I. VISION

“A high functioning education and workforce development system that produces skilled workers for quality jobs in the Los Angeles Region.”

The recession that began late 2007 has devastated the Los Angeles economy. The region has lost nearly three hundred thousand jobs\(^1\). California now has the highest unemployment in the nation and the city of Los Angeles tops the state with unemployment at 12%. Although the city is finally displaying positive indications of real recovery, most economists expect that the recovery will be slow, lingering on until 2017\(^2\).

While many feel the solution is to just create more jobs, it’s equally, if not more, important to look at the nature and quality of existing jobs and understand the skill level workers need to fill these jobs. For the Workforce Investment Board of the City of Los Angeles (WIB), a high functioning education and workforce development system that produces skilled workers for quality jobs in the Los Angeles Region will address the needs of our employers and the adults and youth that access our services.

So what makes quality job? Where are they? Better jobs are usually those with livable wages, benefits, decent working conditions and opportunities for advancement. In Los Angeles the good jobs used to be those many well paid positions in the manufacturing industry – most only requiring a high school education. Unfortunately, many of those jobs have shifted overseas, the remaining few jobs of which are generally filled by those with the least skills.

Economic data indicates there are many good jobs still available in the L.A. area. More are located now in the professional, health care and finance industries. While the best paid positions are often occupied by workers who have at least a bachelor’s degree, there are other good, middle-skills, jobs that require some level of postsecondary education or credential beyond a high-school diploma alone. Workers with such occupational and trade credentials earn just as much, or more than, workers with a university degree.

The Five-Year Plan outlines the strategies to accomplish this vision. Primarily there is an increased emphasis on education and training for all workers: adults, youth, dislocated and incumbent workers. Second, there is recognition of the need to better serve low income and disadvantaged worker populations: individuals with disabilities, veterans, ex-offenders, limited-English proficient (LEP), high-school drop-outs, foster youth and other disconnected workers. Third, it is essential for the Los Angeles workforce development community, including the community colleges, the school

---

\(^1\) EDD, Labor Market Information Division
\(^2\) 2013 Economic Forecast, LAEDC
district, unions, training agencies, and especially employers and related business/industry groups, to continue to coordinate efforts to achieve successful workforce outcomes.

**STRATEGIC APPROACH**

The Mayor, City Council and the City of Los Angeles Workforce Investment Board all play pivotal roles in developing workforce strategies. The last eight years under the current administration saw the development of a common vision to provide city residents with living wage jobs opportunities and providing the city’s young adults with their first employment opportunity. By developing a common vision, the City Council, the Workforce Investment Board, City Departments and the varied public and private partners developed platforms to work together and address several difficult issues.

The Los Angeles Workforce Investment Board (WIB) in partnership with the Community Development Department, the Mayor’s office and other partners developed a comprehensive strategy which was adopted by the WIB and the full City Council through the Annual Plan in 2007. The following six strategies were developed:

- **Strategy 1**
  Develop Sector-based Training Programs
- **Strategy 2**
  Strengthen the Region’s Workforce Development System
- **Strategy 3**
  Leverage Public Sector Hiring and Contracting
- **Strategy 4**
  Connect Young People to Jobs
- **Strategy 5**
  Move Incumbent Workers into Living Wage Jobs
- **Strategy 6**
  Create Jobs through Economic Development Activities

A scorecard was developed with a quarterly reporting cycle and the first four year goal of moving 100,000 Los Angeles area residents into living wage jobs was established.
Over the past eight years the City of Los Angeles workforce system has moved 200,000 Los Angeles area residents into living wage jobs and provided 75,000 work experience opportunities, primarily in the form of summer jobs, to its youth. In addition to the development of the six strategies, The WIB identified eight priority industry sectors for investment in workforce training and the development partnerships. The sectors were chosen using the four criteria:

A. A growth sector of the economy (later called a “potential” growth sector)
B. Pays at least a living wage
C. Provides a career pathway
D. Produces opportunities that are bonded to the local economy and can at least be encouraged to stay

The eight sectors of the local economy identified for investment were:

- Healthcare and Allied Careers
- Logistics/Transportation
- Construction/Utilities
- Hospitality/Tourism
- Advanced Manufacturing
- Financial Services
- Security
- Entertainment

