Starting with ten percent (10 percent) in 2013-14, the first strategy was to mandate that twenty-five percent (25 percent), of the overall In-School youth served be required to complete a STEM (science,

technology, engineering, and math) curriculum to qualify for exit of the local youth WIA program.

To help effect this, the Local Board, having identified health care as a top-growing industry sector in L.A. County partnered with Loma Linda University and its hospital to develop coursework in the STEM subjects for high school students interested in a career in biotech, health sciences, and engineering. Upon completion of the STEM coursework, participating students were given college credit recognized by Loma Linda University and other math and science-focused universities. The development of the curriculum included the critical involvement of economic development experts in workforce issues specific to the healthcare industries.

The Local Board also established a STEM Partnership with the Aerospace Corporation of America (ACA, named by Winds of Change Magazine as one of the top 50 best STEM Workplaces) and LA Clean Tech Incubator (LACI) to form training pipelines utilizing local public educational systems and the expertise of participating businesses to offer building blocks of education in green science, technology, engineering and mathematics. This education and workforce partnership will implement STEM curricula and hands-on training developed jointly by the Aerospace Institute, LACI, select WorkSource Centers, community colleges, and school districts in South Los Angeles, East Los Angeles, and the San Gabriel Valley. The partnership avails to participating youth ACA's expertise in research, architecture, engineering, design, development, acquisitions, operations, and program management, as well as LACI's experience in identifying, developing, and bringing to market local green-jobs talent to the LA region. Through this partnership, the local Board is: actively mapping career pathways within local demand industry sectors, including green utilities, manufacturing, and healthcare/biomed; increasing youth attainment of industry-recognized certificates; providing youth with career mentors; and establishing training pipelines among the K-12 schools, continuing education programs, and community.

Another sector-related strategy the Local Board has implemented is to establish closer links with community colleges, universities, and vocational education schools to increase post-secondary degree and industry sector-related credential attainment. To this end, the Local Board has identified, established relationships with, and developed a two-year schedule to convene educational institutions and establish regional collaborations in four key unemployment-impacted regions of the County. These efforts involve local school districts, community colleges, workforce training organizations, and employers in high growth industry sectors to implement region-specific strategies to engage WIA-enrolled youth in post-secondary education and occupational credential programs and to implement concurrent enrollment practices and early registrations among school districts and colleges.

In one such effort, the Local Board facilitated a partnership between its contracted provider in West San Gabriel Valley and Pasadena City College to provide opportunities for enrolled youth in the region to gain industry-recognized workplace readiness certificates and college credits for internships. This credit and certificate achievement effort proved effective in helping participating youth become more marketable to an employer, while at the same time providing youth the foundation and necessary skill sets to achieve success in such growing local industries as: construction, manufacturing, retail trade, transportation, warehousing, financial services, education and health services, and leisure and hospitality.

Finally, the Local Board has developed contractual requirements and developed technical assistance trainings to ensure that workforce system youth service providers establish and maintain One Stop service centers that are youth-friendly, providing culturally-relevant and age appropriate services, in order to ensure maximum accessibility to: information on jobs in priority industry sectors with career pathways leading to economic security; access to post-secondary education that provides credentials, certificates and degrees in priority sectors; and published information and resources that show the connection between post-secondary credentials, certificate or degree attainment and complement rates and wages.

To further ensure WIA youth connection to career pathways, the Local Board adopted a recommendation to *partner with employers, education and other stakeholders to connect youth to career pathway options* (Recommendation # 7).

The first strategy is the Local Board's commitment to ensure L.A. County youth are successfully trained and prepared to enter the region's workforce through annual growth of the summer youth employment program (SYEP). Work experience opportunities would increase by 70 percent from current levels over the five-year strategic plan period. Each year the Local Board coordinates the seven WIBs in L.A. County to implement summer youth employment programs in each local area that provide direct pathways to jobs for youth throughout the region. In 2012, the L.A. County Board of Supervisors committed \$3.5 million to provide 2,500 youth with an average of 100 hours of subsidized summer work experience. In 2013, as a result of the leadership, vision and commitment of the Board of Supervisors, funding was increased to \$5 million. This will enable approximately 3,100 youth, over 600 more youth than in 2012, with valuable work experience.

Over the next five years, the goal is to sustain funding for SYEP and, to the extent possible, seek additional outside funding. This would ensure that more youth receive critical work readiness experience and direct exposure to career pathways each year. Consistent with our overall strategic priority that at least 60 percent of the youth we serve are disconnected youth, two-thirds of our SYEP participants must be low-income, at-risk, older and out-of-school youth. SYEP is a key strategy to identifying youth who would benefit from additional education and workforce readiness support from our In- or Out-of-School Youth WIA formula programs.

The Local Board will continue to work with employers, education institutions, and industry associations in the LA County high growth sectors of healthcare, construction, hospitality and tourism to introduce youth to career pathways and increase opportunities for paid internships, on-the-job training, and pre-apprenticeship and apprenticeships training programs in these three high growth industries.

In addition, the Local Board has partnered with LA County Office of Education's (LACOE) Perkins Program to implement Career Technical Education (CTE) within LACOE schools. Currently, courses for the following Career Pathways are made available to LACOE students: Agriculture and Natural Resources; Landscaping Arts; Media and Entertainment; Stage, Media and Filmmaking Building Trades & Construction; Residential and Commercial Construction Hospitality; Tourism and Recreation; and Food Service and Hospitality. LA County WIA staff sit on the CTE Advisory Board that promotes and

develops partnerships with local businesses for employment opportunities, as well as with community colleges to ensure a smooth transition and continuance in the career pathway.

Finally, the Local Board's new youth system will partner closely with the Employment Development Department's (EDD) Youth Opportunity and Employment Program (YEOP) which serves the same disconnected youth and provides similar employment services as the Local Board's youth system.

To Increase the number of high school students informed about the market value of "Earn and Learn" training, and participating in such "Earn and Learn" opportunities as apprenticeships and on-the-job training, the local Board adopted a policy recommendation to increase access to "Earn and Learn" opportunities by earmarking a minimum of 40 percent of youth formula funds for these direct services (Recommendation # 8). To develop these opportunities, the L.A. County WIB Youth Council has developed a linkage between Local Board adult program initiatives and career pathways for youth system enrollees in demand industries. For instance, youth program providers are coached to prepare youth participants for placement in the Retrofit America™ Training Program designed to develop skilled labor in the field of electrical creation and management to deploy a smart-labor workforce for the Smart Plug/Switch industry. Likewise, they are encouraged to prepare enrollees for participation in the Green Building and Retrofit Partnership with L.A. Mission College and the Laborers Training School & Apprenticeship Program offering a career pathways "boot camp" training in building and retrofitting that is coordinated with DIR/DAS approved preapprenticeship and registered apprenticeship programs.

Additional apprenticeship opportunities have been developed with the Abram Friedman Occupational Center, the East Los Angeles Skills Center, Los Angeles Trade Technical College, and the Compton Unified School District Regional Occupational Program (ROP) Career Technical Education (CTE) to supply students ages 18 and over with combined hands-on and classroom wage-earning experiences. These opportunities include a 16-week preapprenticeship plumbing class followed by the opportunity to enroll in the related local union apprenticeship program, as well as apprenticeships within several different trades unions including Local IBEW 11 Electrical Training Institute, the local UAW-LETC, Southern California Heat & Frost Insulators, Asbestos Workers & Laborers, and the Cement Masons.

Recognizing the untapped potential to expand paid work experience as a critical youth workforce development program component, the Local Board adopted a strategic policy recommendation to *build partnerships with the private sector, chambers of commerce, labor unions, community based organizations, and economic development corporations to maximize the competitive opportunities for youth* (Recommendation 9). In addition to the partnerships developed with local unions to establish youth pathways to their apprenticeship programs, the Local Board has also engaged in a campaign to forge partnerships with major corporate employers in the region to expand youth career pathways, including summer youth employment. The County's Summer Youth Employment Program is a foundational element of its youth system that provides short-term, subsidized employment opportunities as a gateway into its year-round programs that provide more comprehensive workforce readiness preparation for career pathways.

The Local Board plays a leadership role in coordinating a Los Angeles Countywide Summer Youth Employment Program providing funding, through the CLEO, to all seven WIBs within the County. To

assist this multi-WIB collaborative effort, the Board directed the development of a single reporting database used by all partners to track individual and collective performance.

One of the corporate partnerships developed by the Local Board to enhance the Summer Youth Employment program is with Wells Fargo Bank who committed to providing its financial education curriculum to summer youth participants and to including County WIA program youth in their privately funded summer youth corporate placements already available to City WIA youth participants. Wells Fargo summer youth placements have resulted in several permanent employment placements for youth participants. The Local Board has targeted two additional major corporate employers for similar partnerships to expand paid youth placements in corporate settings over the next programmatic year.

The Local Board has also recently joined the L.A. City WIB and its youth council in partnering with the L.A. Chamber of Commerce's *L.A. Youth at Work* program that prepares youth for entry-level employment through a three-step process of skills training, mock application process with certification to industry-defined standards, and hiring events where local employers meet pre-screened applicants. This partnership allows the Local Board to leverage its youth program WIA funding with the resources of the L.A. City WIB, the L.A. Chamber of Commerce, and local businesses for sustained employer partnerships resulting in expanded employment opportunities for youth.