To better align with the state’s goals, and to continue to support the board’s mission to ensure business has access to a trained workforce and workers have access to quality jobs, this year the WIB adopted the California Workforce Investment Board’s strategic goals as we prepare to move our system forward. The state’s strategic goals closely align to the strategies that the board adopted in 2007. The following is a crosswalk of the state’s goals and City of Los Angeles strategies.
State Goals | Workforce Development Strategies
---|---
**Business and Industry**—meeting the workforce needs of high demand sectors of the state and regional economies | • Develop sector-based training programs  
• Create jobs through economic development activities

**Adult**—increasing the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, and other at-risk populations | • Develop sector-based training programs  
• Move incumbent workers into living wage jobs

**Youth**—increasing the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career. | • Connect young people to jobs  
• Develop sector-based training programs

**System Alignment**—supporting system alignment, service integration, and continuous improvement using data to support evidence-based policymaking | • Strengthen the region’s workforce development system  
• Leverage public sector hiring and contracting

Over the years the WIB has applied these strategies as it explores a variety of innovative workforce initiatives, especially worker training programs, to help low-skilled and displaced workers achieve better paid jobs. Initiatives include educational bridge programs that help basic skills deficient and ESL learners to successfully transition to and complete (technical) occupational training; sector training programs that include customized training curriculums that are based on occupational demand, employer input, leveraged community college resources, contextualized learning, and shortened training periods; and working collaboratively with the local school district and community colleges to provide additional training services for low-skill and dislocated workers, and to reconnect high school drop-outs with secondary education and occupational training alternatives.

In PY 2013-14, the framework these new goals provide will allow the WIB to be even more focused in addressing the job training and placement needs of the city’s low-income residents, unemployed adults and displaced workers, vulnerable populations, and youth. The goals also strengthen the concepts found within the career pathway framework on how to deliver educational training programs and the integrated service delivery model, ensuring that our system is leveraging partnerships and strengthening the Los Angeles Workforce Development system.

Two key strategies the WIB will explore more in the upcoming years are sector training initiatives and the development of customized and portable credentials. Because not all
training leads to a well-paid job or even a job with opportunities for job growth, it is important to align sector training initiatives to regional employers and industries that have better paid occupations and employ occupations that evidence clear pathways for career advancement in the local economy.

The WIB realizes with all it has been doing to help displaced workers and job seekers acquire critical skills needed in this economy, a deeper understanding of the LA regional economy and especially its industry and employer base is needed. So the WIB captures regional economic data and retains knowledge by studying the effectiveness of its pilot and regular workforce programs. This information includes:

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

**ECONOMIC AND WORKFORCE INFORMATION ANALYSIS**

The recession that began late 2007 has had devastating effect on the Los Angeles economy. The region has lost nearly three hundred thousand jobs\(^3\). California now has the highest number of unemployed in the nation and the City of Los Angeles tops the state with 231,000 workers unemployed. Although the City finally is displaying positive indications of real recovery, economic experts predict that recovery in Los Angeles will not be swift.

**The State of Unemployment**

During 2012, unemployment at the local, state, and national level began to improve, but remained high. California's unemployment rate is predicted to stay elevated until 2016. Yet the state’s labor market is improving and likely to rebound faster than the nation as a whole. The unemployment rate in Los Angeles also remains weak and its labor market is not expected to fully recover until 2017. Also impacting the Los Angeles economy is the City’s budget shortfall that has kept government hiring at a standstill and hesitant to return to pre-recession spending.\(^4\)

The March 2013 Benchmark report from the State of California Employment Development Department shows the unemployment rate (not seasonally adjusted) for

---

\(^3\) California Employment Development Department, Labor Market Information Division

\(^4\) 2012 Los Angeles City Council Districts Economic Report, Beacon Economics
the State dropped from 11.4% in January 2012 to 10.3% in January 2013. \(^5\) During the same time period, the City’s unemployment rate decreased from 13.6% to 12.1%. The following is labor market information as reported for the State of California, Los Angeles County, and the City of Los Angeles for January 2013:

Table 1: Annual Unemployment

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

Source: Bureau of Labor Statistics

The Region and Local Economy

In 2012, California’s annual unemployment rate was 10.5%, a reduction of just over 1% compared to 2011 – the first full percentage year over year decrease since the start of the recession. Although a clear indication that the state’s economy is finally rebounding, California’s unemployment is still far behind the national average of 8.1% and much further beyond its own pre-recession unemployment rate of 5.6\(^6\). Regional experts expect this slow, moderate growth to continue, with employment growing 1.7% annually through 2014, predicting that all sectors will add jobs in the upcoming years.\(^7\)

Los Angeles County has followed the state, holding its own with a 1.7% increase in jobs in 2012. Annual unemployment was 10.9% - down more than one percent from the prior year’s 12.3%. As the region is expected to add jobs in the upcoming year, The Los Angeles County Economic Development Corporation forecasts that Los Angeles’ economy will slowly improve but only regain its pre-recession job levels around 2017.

Table 2: Labor Market Information

<table>
<thead>
<tr>
<th>Labor Market Information</th>
<th>California(^\dagger)</th>
<th>Los Angeles County(^\dagger)</th>
<th>Los Angeles City(^\dagger)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Force</td>
<td>18,523,300</td>
<td>4,893,200</td>
<td>1,912,500</td>
</tr>
<tr>
<td>Employed</td>
<td>16,944,300</td>
<td>4,439,300</td>
<td>1,716,300</td>
</tr>
<tr>
<td>Unemployed</td>
<td>1,579,000</td>
<td>453,900</td>
<td>196,300</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>8.5%</td>
<td>9.3%</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

\(^\dagger\) Not seasonally adjusted \nSource: EDD Labor Market Information Division

\(^5\) State of California Employment Development Department, Labor Market Information Division, April 2013.

\(^7\) LAEDC, 2013-14 Economic Forecast & Industry Outlook, February 2013.
Even with increasing employment, the decline of Los Angeles’ manufacturing industry, which previously provided tens of thousands of well-paying blue collar jobs, has shifted the economy to one wherein sectors with the most employment are frequently those lower paid occupations in the service and retail trade industries. While the largely professional and business class industries are still intact, last year job growth in the City of Los Angeles was essentially flat.

The Los Angeles 2011 State of the City study describes the City as a place where most workers provide services for people or manage data and information. Less than one fifth of jobs are in construction, manufacturing, transportation or utilities. Leading industry subsectors with the most jobs are:

- Educational and Healthcare services
- Professional, scientific and related
- Arts, entertainment, recreation and accommodation
- Retail trade
- Manufacturing

### Table 3: Industries: Regional

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>Los Angeles City</th>
<th>Los Angeles County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational services, and health care and social assistance</td>
<td>350,446</td>
<td>916,833</td>
<td>3,464,259</td>
</tr>
<tr>
<td>Professional, scientific, and administrative and waste management services</td>
<td>236,405</td>
<td>539,460</td>
<td>2,067,097</td>
</tr>
<tr>
<td>Arts, entertainment, and recreation, and accommodation and food services</td>
<td>210,865</td>
<td>455,406</td>
<td>1,628,412</td>
</tr>
<tr>
<td>Retail trade</td>
<td>185,583</td>
<td>470,340</td>
<td>1,846,876</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>160,306</td>
<td>469,601</td>
<td>1,631,942</td>
</tr>
<tr>
<td>Other services, except public administration</td>
<td>129,376</td>
<td>286,302</td>
<td>895,570</td>
</tr>
<tr>
<td>Finance and insurance, and real estate and rental and leasing</td>
<td>109,984</td>
<td>279,177</td>
<td>1,033,647</td>
</tr>
<tr>
<td>Construction</td>
<td>106,920</td>
<td>252,760</td>
<td>951,817</td>
</tr>
<tr>
<td>Information</td>
<td>99,327</td>
<td>187,682</td>
<td>448,072</td>
</tr>
<tr>
<td>Transportation and warehousing, and utilities</td>
<td>71,010</td>
<td>226,590</td>
<td>755,228</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>49,762</td>
<td>162,179</td>
<td>510,624</td>
</tr>
<tr>
<td>Public administration</td>
<td>43,309</td>
<td>150,383</td>
<td>797,575</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting, and mining</td>
<td>10,043</td>
<td>23,529</td>
<td>395,575</td>
</tr>
</tbody>
</table>

Source: US Census 2011 ACS-1Yr Estimates

---


Employment and Educational Outlook for the City of Los Angeles

Per the April 2013 Monthly Labor Force Data report, the City of Los Angeles has a civilian labor force of 1,912,500 individuals. Of that number, 196,300 or 10.3% are unemployed. Job losses incurred during the recessions of the last decade have left the City’s economy struggling. The City is now more dependent on small and medium business and on the newer more technologically oriented businesses.