To further ensure the leveraging of WIA funding in response to the decrease of federal funding for youth WIA programs in the past few years, the Local Board developed a policy recommendation to *establish a minimum of 30 percent leverage for agencies that receive WIA youth funds to ensure additional resources are available to increase the number of youth in the County (Recommendation #10.)* To actualize this policy, the Local Board has contractually required its youth program service providers to demonstrate an ability to augment WIA funding with other state and federal workforce grants, private funding, and other resources to ensure a comprehensive array of workforce readiness supportive services to ensure higher high school and college degree attainment and workforce placements for more youth in L.A. County's system.

In response to increased legislative and public scrutiny demands for greater WIA system accountability, the Local Board adopted a policy recommendation to *adopt a performance-driven youth system (Recommendation #11)*. To realize this policy, the Local Board implemented additional policies that establish performance evaluation and program costs as two guiding factors defining the redesigned youth program. Performance targets will measure employment placements and post-secondary degree and certificate attainment. Youth system provider agencies are contracted based on their demonstrated ability to achieve these goals.

The Local Board and youth council will further effect a more performance-driven system through its establishment of metrics to track increases in high school degree and industry-related certificate attainment, on-the-job training placements, occupational training, numeracy and literacy gains, post secondary degree attainment, and employment placements. To this end, the Local Board has implemented a WIA research and statistics protocol wherein performance outcomes are consistently tracked through bimonthly meetings with contracted youth program providers where monthly outcome numbers, performance obstacles and data-driven best practices are reviewed. In addition, youth

providers are weekly furnished with online and real-time performance reports as a tool to manage their programs and stay on target with their goals. These reports are shared with the local youth council on a quarterly basis.

Finally, performance will be improved with the implementation of the California Awards for Performance Excellence (CAPE) Certification process. The Local Board is requiring that all its providers achieve, at a minimum, the Prospector Award: the second level of the CAPE certification process that utilizes the Malcolm Baldrige National Quality Program Standards. The CAPE process evaluates standards related to an organization's: leadership, strategic planning, customer and market focus, measurement, analysis and knowledge management, workforce focus, process management and business results. Certification of youth providers in this way is the Board's strategy to ensure services are comprehensive, high quality, and equally accessible by job seekers and employers. This policy will be applicable to all youth providers secured beginning July 1, 2013.

C. The Local Board will Utilize Technology to Increase Access to Services and Completion of Certified and Non-Certified Courses and Trainings.

In order to assure the greatest possible youth access to services, the Local Board adopted a final policy recommendation to guide its youth system redesign: *utilize technologies to increase access and services*. Youth and young adults increasingly use mobile devices, social media and online resources to access information and communications of all kinds. Technology offers tremendous opportunities to increase access to and utilization of services while minimizing costs. Youth WIA programs around the country have implemented and experienced great success with models that utilize social media and other online platforms to not only increase access to services, but also to enhance access to certificated and non-certificated courses and trainings.

In the end, the Los Angeles County WIA Youth System Redesign involved a year-long process that began in January of 2012 and entailed a number of labor-intensive strategies to gain contribution, feedback, recommendations, and support from a diverse array of relevant public and private stakeholders; however, this investment in creating a policy framework to raise the bar for youth services and outcomes within our system will greatly strengthen the Los Angeles region's ability to compete in a 21st century workforce by better developing the grossly untapped resource that lies in the vast talent of Los Angeles County youth. The County's Youth System Redesign is on track to begin implementation in July 2013.

SECTION 6– ADMINISTRATION

System Alignment and Accountability Goal: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

Overview

- A. Increase The Central Coordination, Efficiency And Accountability Of The Third Largest WIA System In The Nation Through The Leadership Of The County As The One-Stop Operator.
- B. Ensure An Adequate Number Of Worksource Centers In The County With Sufficient Resources To Meet The Goals Of The WIA Program While Complying With All Federal And State Regulations.
- C. Standardize The Way All Worksource Centers Are Identified And Services Offered To Ensure Consistency And Uniformity In The Way WIA Services Are Provided and Adopt The “America’s Job Center Network” Branding.
- D. Implement Strategies To Ensure Continuous Quality Improvement Practices In The WIA System To Deliver The Highest Outcomes At The Lowest Cost.
- E. Leverage Resources And Partnerships To Ensure Additional Resources Are Contributed To The WIA System To Increase Services In L.A. County.
- F. Establish A Performance-Driven System That Produces The Greatest Value At The Lowest Cost and Ensures That A Continuum Of Employment And Training Services That Meet The Needs Of Employers And Job-Seekers Are Provided

A. The Local Board is committed to increasing the central coordination, efficiency and accountability of the Third largest local workforce system through leadership at national, state, and local levels.

Consistent with the State’s expectation that the Local Board be comprised of a strong ,engaged membership that authentically represents the surrounding community, the Local Board provides leadership by convening and facilitating public and private stakeholders, and connecting employers with a qualified workforce though education and training. The Local Board serves as a community leader on workforce issues: (1) at national, state, regional and local levels as a member and officer on state and national workforce association boards of directors; (2) as leader and supporter of regional and local workforce collaboratives; (3) as driver of joint initiatives by workforce boards and workforce development stakeholders in the region; (4) as convener of education, labor and economic development representatives, (5) as presenter at local, state and national workforce conferences; and (6) as speaker at business association and community based organization meetings, events and conferences.

Nationally, the Local Board is a member of the National Workforce Association (NWA) Board of Directors and U.S. Conference of Mayors Workforce Development Council. Two Board members serve on the Board of Directors of the National Association of Workforce Boards (NAWB). One is a business representative who just completed her nine-year term. The other is a Community College President and is the first higher

education representative on the NAWB Board of Directors who just completed his second year. This ensures a consistent role and voice in the largest workforce member organizations; the ability to share local, regional and state best practices; a commitment to participate in the discussions and analysis of legislation; and an opportunity to propose and conduct workshops with business and labor partners on best practices and regional collaboration. In 2012-13, the Local Board was one of the 12 in the U.S. selected to the inaugural class of NAWB's Workforce Leadership Council.

In 2012, two Local Board members (representing labor and higher education) were appointed as public members of the Secretary of Labor's 27-member Committee on Apprenticeships including our labor representative as chair of the committee. Board members volunteer to be a part of the Workforce teams during annual briefings to administration and congressional staff that are part of Access DC, the annual Greater L.A. Chamber of Commerce sponsored program for select leaders from business, industry, education and local government. In addition, Board members arrange and lead meetings in district offices and coordinate visits to WorkSource Centers.

The Local Board proposes and presents workshops at state and national workforce conferences with representatives of organized labor and industry that are hosted by non-workforce organizations (National Council of La Raza) and the environmental and labor community (Good Jobs, Green Jobs). Local Board Members from labor and higher education are frequently invited as speakers and panelists on workforce development issues at local, state and national conferences within their own sectors of labor, higher education, and business. All of the Local Board activities reinforce our commitment to strengthen existing and develop new strategic initiatives and partnerships with labor, community colleges, registered apprenticeships programs, adult education, K-12, community-based organizations and the business community.

Statewide, the Local Board is a member of the Executive Committee of the California Workforce Association (CWA) and Local Board members participate in CWA's three statewide conferences including as panelists for workshops on topics ranging from serving mature workers to green jobs initiatives. Board members consistently take a leadership role in sessions designed to strengthen regional cooperation and coordination among stakeholders in attendance.

In 2012, the Local Board, City of L.A. Board, and other Boards statewide co-sponsored the first *Crossroads Foster Youth Conference* to examine the role of, and identify opportunities, for the workforce development and foster youth care communities to strengthen regional collaboration and coordination. As a direct result, the Local Board secured the unprecedented approval of all seven Local Boards in L.A. County to sign a Memorandum of Understanding for regional coordination of referrals and case management to ensure the seamless delivery of workforce services to all AB12 emancipated foster youth in the County. In collaboration with the Chamber of Commerce, the L.A. Workforce Systems Collaborative is pursuing private foundation funding to further regional efforts to implement a coordinated strategy to meet the employment and training needs of AB12 foster youth in the region.

In April 2011, the Local Board led a consortium of a dozen local boards statewide to celebrate Workforce Development Day in each of our communities. We hosted elected officials at One-Stops and secured interviews and submitted articles in local media to increase public awareness about the workforce development system and the positive impact of WIA programs on businesses and job seekers in

communities throughout the state. As a result of heightened public interest and outreach, the Local Board in April 2011, led a consortium of a dozen local boards statewide to celebrate Workforce Development Day in each of our communities. We hosted elected officials at One-Stops and secured interviews and submitted articles in local media to increase public awareness about the workforce development system and the positive impact of WIA programs on businesses and job seekers in communities throughout the state. As a result of heightened public interest and outreach, the Local Board launched a quarterly WIA E-Newsletter that highlights success stories on business services and job seekers in the respective districts of the County's delegation of 18 Members of Congress, 13 State Senators, and 24 State Assembly members. Further, the Local Board members arrange legislative briefings and visits to One-Stops.