In the past many of the blue collar jobs required employees to have basic skills, most achieved during high school. However, 21st century industries demand a more educated and highly skilled workforce. Regional experts identify as critical the need to successfully address this “gap between the skills of the local labor force and the expertise needed by the knowledge-based industries, which must grow for the city to thrive…”

The Getting to Work: Unemployment and Economic Recovery in Los Angeles report states that one-fifth of Los Angeles’ labor force is unemployed or underemployed. Underemployment is defined to include: 1) unemployed persons, 2) involuntary part-time workers who want full-time work but have to settle for part-time hours, and 3) marginally attached (or discouraged) workers who want and are available for work but are not actively looking for a job10. Finding employment is an obstacle for many in the 21st century. It is generally acknowledged that job seekers today need more skills and technical experience than the generations of workers before them. Employers now require significantly more skills than those afforded by just a high school diploma alone. Unfortunately, in Los Angeles more than a quarter of adult residents have not even attained a high school diploma11.

The Bureau of Labor Statistics (BLS) projects that almost half of all job openings in the next decade will be in the broad occupational categories that are mostly middle-skill, followed by jobs requiring high skill levels with the remaining jobs in the low-skill (service) occupations12. Middle-skill jobs are those that generally require some education and training beyond high school but less than a bachelor’s degree. Such postsecondary education and training requirements can include associate’s degrees, vocational certificates, significant on-the-job training, previous work experience and/or some college, but less than a bachelor’s degree13. So generally:

- High-skill occupations are usually those in the professional/technical and managerial areas.
- Low-skill occupations are often found in the service and agricultural areas.
- Middle-skill occupations are all the others, including clerical, sales, construction, installation/repair, production, and transportation and material moving.

---

11 2011 ACS 1-Year Estimates
12 The Future of Middle-Skills Jobs, 2009. Center on Children and Families,
13 The Future of Middle-Skills Jobs.
In contrast to this growing need for middle and high-skill workers, statistics for residents of the City of Los Angeles indicate that \textit{26\% of adults have no high school diploma.}

If we consider LA’s leading and competitive industries – (1) Professional, science and technical services; (2) Motion picture production and sound recording; (3) Goods manufacturing and logistics; (4) leisure and hospitality; and the fastest growing (5) education and health – increasingly, these industries all have occupations which require both actual work experience \textit{and} significantly more education than just a high school diploma alone.

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{school_attainment.png}
\caption{Educational Attainment}
\end{figure}

\textbf{School Attainment}

<table>
<thead>
<tr>
<th></th>
<th>United States</th>
<th>California</th>
<th>Los Angeles County</th>
<th>Los Angeles City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non High School Graduate</td>
<td>25.6%</td>
<td>25.6%</td>
<td>30.8%</td>
<td>30.8%</td>
</tr>
<tr>
<td>High School Diploma or more</td>
<td>74.3%</td>
<td>74.3%</td>
<td>74.3%</td>
<td>74.3%</td>
</tr>
<tr>
<td>Bachelors Degree or more</td>
<td>30.8%</td>
<td>30.8%</td>
<td>30.8%</td>
<td>30.8%</td>
</tr>
</tbody>
</table>

\textit{Source: US Census 2011 ACS 1-Yr Estimates}

\textbf{Data & Research Informing Workforce Development Strategy}

The WIB realizes with all it has been doing to help displaced workers and job seekers acquire critical skills needed in this economy, a deeper understanding of the Los Angeles regional economy and especially its industry and employer base is needed. So the WIB captures and analyses regional economic data to determine the effectiveness of its pilot and regular workforce programs. This information includes:

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

This year the WIB commissioned a labor market information research report on the Los Angeles regional economy from the Economic Development Corporation of Los Angeles County (LAEDC). This report comprises a thorough economic review of the Los Angeles County region as well as the City of Los Angeles and its sub-regions. The Industry and Labor Market Intelligence for the City of Los Angeles (May 2013) report just received, includes sectoral analysis of the local workforce area, as it relates to the larger economy in which it resides. Below is a sample of what was included:

Table 5: Occupational Distribution of Nursing and Residential Care Facilities in LA County

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Occupation as a share of NAICS</th>
<th>LA City Occupation Employment</th>
<th>LA County Median Annual Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare Support Occupations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31-1012 Nursing Aides, Orderlies, and Attendants*</td>
<td>26.4%</td>
<td>7,926</td>
<td>$26,078</td>
</tr>
<tr>
<td>31-1011 Home Health Aides</td>
<td>11.2%</td>
<td>3,362</td>
<td>$20,913</td>
</tr>
<tr>
<td>Other Healthcare Support Occupations</td>
<td>1.9%</td>
<td>570</td>
<td></td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>17.0%</td>
<td>5,104</td>
<td></td>
</tr>
<tr>
<td>29-2061 Licensed Practical and Licensed Vocational Nurses</td>
<td>8.5%</td>
<td>2,552</td>
<td>$50,213</td>
</tr>
<tr>
<td>29-1111 Registered Nurses</td>
<td>5.8%</td>
<td>1,741</td>
<td>$85,178</td>
</tr>
<tr>
<td>Other Healthcare Practitioners and Technical Occupations</td>
<td>2.7%</td>
<td>811</td>
<td></td>
</tr>
<tr>
<td>Food Preparation and Serving Related Occupations</td>
<td>10.4%</td>
<td>3,122</td>
<td></td>
</tr>
<tr>
<td>35-2012 Cooks, Institution and Cafeteria</td>
<td>2.8%</td>
<td>841</td>
<td>$27,206</td>
</tr>
<tr>
<td>35-3041 Food Servers, Nonrestaurant</td>
<td>2.6%</td>
<td>781</td>
<td>$22,908</td>
</tr>
<tr>
<td>Other Sales and Related Occupations</td>
<td>5.0%</td>
<td>1,501</td>
<td></td>
</tr>
<tr>
<td>All Other Industry Occupations</td>
<td>33.2%</td>
<td>9,967</td>
<td></td>
</tr>
<tr>
<td>Total*</td>
<td>100.0%</td>
<td>30,022</td>
<td></td>
</tr>
</tbody>
</table>
Also included are the educational requirements for this occupational group:

Figure 2: Entry Level Education and Experience (Nursing & Residential Care Facilities)

The WIB is now studying this report to better understand the dynamic economy of Los Angeles. The WIB is analyzing both the city and surrounding county, examining the sectors, major and growth industries and the occupations they employ, regional specializations, the large employers, the geographic locations, occupational vacancy rates, entry level positions, wages, occupational training requirements and especially the career pathways available within and across industries. Regular review of relevant economic data as well as information on system performance will continue to guide future sectoral efforts by the WIB.

A clear example of how the WIB listens to stakeholders and uses lessons learned to guide future strategies is the recent Workforce Development Leadership Symposium held in April 2013. This conference was a gathering of the regional workforce development community to discuss eight years (from 2005-13) of workforce strategies, the successes and the challenges. The symposium was simultaneously a reflection on past successes and a call to apply the lessons learned from successful collaborations to continue building the workforce community and its systems of support. Major topics discussed included:

- How to Bring Training to Scale
- The Systems Collaborative: The Future of Collaboration
- Taft-Hartley Training Funds: Why Not All Unions and Their Employers?
- YouthSource: First Year Review & Summer Jobs 2013: First Look
- Targeting Veterans for Sector Training: What Works

Every year the WIB sponsors a major policy forum highlighting a targeted or vulnerable worker group in Los Angeles. Most recently, The Frontline: Working with Veterans
capacity building conference held this May 2013, was a convening of workforce professionals to learn how to better assist veterans transition to, and thrive in civilian employment. Similarly, in 2012, the WIB hosted the *Youth at the Crossroads: Foster Youth Pathways to Adulthood* (May 2012) for professionals providing educational and workforce services to youth aging out of the foster care system.