Regionally, the Local Board is leading several workforce development initiatives and strategic collaborations with other local boards. Principal among these is a stand-alone Veterans Employment Program (VEP) that the Local Board has funded since 2011. It is the first and one of very few, if not the only one in the nation besides New York, that is fully staffed by veterans to serve veterans and their eligible family members. This unique countywide program is operated by Goodwill Industries and is located at a City of Los Angeles WorkSource Center. Goodwill has successfully leveraged WIA funding, made a significant investment of its own, including establishing a female veterans program, and raised additional funds through substantial private support.

In May 2013, the Local Board led an effort of the seven WIBs in L.A. County and EDD to plan and host a regional capacity building conference and training for 300 persons from our One-Stops, community-based organizations and employers to strengthen regional coordination, collaboration and cooperation between the seven local boards. We were successful in increasing knowledge about how to better serve and meet the needs of veterans, as well as gaining insight into how to better access the specific opportunities available to veterans from local and national employers including the Walt Disney Company, Cintas, Medtronic and Wells Fargo.

Countywide, our most significant community leadership role is as a member of the L.A. Regional Workforce System Collaborative. This is a partnership with the City of L.A. WIB, Greater L.A. Chamber of Commerce, Los Angeles Economic Development Corporation, L.A. Unified School District, Los Angeles Community College District, United Way and representatives of organized labor. This is an unprecedented commitment by the leadership of major institutions and local government to adopt a shared vision, coordinate implementation of common strategic workforce development priorities, leverage funding, and develop and share expertise across WIBs, institutions, government entities and industry sectors.

The Local Board has convened and attended meetings at the invitation of industry, community colleges and labor related to the projected impact of an aging workforce in diverse sectors such as energy, water, aerospace, nanotechnology, logistics, green technologies, advanced manufacturing, biotech, and petroleum. This allows the Local Board to play important roles of leading and supporting strategic workforce development initiatives and collaboration on training in the region to address projected workforce development needs. In addition, along with the Riverside and San Bernardino Local Boards, we are developing a multi-County collaboration with the Center for the Advancement of Nanotechnology, Applied Technology Training Center and Economic Development and Corporate Training at the San Bernardino Community College District to plan a regional Nanotechnology Summit in late 2013.

The Local Board has had a series of meetings over the past year to develop a strategic partnership with the Aerospace Corporation (AC) and to explore opportunities for workforce development collaboration and sector strategies to support aerospace industry workforce development. Initially, we plan to develop a STEM (Science, Technology, Engineering and Math) career pathways initiative for WIA youth that is led by AC with the participation of industry professionals, faculty, and undergraduate and graduate students from major universities in the area.

Locally, not only within our local workforce investment area of 58 cities and 151 unincorporated areas, but also countywide that includes one or more of the other local boards, the County has played a leadership role in convening key stakeholders from local and state government, business, labor, K-12 education and community colleges. This role is consistent with the Local Board's vision to lead, support and/or develop short and long-term strategies on workforce development priorities, collaboration and strategic initiatives with key institutional partners and sectors.

In the unincorporated area of Florence-Firestone, which has consistently had the highest unemployment and drop-out rates in the region, the Local Board convened a diverse group of stakeholders from education, business, economic development and community based organizations in a year-long planning effort hosted by the local community college to develop a strategic plan for enhancing employment opportunities for adults and youth and to meet the needs of area businesses. The plan is intended to serve as a template for addressing the workforce development needs of other similar industrial areas. The Local Board also played a leading role in establishing the Florence-Firestone Economic Development Council (with three Local Board members now serving on the Council), which focuses on the workforce development needs and priorities of employers in this small very high-risk and impoverished community.

The Local Board's leadership within the business community includes increased efforts to engage private employers to support career pathways and job readiness efforts for youth, summer youth employment, and year-round subsidized employment for youth. Wells Fargo recently committed to provide its financial education curriculum to WIA summer youth participants and include County youth, in addition to City youth, in its privately funded headquarters-based summer employment program that has resulted in permanent employment and careers for several recent summer youth employees.

The Local Board is invited to speak at community and business events such as the **L.A. Economic Forecast and Business Report**, sponsored by the L.A. Metropolitan Water District and Latin Business Association, and the **Economics of Energy: Jobs and Work Force Preparation**, hosted by Hispanics In Energy and the Western Region Energy Policy Forum. In this role the Local Board provides updates or insight on employment trends, job growth in the region, and efforts and opportunities to strengthen the workforce development partnership between community-based organizations, labor, government, business, trade associations and education. The Local Board also ensures its participation in meetings of other local boards and K-12 and university career day programs.

The Local Board participates in the *Chase Boyle Heights Workforce Collaborative* that was founded three years ago with private support and leadership from JP Morgan Chase. Members are small local nonprofit agencies in the greater East Los Angeles area, many of which do not receive WIA funding. Our involvement and support underscores the Local Board's commitment to community leadership to achieve a better alignment of workforce development efforts in the local area, encourage opportunities to leverage resources,

and engage in partnerships with diverse stakeholders of the workforce development community. This furthers the Local Board's commitment to a leadership role that achieves more impactful local and regional collaboration on workforce development initiatives, and enables our system to more effectively and efficiently serve populations with the greatest barriers to long-term employment and a living wage.

Based on a rubric developed in partnership with the City of L.A. WIB and L.A. Workforce Systems Collaborative, the Local Board will co-invest in Sector Intermediaries for six of the seven high-growth sectors in the region based on 2013 research from the L.A. Economic Development Corporation. Sector Intermediaries will analyze targeted industry sectors to: facilitate the development and implementation of workforce solutions; coordinate employer and stakeholder resources; encourage investments in potential and incumbent workers; strengthen the partnership between labor, education, government and community-based organizations in each sector; convene employers in targeted sectors; identify appropriate training and training partners, including community colleges, that will result in living wage jobs with a career path; monitor a sector's changing needs to develop and propose new employment and training strategies; and evaluate existing training to assess the need to modify or develop new courses and/or curriculum to increase and strengthen the pipeline of competitive and qualified job seekers. Sector Intermediaries will greatly enhance the workforce development system in our region and establish a priority on placement of job seekers in industry-recognized training for high-demand jobs and support employers by providing them with a qualified and work-ready talent that meets or exceeds their requirements.

In what may well be unprecedented in the nation, the County and City local boards approved a *Joint L.A. City-L.A. County Veterans Employment and Training Services Sub-Committee* and each has appointed five members including the representative of EDD. Monthly meetings are attended by community based organizations and government agencies. The County is committed to leveraging resources where possible and, together with the City WIB, funds a WorkSource Center in Marina del Rey that serves both City and County residents; and the County's Veterans One-Stop operates out of a more centrally located City-funded WorkSource Center.

The Local Board also convenes stakeholders in priority areas of the County, including identified high-growth industry sectors, to engage local business owners, non-profits, workforce partners, and other key stakeholders to establish effective partnerships and identify workforce development strategies that result in a more competitive pool of candidates for employers, long-term employment and sustainable careers for job seekers, and job readiness opportunities, career pathways, high school graduation and higher education achievement for youth.

The Local Board plays a leadership role through advocacy and support for funding by the Board of Supervisors to all seven Local Boards in the County for a Summer Youth Employment Program each year. The \$3.9 million commitment in 2013 is more than double the 2012 amount. The Local Board has developed a single reporting database that all seven Boards use to track individual and collective performance. It also supports the County's Self-Sufficiency Initiative for foster care and probation youth in collaboration with two county departments: Department of Children and Family Services and the Probation Department.

The Local Board has recognized the importance of addressing the employment needs of the senior community. In 2003, the first *Mature Worker Council* in the nation was established with Local Board and

public members from diverse senior community advocacy groups, service providers and academia. A comprehensive *Mature Worker Employment Toolbox* was developed and used to train over 100 staff in our One-Stops. From this group, 30 Champions volunteered to serve as local advocates and trainers. The toolbox helps older job seekers with easy to use resources and information to be competitive and to promote their value to employers. It is also used to encourage employers to appreciate the value that older workers bring to the workplace. The toolbox has been shared with other local boards throughout the State and the Council and the Board adopted the goal to secure a national partnership with AARP to increase the distribution of the Toolbox to other local boards and stakeholders that provide employment support to older workers.

The local planning process took into account the entire workforce training pipeline for the relevant regional economy including partners in K-12 education, career technical and vocational education, the community college system, other post-secondary institutions, and other LWIAs.

Over the past year, the Local Board has engaged in an extensive public process to re-imagine and redesign the WIA system and its programs in order to ensure that a strong foundation, adequate structure, sufficient capacity, and ample resources exist to meet and exceed new Local Board priorities and legislative, policy and programmatic mandates.

The new vision, direction and strategic priorities for WIA adult and youth programs in this plan were developed, discussed, and analyzed during a process that began in April 2012. The Local Board unanimously adopted guiding principles and later approved 14 tenets for redesign of our WIA system. These were first presented and discussed at monthly and quarterly public meetings of Committees, Councils, and Local Board, and in strategic planning retreats. For more than a year, monthly and quarterly Committee and Council meetings of the Board and two annual strategic planning retreats have included the local WIA system redesign or local area plan strategic five-year plan on the agendas as information and action items. Public comments were encouraged at each of these meetings. Prior to the recent procurement process for WIA youth program contractors in May 2013, notices for five public hearings, one in each of the five Supervisorial Districts, were published in area newspapers and the Local Board website to encourage community input on proposed workforce development system redesign and funding priorities.

Specific efforts to engage the entire workforce training pipeline, including the management and staff from the One-Stops and Youth Programs in our local system, occurred at more than 20 contractor meetings that were dedicated to, or included, redesign as an agenda item. Contractors actively participated in the meetings and Local Board strategic planning retreats as presenters on the proposed priorities and areas of redesign. Along with other members of the public in attendance, contractors were encouraged to participate in breakout group sessions to discuss the proposed tenets of redesign with members at the Local Board's at the two most recent strategic planning retreats in April and November 2012.

The local planning process has included members from the workforce training pipeline including members representing these sectors on the Local Board. They have also been appointed to the Local Board's deliberative and oversight committees and the two councils, which also includes public members not on the Local Board. Many of the new program priorities and proposals for redesign of the local system

are the result of regional consensus and support by education and training pipeline partners.

The Local Board has made a concerted effort to engage the local community college systems on various workforce development and training initiatives and strategies. In 2012, the Chair appointed the Dean of Workforce and Economic Development at Santa Monica College as Chair of our Youth Council to ensure that youth program priorities and direction have the benefit of the perspective and insight from the community colleges and to facilitate increased opportunities for community college collaboration with WIA programs and training initiatives.

In the past three years, the Local Board also appointed two Community College Presidents from separate community college districts (Rio Hondo and L.A. Mission College—two colleges funded to operate a Work Source) to the Local Board. One of these is a public member on the Department of Labor Apprenticeship Council. Local Board membership of these Community College appointees ensures collaboration with community colleges and ensures that the voice and perspective of community colleges is prominent in planning, oversight, and policy setting and that there are significant and continuous opportunities for direct input into the local planning process on both policy and programmatic levels on behalf of this critical sector in the workforce development pipeline.

Many of the Local Board's new program and funding priorities were derived with extensive input from other local areas in our local planning process, including through the L.A. Workforce Systems Collaborative, which includes all of important workforce training pipeline partners: K-12; career, technical, and vocational education administrators; staff from the L.A. Unified School District and the L.A. Community College District (comprised of nine campuses); the Vice Presidents of Education and of Workforce Development from the Great L.A. Chamber of Commerce; and the City of L.A. Mayor's Office and its Administrative Entity for WIA Programs, the Community Development Department. Extensive input and deliberation at monthly meetings of this Collaborative resulted in an agreement among all seven local boards to coordinate local system efforts to: engage Sector Intermediaries to develop sector strategies, conduct research on adult education, enhance prioritization of supports and services to out-of-school and disconnected youth, and forge formal agreements to partner on specific initiatives such as an NEG Public Sector Grant and a countywide effort to leverage and enhance services to foster youth, veterans, and the County's Summer Youth Employment Programs. One example of formal partnership of the seven local boards is illustrated by the *2012 Crossroads Foster Youth Capacity Building Conference & Training*, a two-day event that included key stakeholders from career technical, vocational and post-secondary education sectors as well as from the juvenile justice and foster care system and advocacy groups.

In addition, through participation in the L.A. Workforce Systems Collaborative, the Local Board has supported research and broad stakeholder input on issues identified as the most significant opportunities and challenges for workforce, education, labor and business communities in the region. For instance, in anticipation of cuts to LAUSD's adult education system that serves L.A. City and parts of the County, the Collaborative supported a comprehensive study on the impact projected cuts to the adult education system might have on the regional WIA system and its programs. We are confident that regional solutions are more successful when they are the product of research, discussion, analysis and consensus by a wide range

of community stakeholders including the workforce training pipeline of institutions, organizations and agencies in our regional economy.

In another example of eliciting broad stakeholders to inform local system planning, in 2009 the Local Board convened over 1,000 stakeholders from throughout L.A. County over a period of six months to identify the greatest barriers and determine the best practices and opportunities for collaboration, improve coordinated services to youth and young adults returning to their families and communities from probation, detention and incarceration. This process was conducted as a result of a Youth and Young Adult Reentry Planning Grant awarded to the Local Board—one of only five entities to receive such an award—by the Department of Labor to develop a comprehensive Blueprint for reentry policies and practices in improve reentry service coordination and reduce regional recidivism for reentering youth and young adults, ages 14-25, returning to L.A. County communities from juvenile and adult correctional facilities. The Blueprint includes goals, strategies and recommendations that incorporate the six DOL recommended strategies for both youth and young adults. The findings from the Local Board's extensive, countywide stakeholder summits were encapsulated by a UCLA School of Public Policy research team, with expertise in juvenile justice policy, in the *2010 Los Angeles County Youth & Young Adult Reentry Blueprint*. Blueprint recommendations were utilized by LA County government to improve coordination between County departments for improved youth/young adult reentry transition, to establish a community-based system of youth & young adult reentry regional resource councils, and to inform the redesign of the Local Board's WIA Youth Programs to prioritize services to disconnected, system-involved and out-of-school youth.

A year after the publication of the Blueprint, the Local Board engaged in a year-long planning process that resulted in the unanimous approval of new priorities related to the redesign of the WIA Youth program and countywide system to achieve greater efficiencies, accountability and transparency. The Youth Council and Local Board adopted a new policy placing greater emphasis and increasing percentages of funding to serve out-of-school, disconnected youth, with explicit recognition of recent priorities adopted by the State Board to reduce drop-out rates for in-school youth, prioritize services to older and out-of-school youth, and re-engage disconnected youth through strategic partnerships with Secondary and Post-Secondary Education. These new policies manifested in 2012-15 work order that assigns WIA Youth Program contractors school(s) and school district(s) with the highest drop-out rates in each LA County Supervisorial District. In coordination with the CLEO, the Youth Council and Local Board, and utilizing most recent data from the Los Angeles County Office of Education, the Local Board will determine which schools in the local area will be considered priorities for program emphasis and allocation of resources. Formal agreements with selected schools and/or school districts will be secured to ensure that enrollment of students, sharing of information, and access to data will reinforce a shared commitment to the desired outcome of reconnecting youth to K-12 or post-secondary education.

In addition to partnerships with K-12 and vocational education, other local and national best practices will be considered including technology and internet-based digital on-ramps initiatives to increase access by disconnected youth to WIA youth programs and services and by youth and WIA program providers to essential documentation on education attainment, training completion and certifications.

The local planning process involved key stakeholders, including the major priority-sector

employers in the relevant regional economy and organized labor.

Key stakeholders representing major priority sector employers in the regional economy, as well as organized labor, were involved in the local planning process through: new appointments to the Local Board; participation and leadership on key committees and the Youth Council; establishment of new committees to develop employment opportunities within priority sector industries; the brokering of relationships with major priority sector employers; and participation in new business councils led by priority sector employers.

The Local Board has placed particular emphasis over the past two years on recruiting business representatives to the Local Board from identified key priority sectors. Based on a study it contracted with the L.A. Economic Development Corporation (LAEDC), the Local Board committed to a **regional partnership** with the City of LA to develop targeted job development and placement strategies within **seven industry sectors identified by LAEDC in 2011 as the fastest growing in the region: Bio-Med/BioTech, Construction, Healthcare, Transportation and Logistics, Hospitality and Tourism, Green/Clean Energy and Finance.** This regional collaboration is developed and implemented through the **L.A. Workforce Systems Collaborative** that includes representatives and commitments from the L.A. City and County Local Boards, the L.A. Community College District, LAUSD, United Way of L.A., the L.A. Area Chamber of Commerce, and Labor.

Following their nomination by the County Federation of Labor, new representatives from Labor were also recruited to the Local Board, each one bringing with them vast knowledge and key relationships necessary to establish and grow apprenticeship programs in high growth sectors such as construction and clean energy. To this end, Labor was complemented by Business and Community College representatives on a newly created *AB554 Local Board Ad Hoc Sub-Committee on Apprenticeships and PreApprenticeships* to ensure compliance with AB554, to establish and enhance local system pipelines into Labor apprenticeship programs, and to develop specific apprenticeship and preapprenticeship initiatives, training and funding priorities in priority high growth sectors. Some early outcomes of the subcommittee include the establishment of a construction and green energy retrofit training in partnership with IBEW and a preapprenticeship construction boot camp for at-risk and re-entry youth and young adults in partnership with Laborers Union 300 and L.A. Mission College, one of nine community colleges in the L.A. Community College District.

Given the expanse of its service area, the Local Board recognized the vital importance of a regionally based strategy and thus engaged in concerted efforts to forge partnerships on a regional level. For instance, the Local Board worked with the *Florence-Firestone Economic Development Council* convening multi-sector partners to develop a vitally needed business and employment development strategic plan for this very high risk, violence and gang-impacted, impoverished region of the County. The Local Board and CLEO are committed to placing a specific focus on industry and job development in such high risk regions recognizing that, as our nationally recognized local leader in providing paths out of underground economies for our most deeply gang-involved residents Father Greg Boyle says: "There's nothing that stops a bullet like a job."

Another such regional partnership of the Local Board is with the San Gabriel Valley Economic Partnership (SGVEP). Local Area strategic planning was informed by regional economic and demographic information and business/industry input provided by the SGVEP. The Local Board also works with this entity to foster regional success of business, provide professional assistance to companies locating and expanding in the San Gabriel Valley, and work proactively to retain existing employers in that region. The Local Board's partnership with the SGVEP also represents its efforts to involve priority sector employers in its local area strategic planning. For instance, the Local Board met with the Partnership's Education Committee and representatives of small and medium size *water companies* to identify opportunities for collaboration to plan and address projected workforce needs in this critical regional industry.

Further sector partnerships informing local area planning includes the *aerospace industry*. A series of meetings were conducted over the past year, for instance, to develop a strategic partnership with the *Aerospace Corporation (AC)* to explore opportunities for workforce development collaboration and sector strategies to support aerospace industry workforce development, including the diverse range of supplier companies and other small businesses that support this important industry. Initially, we plan to develop a STEM (Science, Technology, Engineering and Math) career pathways initiative within our WIA youth program led by AC with commitment and participation of industry professionals, university and graduate students, and faculty from major universities in the area.

Another sector partnership reflected in the Local Area planning involves the *NanoTech industry*. Along with the Riverside and San Bernardino Local Boards, we are developing a multi-County collaboration with the *Center for the Advancement of Nanotechnology, Applied Technology Training Center and Economic Development and Corporate Training* at the San Bernardino Community College District to plan a regional Nanotechnology Summit in late 2013.

The Local Board also partnered with the *BioTech industry* through such efforts as participation in the *SoCalBio Workforce Summit* which provided an opportunity to enhance the partnerships among bioscience industry executives, workforce development professionals, educators, and other state and local partners to help Southern California bioscience companies address their workforce issues and remain competitive.

The Local Board has also convened and attended meetings at the invitation of industry, community colleges, organized labor and economic development entities related to opportunities for collaboration on workforce development initiatives, as well as the projected impact of an aging workforce in our region on diverse sectors such as energy, water, aerospace, nanotechnology, logistics, green technologies, advanced manufacturing, biotech and petroleum. This has allowed the Local Board to play important roles of leading and supporting strategic workforce development initiatives and collaboration on training.

Opportunity for public comment, including comment by representatives of businesses, and comments by representatives of labor organizations, and input into the development of the Local Plan prior to submission of the plan.

Development of the L.A. County WIA Local Area Plan began in February 2012 with the wholesale

redesign of the Local Board's service delivery system, a multi-year strategic process. Following stakeholder input, the Local Board endorsed nine guiding principles in May 2012, as a framework to redesign the adult and youth programs and system. In October 2012, during the Local Board's fall strategic planning retreat, Local Board staff presented eight tenets on redesign consistent with the guiding principles the Local Board adopted in February for discussion and consideration. Different WIA adult and youth program contractors were included in the presentation to provide their independent views on the benefits and challenges with each proposed tenet. In addition to Local Board input, public comments were actively sought and received. Four small group sessions of 12-18 persons were held and led by business and labor representatives with members of the public, management and staff of our contractors, the public and County staff. Each breakout group presented a summary of its discussion and recommendations in the closing plenary session and submitted their written notes. Based on the substantial input received, the tenets were modified by the Local Board and included the addition of a ninth tenet to "strengthen services to businesses and employers."

Since the County was required to complete a competitive procurement for new youth contractors by June 2013, intensive planning to redesign the youth program occurred in numerous public meetings with the intent of aligning our system with the California Workforce Investment Board's strategic plan and priorities. In February 2013, the Local Board approved a redesign of the youth system and its programs after substantial deliberation and input from Youth Council and Local Board members, both of which include representatives of labor, current contractors, and public members.

Five public forums were held at Community Centers, one in each of the five supervisorial districts, to allow the public and stakeholders additional opportunities to share their comments directly with Local Board members. The forums were advertised in the Los Angeles Times and announced in large posters and flyers that were placed at all L.A. County WorkSource Centers and Youth Program sites. Based on public comments, additional changes were made to the final tenets that the Local Board approved at its quarterly board meeting in November 2012, where significant public comment was received before a final vote was taken.

Since November 2012, the WIB has placed an agenda item related to the Local Area Plan on each WIB Committee, Council and Local Board meeting agenda to ensure the Local Board publically acknowledged the important role and responsibility it has have in relation to developing and approving a five year strategic Local Area Plan, and to notify the public about the process and opportunities for public comment. Throughout the process, the Local Board considered new program and funding priorities or revised strategic initiatives or priorities based on Local Board, Committee and/or Council member input or meeting deliberations. As a result, the Local Board incorporated public comments and Council or Local Board input into the final version of the Local Area Plan.

The Local Board is committed to continuously *updating its Local Area Plan to include new and relevant information*. The Local Board regularly reviews program performance and special initiatives in quarterly standing committee meetings including those of its two Councils. It also hosts two all-day strategic planning retreats each year to review program and committee progress and priorities, consider new initiatives, identify key sectors and partnerships to engage, and propose renewal or termination of efforts if warranted due to change of economic conditions or labor market demands and updated information on

target populations. The Local Board will add a standing agenda item to each of the Committee, Council and Board meeting agendas related to the Local Plan and Labor Market Information including any action deemed necessary to update the Plan or include new and relevant information.

PUBLIC COMMENT

Two public comments were received and are included in Attachment 14. As part of the Local Board's commitment to continuous quality improvement and collaboration with workforce partners, the Local Board will provide an opportunity to speak on the Local Area Plan by extending the public comment period indefinitely. Updates and Public Comment on the Local Area Plan will be included as a standing agenda item on each of the Local Board, Executive Committee, Business Services Committee and Youth Council agendas.

B. The Local Board is committed to ensure an adequate number of WorkSource Centers in the County with sufficient resources to meet the goals of the WIA Program while complying with all federal and state regulations.

Los Angeles County Community and Senior Services (CSS), as the administrative entity on behalf of the Local Board, conducted a public procurement process to establish 17 comprehensive One-Stops in its local area using federal procurement requirements (CFR 29, part 97) as outlined below. This five-year procurement process lapses in 2013/14 and a new procurement for comprehensive and integrated One Stops will be administered in 2013/14 to take effect in 2014/15.

· Small Purchases: This method is used for procuring goods and services under \$10K.

· Sealed Bids: This method is being used to award WIA grants and contracts for youth services for FY 2013-14. In March 2012, the process was initiated with the release of a Request for Statement of Qualifications (RFSQs) for services. The RFSQ was publicly advertised through newspapers as well as CSS' and County of Los Angeles' websites. The RFSQ defined providers' minimum requirements and provided a scope of work. Respondents who demonstrated that they met the minimum requirements were awarded a Master Agreement and included on a Master Agreement List approved by the CLEO in September 2012. No funding was associated with the Master Agreement.

Invitations for Bids (IFBs), referred to as Work Orders in the LAC-WIA, were issued for WIA Youth in April 2013. The IFBs defined each program's requirements, scope of work, and technical specifications. Responsible bidders with the lowest costs were awarded contracts, based on available funding. This same method is being used to award WIA grants in three service areas in the County for adult services for FY 2013-14. In January 2013, an RFSQ was released for services, again publicly advertised as with the RFSQ for youth services. IFBs will be issued for the three areas for WIA Adult services in May 2013. Responsible bidders with the lowest costs will be awarded contracts based on available funding.

Competitive Proposals: Using Requests for Proposals (RFPs,) this method is used to procure goods or services in excess of \$10K. In terms of services, this method is most often used when general outcomes/deliverables are known (for example when procuring for consultant services), but the specific tasks needed to achieve the objectives are best determined after reviewing proposals and evaluating a range of factors including, but not limited to, the proposed quality and cost of services.

In FY 2008-09, this same method was used to award WIA contracts for 12 service areas in the County for adult services for FY 2009-13. An RFP was released for services and was publicly advertised. Bidders were invited to submit proposals for providing adult services. An evaluation panel reviewed the proposals and evaluated a range of factors including, but not limited to, the proposed quality and cost of services. These contracts were extended for one year, through June 30, 2014, by the Los Angeles County Board of Supervisors pending the release of a solicitation for competitive proposals targeted for release later in 2013.

Noncompetitive Proposals (Sole Source): This method has been used on an exception basis when: 1) there is inadequate competition (e.g., only one respondent to a solicitation); or 2) the awarding agency specifically approves it (e.g., when a specific agency is named in a grant application as a partner/co-applicant of the grant).

C. The Local Board is committed to standardize the way all WorkSource Centers are identified and services offered to ensure consistency and uniformity in the Way WIA Services are provided and adopt the "America's Job Center Network" branding.

The Los Angeles County One-Stop delivery system is currently comprised of 17 One-Stop WorkSource Centers and three affiliate sites strategically located throughout the local area based on geographic location and customer need. These WorkSource Centers are administered by the Local Board. The local area One-Stop system collaborates with other entities responsible for administering workforce investment including local agencies that represent the WIA mandatory partners under a comprehensive One-Stop. The local area One-Stop system also partners with education and other human resource programs and funding streams to create a seamless system of service delivery that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. Within the local area, the One-Stop system has been established as a network of WorkSource Centers that operate under the brand name "WorkSource California."

D. Implement strategies to ensure continuous quality improvement practices in the WIA System to deliver the highest outcomes at the lowest cost.

Continuous Quality Improvement of the Service Delivery System

The Local Board Certification Policy requires the contracted WorkSource Centers to adopt Malcolm Baldrige National Quality Award criteria in their management practices and will include the Local Board system redesign organizational structure. The Certification Policy calls for WorkSource 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 Malcolm Baldrige National Quality Award principles and criteria. Organizations receive CAPE recognition from CCE for incorporation of these continuous quality improvement principles and criteria into their management and operational practices.

A large part of the Local Board’s redesign is centered on the *Business Sector Partnership* and the *Regional Workforce & Economic Development Networks* that will be agreed to in concept at the governance level by the various partnerships and implemented by the One-Stop Operator and its WorkSource Center direct service delivery system. The Adult and Dislocated WorkSource Center system will be re-procured and awards made for PY 2014-15.

As of 2013-14, CSS will restructure to meet the Local Board Adult and Dislocated Worker Program redesign, the State Strategic Plan, and Local Area Plan by expanding its staffing to implement these policies and assist the Local Board by bringing together the WorkSource Centers and key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts, to continuously identify workforce challenges facing the local area and to develop innovative strategies and solutions to address the workforce needs of the business sector.

CSS Adult Programs, Business Services Section, in coordination with Local Board Staff, will develop and implement the State and Local Board actions to:

- Ensure the Local Area Plan includes a Business Services Plan and Strategies that integrate local business involvement with workforce initiatives
- Partner with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy
- Facilitate and/or participate in unified workforce services support to employers within their labor market, integrating with other relevant local boards, labor, educators, and other partners
- Identify training and educational barriers that hinder job creation in the regional economy
- Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness
 - Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs
- Partner with priority-sector employers to develop potential OJT and other customized training strategies
- Ensure preapprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the U.S. Department of Labor Employment Training

Administration (DOLETA) and/or approved by the California Department of Industrial Relations Division of Apprenticeship Standards (DIR/DAS) for the occupation and geographic area

- Align the regional education system to develop career pathways to meet the educational needs of workers and priority-sector employers in the local area or regional economy
- Increase the number of career pathway programs in demand industries
- Increase the number of adult basic education students who successfully transition to post-secondary education, training or employment and reduce the time students spend in remediation
- Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations

Currently, all of the 17 One-Stop WorkSource Centers are One-Stop Operators (OSOs) for the local area. As approved by the Local Board and CLEO effective July 1, 2010, the One-Stop WorkSource Centers' roles as OSOs has been limited to the development and maintenance of the federally required Memoranda of Understanding (MOUs) and Resource Sharing Agreements (RSAs) among the mandatory partners at each WorkSource Center.

With the passage of SBs 698 and 734 and focus on high performance, in May 2012 the Local Board, as previously outlined, established nine principles to redesign local area's system to be a high performing and innovative workforce development system to meet the employment training needs of job seekers and businesses. In November 2012, the Local Board approved nine major tenets for redesign to ensure the local area's ability to continue to meet State and federal requirements, increase performance, and ensure the sustainability and competitiveness of the local system.

To ensure the principles and major tenets for WIA redesign are implemented, resulting in a local system that is high performing, sustainable and competitive, the Local Board has determined that central coordination of the system is critical. Therefore, in approving the WIA Plan in 2012, the Local Board and CLEO will reestablish and approve the designation of CSS as the One-Stop Operator for the Local Board. As such, CSS staff, who are employees of the County of Los Angeles, coordinated the County's One-stop delivery system effective July 1, 2013.

All One-Stop Centers and satellites provide core services (including those of mandatory partners), intensive services, and access to training. Services are provided in English and Spanish (and other languages appropriate for the geographic community). All Centers and satellites have TTDY line access and meet the requirements of the Americans with Disabilities Act. EDD services, including CAL Jobs, are available at all sites.

The following services are available at all One-Stop Centers to individuals with the right to work in the U.S. who are 18 years of age or older:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Outreach, intake, profiling, and orientation to the One-Stop Center • Initial Assessment of skill levels, aptitudes, abilities, and support services • Labor Market Information • Consumer reports and performance information • One-Stop partner services and supportive services • Internet browsing to find career, employment and training information • Talent referrals | <ul style="list-style-type: none"> • Assistance in establishing eligibility for additional assistance include WIA intensive and training services, Welfare-to-Work, and non-WIA training and education services • Resource Room usage • Job listings by Cal Jobs and other links • Information on filing UI claims • "How To" group sessions (e.g., writing a resume) • Job Referral, registration into Cal Jobs enrollment, and resume building |
|---|--|

Specific services available to job seekers who are unable to find employment include:

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|---|--|
| <ul style="list-style-type: none"> • Individual assessment • Job search workshops • Job resource centers with computers, phones, fax machines, and employment information • Career counselors | <ul style="list-style-type: none"> • Follow-up services for one year. • Basic skills training/English as a Second Language (ESL) • Job Placement assistance • Individual service strategies/Individual Readjustment Plan/Case Management |
|---|--|

Access to these services is provided through a three-tier delivery system that ranges from a self-directed low-cost service to intensive services that require an assessment of need, a longer-term financial commitment, and more extensive participation on the part of the customer. Self-directed Services provide Self-Directed Electronic Access to directories, job matching services, and labor market information such as Cal Jobs and America's Career Kit. Facilitated services require staff assistance and intervention. At this level intake, enrollment and a detailed assessment is provided, followed by information, employment, education and training opportunities and, where needed supportive services. Intake staff/customer services include:

- Service directories and coordinated referral services
- Job applicant database access
- Technical assistance and linkages to access available resources
- Labor market, economic development and tax credit information
- Access to community development bank
- Rapid response and plant closure assistance by the local area's three Rapid Response Program providers
- Customized training/On-the-job-training subsidies
- Technical advice/training on job retention strategies for special populations.

The Local Board's Youth Council, Mature Worker Council and Finance/Program Oversight Committee have directed staff to include additional demographic categories to youth and adult performance reports to monitor access by, and performance related to ethnic and racial minorities, veterans, and persons with disabilities. Overall, these high priority groups are served by the County's WIA system and ensure the full range of employment and training programs and services.

The Local Board supports the creation, sustainability, and growth of small businesses and supports the workforce needs of small businesses as part of the larger economic strategy.

The Local Board has taken a number of actions to support the creation, sustainability, growth, and workforce needs of small businesses as part of the larger economic strategy including:

Hosting an Annual Small Business Conference: For the past three years, the Local Board has co-hosted a regional Small Business Conference, including collaboration with the SELACO WIB this past year, to identify WIA and other resources or services for businesses.

Implementing Layoff Aversion Initiatives: In 2013, the Los Angeles Economic Development Corporation (LAEDC--our regional economic development entity) was selected to lead a regional layoff aversion initiative, which they also administer on behalf of the City of Los Angeles WIB. The primary beneficiaries of these services are small businesses who comprise the majority of employers in the region. These Layoff Aversion Services ensure immediate support and assessment of opportunities for businesses that may be at risk of laying off workers as well as identification of local resources that can provide businesses with information, support and possible financial assistance to retain and strengthen their operations and reduce the risk of workforce reductions.

Utilizing Sector Intermediaries: Employing this industry best practices, the Local Board will engage Sector Intermediaries to: analyze targeted industry sectors; facilitate the development and implementation of workforce solutions; coordinate employer and stakeholder resources; encourage investments in potential and incumbent workers; strengthen the partnership between labor, education, government and community based organizations in each sector; convene employers in targeted sectors; identify appropriate training and training partners, including community colleges, that will result in living wage jobs with a career path; monitor a sector's changing needs to develop and propose new employment and training strategies; and evaluate existing training to assess the need to modify or develop new courses and/

or curriculum to increase and strengthen the pipeline of competitive and qualified job seekers. Sector Intermediaries will greatly enhance the workforce development system in our region and establish a priority on placement of job seekers in industry-recognized training for high-demand jobs, and support employers by providing them with qualified and work-ready talent that meets or exceeds their requirements.

The Local Board has begun to form local Networks through the work of the Sector Intermediaries that will address the training and employment needs of key industries through the increase of related career pathways. These local Networks will set priority to increase the number of underprepared job seekers and displaced workers who successfully complete education and training programs in those demand industries and occupations.

The Local Board and its WorkSource Centers will support the various Sector Partnership and Networks training needs described in this Adult Strategies Section through the local SB 734 Adult and Dislocated Worker training allocations. The WorkSource Centers will also build their own Sector Partnerships and Networks and support local training needs through the use of SB 734 training allocations. Additionally, the Local Board will require that a minimum of 50 percent of SB734 funding be restricted to training in one of the seven high growth industry sectors adopted by the Local Board based on the most recent labor market information and Industry Cluster Study Analysis by the Los Angeles Economic Development Corporation. This policy supports projects outlined in Sections 3 and 4 of this document herein.

Establishing a Standing Ad Hoc Committee on Business Services: The Local Board establishes this committee, that reports to the Executive Committee, in order to elevate the importance of and ensure that the strongest and most senior leadership from all mandated sectors are involved and responsible for strategies to support the workforce needs of small businesses as a part of the larger economy in our region. A standing agenda item on Business Services is on each Executive Committee meeting agenda.

Maintaining a Strong Partnership with the Greater Los Angeles Chamber of Commerce and LAEDC: The Local Board has prioritized partnerships with these two vital local entities, both of which are major membership organizations for small businesses. This partnership has significantly increased collaboration on strategic initiatives with other small business organizations in the local area, such as the Latino Business Association, and with regional business and economic development associations, such as the San Gabriel Valley Economic Partnership.

Increasing Resources and Training for Small Businesses: By providing training for One-Stops, the Local Board aims to increase its capacity significantly increasing resources and training for small businesses. To this end, the Local Board implemented the requirements of SB 734 to provide an increase in the funds spent on the hard costs of vocational training by requiring the WorkSource Center direct service delivery system to expend 31 percent of its adult and dislocated worker allocations on workforce training services that prepare trainees for occupations in the priority sectors including Construction, Utilities/Green/Mfg, Hospitality, Logistics, Healthcare, and Transportation.

The Local Board requires its WorkSource Centers to expend its training allocations on training institutions that are approved under the Employment Training Provider List (ETPL) and its continued eligibility and performance requirements. WorkSource Centers are allowed to expend training fund resources only on those ETPL training providers that can provide positive employment outcomes for their graduates including sustainable-wage jobs within the local Los Angeles economy. The implementation of SB 734 has led to the formation of partnerships for the Local Board with priority sector employers and higher education community colleges to explore those degrees and credentials that they find of value for their own companies..

E. The Local Board will leverage resources and partnerships to ensure additional resources are contributed to the WIA System to increase services in Los Angeles County.

The Local Board understands that in an environment of shrinking resources available to serve increasing employment challenges faced by L.A. County's millions of residents, it is mandatory that very strategic efforts be made to leverage WIA funds coming to our local region with other resources through strong partnerships. To this end, the Local Board has implemented such initiatives as:

Collocation of the Adult, Dislocated Worker and Youth Program Funding Streams And Program Services. Central to the Local Area Plan is the end goal of a collocated and collaborative workforce system in which customers can access a continuum of services and which achieves much greater economies of scale (e.g. reduced fixed costs such as rent) so that more funding is available for direct services.

Adoption of the California Workforce Investment Board's recommendation to integrate WIA and Wagner Peyser (EDD) Employment Services: The California Workforce Investment Board (calwib) adopted recommendations from a study it commissioned in 2010 that endorsed a similar model for all local areas. Several of the highest performing areas in the State, such as Riverside, San Bernardino and San Diego, have adopted an integrated service delivery model to transform the WIA service delivery system into a comprehensive "one-stop," whereby all customers who enter the one-stop are enrolled for full menu of services offered by EDD and the WS Center. All customers who enter the WS Centers would be enrolled for services and receive a common set of EDD and WIA services from a single access point. Sharing responsibility for services to customers will result in greater efficiencies and cost savings. In comparison to the Los Angeles County workforce system, areas that partner with EDD such as Riverside, San Bernardino and San Diego have higher enrollments and placements, as well as lower placement costs. L.A. County is determined to join these ranks, through the strategies outlined in this Local Area Plan, within five years. Currently, seven of Los Angeles County's 17 WorkSource Centers and 3 satellites, are already integrated with EDD collocated staff, and six of the seven also have integrated funding streams of Adult, Dislocated Worker and Youth funding.

Establishing a standard threshold of sufficient funding to support a unified Workforce System:

The Local Board has determined that a standard amount of funding will be established to support a

Unified Model of Services. Only agencies with the capacity to serve both Youth and ADW customers and support the unified model with EDD will ultimately be funded. Having all WS Centers funded with all three unified funding streams and partnering with EDD, will ensure that there are uniform staffing, services and expertise at each WS Center to meet increasingly demanding administrative, operational, reporting, and legal requirements. This model will result in greater efficiencies, increased services to more residents, and greater capacity to implement new initiatives.

Broadening Access To Employment And Training Services: Another of the Local Board's adopted tenets undergirding its redesign, this action will increase access to online WIA services to help customers find a job or training. Technology has transformed the way society does business. Job seekers are using social media outlets and remote sites to look for jobs online. By increasing access points, customers can conveniently do job searches at home, their local library or community center.

Adoption of a single branding and Identity for the County Workforce System: An important step for the Local Board is to increase the awareness of the services offered at WorkSource Centers (WSC) as well as improve the physical visibility of WSCs in the neighborhoods they serve. The Local Board intends to fully utilize the rebranding of WSCs to America's Job Centers of California (AJCC), to create broader and consistent awareness of WIA services and promote the system as a reenergized and improved community asset to businesses and job seekers.

Coordination of the planning, distribution and implementation of training funds to meet legislative targets and align with sectors already approved by the Local Board: This purpose of this Local Board adopted action is to have central coordination of planning, distribution and allocation of training funds to enable alignment of training resources with approved sector strategies and growth industries consistent with state and federal legislation and policy directions that the Local Board has endorsed. This requires building new partnerships with community colleges, labor, preapprenticeship and apprenticeship programs and training institutions. Recent legislation, such as SB734, has imposed greater demands for training in WIA. Central coordination of training is critical to ensure high performance, compliance with training requirements, and that training is targeted at the sectors with the highest growth potential for employment.

F. The Local Board is committed to establishing a Performance-Driven System that produces the greatest value at the lowest cost and ensures a continuum of employment and training services that meets the needs of employers and job-seekers.

The South Bay WIB (SBWIB) manages the I-TRAIN on behalf of several Southern California workforce investment areas. Programs approved for I-Train become part of the statewide ETPL and can be accessed by WIA clients throughout California. SBWIB conducts an annual review of each provider and program to ensure that eligibility requirements continue to be met and that completion and placement performance for WIA participants meets established thresholds.

Programs on I-Train are those that correspond to specific requirements established by WIA for inclusion on the ETPL. These include factors pertaining to provider status, course approval, content,

performance results and significance of the program with regard to the employment opportunities in the local labor market. While SBWIB representatives are highly experienced at processing program applications for I-TRAIN, ensuring that the slate of approved programs reflects needs of local area employers and job seekers requires our engagement with these key customer groups and the use of effective feedback mechanisms.

Input from Job Seekers: Through our one-stop system, case managers and other staff continuously receive input from job seeker customers regarding the training programs and courses in which they are interested. As staff shares this information during meetings and in reports, one-stop managers transmit information to SBWIB leadership regarding training areas for which demand exists among job seekers. Another mechanism through which we receive considerable input regarding both training interests and the impressions of job seekers who have completed training is our customer satisfaction survey systems. In addition to posing the *American Customer Satisfaction Index* questions, the surveys enable respondents to include comments. Frequently comments address training along with information on programs and content desired by job seekers. Generally, the course content requested by job seekers mirrors that of businesses that provide us feedback. This is not surprising, as job seekers meeting with potential employers quickly become familiar with the precise skills and certifications that are required to secure employment.

Continuous input of the programs and providers on State ETPL through the I-TRAIN system occurs not merely as a result of examining performance achievements, but by using customer input to identify the skills and certification requirements for priority sector occupations at various entry points along career pathways in these industries. When training is needed, but not available, SBWIB staff will work to identify providers and programs for such training and actively recruit their applications for I-TRAIN. Where required coursework does not exist, we will utilize our Sector Partnerships to drive the development of needed curricula.

Serving UI Claimants and Potential TAA Program Service Recipients

While all may access services at the WorkSource Centers (WSCs), the Local Board realizes that some customers come to our WSCs requiring a higher level of tailored staff assistance than others. Among this group are Unemployment Insurance (UI) claimants and potential Trade Adjustment Act (TAA) program service recipients. The Local Board recognizes the need for a coordinated program that provides the necessary services to help UI claimants and potential TAA program service recipients obtain and retain jobs in order to reintegrate into workforce system successfully. The Local Board takes a holistic approach in serving these individuals. To that effect, the Local Board is creating and maintaining partnerships that leverage services provided by other organizations in the bid to helping reinforce, build, and create opportunities that serve UI claimants and potential TAA program service recipients.

The Local Board will require the WSCs to collocate with the EDD. The collocation of these two agencies assists the Local Board in leveraging funds and staffing, resulting in a seamless delivery of employment services to UI claimants and potential TAA program service recipients. The shared UI

telephone line and JTA tracking system allows both agencies to view customer data and manage shared customer information. The electronic linking of data allows both agencies to see what services are being provided to avoid duplication and determine what employment services gaps can be filled by the partnering agencies.

The WSCs offer a myriad of other jobs services to UI claimants and to those eligible for TAA program services. Several of our WorkSource Centers have an EDD TAA coordinator/case manager on-site. Another excellent example of how the Local Board's WSCs collaborate with EDD in offering services to UI Claimants is in streamlining the California Training Benefit (CTB) program. CTB allows eligible California Unemployment Insurance (UI) claimants, who lack the job skills needed to compete in the labor market, the opportunity to receive their UI benefits while attending training or retraining programs. Under the CTB program, the traditional role of UI changes from one of partial wage replacement, while the individual looks for work, to one of excusing the individual from job search and providing income support while in training or retraining. CTB only becomes approved when customer is enrolled at a WorkSource Center. The Local Board's WSCs coordinate closely with EDD Job Service and EDD UI to ensure that all participants are processed and breaks in UI coverage do not occur.

All UI claimants and potential TAA program service recipients have access to a menu of services designed to assist them based on their individual needs. No-cost services offered by the WSCs to UI claimants and TAA program service recipients include job training; job development; job search; career counseling; skills and aptitude assessment; occupational training; resume writing; interview training; and access to computers, printers, telephones and copy machines for job search support.

UI claimants and potential TAA program service recipients may choose from a variety of Local Board facilitated workshops including Resume Writing, Interviewing Techniques, Job Search, Networking, Transferable Skills Identification and Basic Computer Skills. These workshops are tailored to assist them achieve their desired career goals. These services are delivered by Case Managers at the WSCs who serve as expert advisors assisting UI claimants and potential TAA program service recipients as they chart a path toward employment.

The skills and aptitude assessments administered at the WSCs are essential to the success of our UI claimants and TAA program recipients who hope to enter a new industry and successfully complete education and training programs. The majority of these UI claimants have been out of the workforce system for some time. With regard to the potential TAA program service recipients, many of them have been working in the same jobs for long periods of time. In both cases, they have not had access to good career information or personal assessment services. Therefore, the value of this information early in their career planning process cannot be overemphasized.

Each UI claimant and potential TAA program service recipient identified as a candidate for training services completes a comprehensive assessment of skills and, together with support from WSCs career guidance professionals, uses his/her assessment results as the basis for selection of an occupation and training program that is consistent with the Local Board's priority industries. Comprehensive assessments that are administered may include tests such as the Test of Adult Basic Education (TABE) and Adult Basic Learning Examination (ABLE).

Comprehensive tests are used to ascertain a UI claimant's and potential TAA program service recipient's math and reading grade levels. All of them are identified as training candidates through the development of an individual employment plan (IEP). The development of this plan is key toward making sure they have a strategy for career development that is comprehensive, has identified critical decision points ahead of starting a training program and is well prepared for the skill acquisition voyage they are embarking on.

The Local Board emphasizes the importance of directing UI claimants and potential TAA program service recipients to sustainable-wage jobs in order to ensure their economic security. To this end, the Local Board has mandated WSCs Case Managers counsel these individuals on economic "self-sufficiency" measures that are calibrated to Los Angeles County local conditions. The goal of the Local Board is to put these individuals on a highway to success. If UI claimants or potential TAA program service recipients desiring to go into occupational training have barriers that will impede successful training outcomes, they are referred to agencies that can assist with remediation of these barriers as a first step in the process.

Our Strategic Plan calls for continued expansion of the use of On the Job Training (OJT) method in serving UI claimants and potential TAA program service recipients. In addition, we intend to increase the use of other customized "Earn and Learn" programmatic models such as apprenticeship in serving this group. Our ability to do this will require that we continue to work closely with employers and key workforce development stakeholders to invest, innovate and create 21st century jobs, opportunities and skills to serve larger numbers of UI claimants and potential TAA program service recipients.

Green Science, Technology, Engineering, Mathematics (STEM) Partnership

The Local Board has formed a partnership with the Aerospace Corporation of America and the LACleanTech Incubator to continue the dialogue and to form training pipelines that utilize our public educational systems and the knowledge and skills of these businesses to offer the building blocks of education in green science, technology, engineering and mathematics (STEM) curricula in selected K-12 and community colleges in the local area.

The Aerospace Corporation of America, for more than 50 years, has provided critical solutions for complex systems in space for NASA as well as for military, civil, and commercial customers in the fields and disciplines of research, architecture, engineering, design, development, acquisitions, operations, and program management for space-related systems. The corporation's unique depth of talent in a broad array of scientific and engineering disciplines, ability to provide objective analysis, and conflict-free status allows this organization to provide government leaders with the information they need to make the right decisions in space.

The LA CleanTech Incubator (LACI) is a non-profit organization funded by the City of Los Angeles. LACI was formed to accelerate development of cleantech start-ups by offering flexible office space, CEO coaching and mentoring, and access to a growing network of experts in capital. LACI helps the commercialization of clean technologies in addition to accelerating new products

developed by independent entrepreneurs. LACI is an organization that identifies local talent, nurtures it, and helps it get to market, resulting in more jobs and a bigger green economy in the Los Angeles area. LACI has formed a partnership with the Los Angeles area's exceptional educational and research organizations – UCLA, USC, Caltech and Jet Propulsion Laboratory (JPL).

This partnership is starting to explore the mapping of career pathways within its demand industry sectors including green utilities and manufacturing, healthcare/biomed, the attainment of industry-recognized certificates, the formation of training pipelines in the K-12, continuing education, and community colleges in the local area.

The education and workforce partnerships will explore the implementation of science, technology, engineering, and mathematics (STEM) curricula and hands-on training developed jointly by the Aerospace Institute (university), LA CleanTech Incubator, the select Local Board WorkSource Centers, community colleges and Unified High School Districts in south Los Angeles, east Los Angeles, and the San Gabriel Valley. These may include East Los Angeles Community College, Southwest College, Mount San Antonio Community College, Los Angeles Unified School District, Centinela Valley Union High, Compton Unified School District, Montebello Unified School District, Bassett Unified School District, Hacienda La Puente Unified School District and Covina Unified School District.

Apprenticeship Programs

In October 2012, the Local Board adopted a policy to implement California State Legislation AB 554 that mandates that local boards ensure that programs and services funded by WIA, and directed to apprenticeable occupations, including preapprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and geographic area.

Since the adoption of this policy, the Local Board has taken a leadership role to develop and implement diverse strategies to foster collaboration between community colleges and federal and state registered apprenticeship and preapprenticeship programs in the local area.

In an effort to ensure broad participation by Board members, an Ad Hoc Committee on AB 554 was established and members were appointed who represent organized labor, business and community colleges. Specific preapprenticeship and apprenticeship initiatives were identified and the Committee recommended that the Local Board support and fund projects where employer and union commitments could be secured to ensure maximum success with placement in career track employment.

Currently, a registered apprenticeship program has been identified and recruitment and screening completed following a commitment from IBEW and a major employer with defined training and hiring needs. The commitment to include community colleges as a partner to prepare candidates for the apprenticeship program is a critical component that the employer strongly supports and has committed to formally integrate into the program.

The Retrofit America™ Training Program

The Retrofit America™ Training Program Team whose goal is to deploy a smart-labor workforce for the Smart Plug/Switch age includes: Terra Verde Technologies (TVT), National Electrical Contractors Association (NECA), International Brotherhood of Electrical Workers (IBEW) Local 11 (IBEW), General Electric Lighting and Capital (GE), Verizon Wireless, Gexpro, and Apple Business Services. Participating employers in this program are Terra Verde Technologies, Inc.; O'Bryant Electric; Taft Electric; and subcontractors Marriott and Sheraton Hotels. The IBEW Local 11 has joined the participating companies to address business sector needs locally by endorsing this new hybrid occupation as part of building and trades to create a labor union-approved occupational career path that begins with the Smart-Plug Installer at the EMS Technical Journey Level Apprentice and builds up to the EE Master Inside Wireman.

Green Building and Retrofit Partnership

The Local Board joined in partnership with LA Mission College and the Laborers' Training School & Apprenticeship Program which offers a career pathways "boot camp" training in building and retrofitting in the Construction Sector that is coordinated with DIR/DAS approved preapprenticeship and registered apprenticeship programs. L.A. Mission College with the Laborers unions including Laborers Union, Local 300 and Local 507, and Laborers International Union of North America, are offering this basic apprenticeship training as approved by the Laborers Southern California Joint Apprenticeship Committee (JAC).

As a result, the Local Board has proposed a policy that requires a minimum of 50 percent of AB734 training funds be restricted to training in one of the seven high-growth industry sectors, and it is anticipated that a minimum percentage will be established by the Local Board and will be set aside for registered apprenticeship training in growth industry sectors.

Updates To Include New and Relevant Information

The Local Board reviews program performance and special initiatives in quarterly standing committee meetings including those of its two Councils. It also hosts two all-day strategic planning retreats each year to review program and committee progress and priorities, consider new initiatives, identify key sectors and partnerships to engage, and propose renewal or termination of efforts if warranted due to change of economic conditions or labor market demands and updated information on target populations.

The Local Board will add a standing agenda item to each of the Committee, Council and Board meeting agendas related to the Local Plan and Labor Market Information including any action deemed necessary to update the Plan or include new and relevant information.

The L.A. Workforce Systems Collaborative and other workforce collaboratives that the Local Board supports or leads represent strategic commitments to partnerships with major stakeholders from business, economic development, K-12, vocation and technical, post-secondary education, and many of the local boards. Since many of the principal strategies and priorities in our respective Plans are coordinated with one or more local boards in the region, a continuous assessment of our short and long-term strategic priorities and commitments will also take place in Collaborative meetings and recommendations forwarded to each Local Board for formal consideration and action.