**Examining its own programs and system** as well as the workforce development efforts of others helps the WIB learn more about demonstrated best practices in job creation and training programs in Los Angeles and beyond. The WIB regularly monitors the system by commissioning independent evaluations of its own system performance, pilot training initiatives, policy symposiums and special worker groups in Los Angeles. Notable reports include:

- **LA Workforce Systems Collaborative (May 2013)** – describes the partnership created to develop sector training initiatives and reduce high school drop-out rate
- **Building A Stronger Los Angeles Workforce: Eight Years of Collaboration (April 2013)** – Highlights the most recent major workforce strategies, sector initiatives and related achievements
- **Addressing the Needs of Adult Learners in Los Angeles: A Preliminary Action Plan (Fall 2012)**
- **The High Growth Sector Initiative and Vocational Training Bridge Program Evaluation (Feb 2012)**
- **Evaluation- Green Sector Initiative (2012)**
- **The Fiscal Consequences of Dropping Out of High School in the LA Metro Area (2010)**
- **One Out of Five Update: Labor Market Activities and School Enrollment Trends of Young Adults In LA, Long Beach and California (2009)**

The WIB **develops strategic partnerships**. Since 2007, the WIB has led the development of the *Los Angeles Workforce Systems Collaborative*. This group is composed of top leadership from the WIB, Mayor’s Office, Community Development Department, the Los Angeles County WIB, the Los Angeles Chamber of Commerce, The Los Angeles County Federation of Labor, the Los Angeles Community College District, the Los Angeles Unified School District, The Economic Development Corporation of Los Angeles County, the State of California Employment Development Department and the United Way. The Systems Collaborative is focused on leveraging the collective and individual assets of these systemic partners to create pathways to high demand, high growth industries, and sustainable careers to ensure the economic competitiveness of the region.

The WIB is confident that this vision, and the strategy outlined in the pages to follow, which builds upon years of work, continuing efforts now in progress, as well as relevant economic data and research, will lead to attainment of “the good jobs” in those competitive businesses and growing industries in Los Angeles.
II. BUSINESS SERVICE PLAN – Business Services, Partnerships and Sector Strategies

1. The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives.

The City of LA WIB has collaborated with businesses to identify skill gaps that are reducing the competitiveness of local businesses within relevant regional economies.

The WIB through its local plan (Annual Plan) has created the WIB Innovation funds (earmarked investments) that are reserved for sector partnerships involving employers, employer associations, organized labor, educational institutions, government agencies, community and faith-based organizations, and workforce development entities. The WIB Innovation Funds underwrite training and other related activities that produce skilled workers for employment in industry sectors that:

- Are not likely to off-shore jobs
- Have the greatest potential for generating and sustaining jobs
- Pay living wages or offer employment in occupations with career ladders that allow for progressive wage gains

Such WIB investments will assist customers in training for employment in the following industry sectors which are expected to experience future growth in Southern California: advanced and industrial manufacturing; construction; early childcare and education; entertainment; financial services; healthcare and life sciences; hospitality and tourism; private security; logistics, transportation, goods movement; and utilities. Some of these sectors fall under the category of “green.” Strategic activities will extend beyond these sectors, but LA WIB will also have greater impact by concentrating its limited resources in a few sectors that are growing and have opportunities for low- and middle-skill workers.

Participants served by these programs are in addition to those served under the WorkSource and YouthSource Centers’ primary agreements. To the extent possible, expenditures and participant outcomes have been tracked separately.

The WIB has recommended that previously identified priority industry sectors be re-examined and updated to reflect current economic trends. The WIB procured a new economic study in the spring of 2013 to guide this process.
Sector Partnership training has focused on connecting low-income people to careers related to the growing economic sector. For example, the various green trainings through the Los Angeles Community Colleges coupled with intensive case management through the WorkSource center was an attempt to create pathways out of poverty by providing participants with opportunities for training, career development, and employment. The program goal in the long-run is to strengthen employer engagement and linkages among workforce, education, and training.

These initiatives constructed a network of partnerships that has strengthened the workforce of the region’s growth sectors with the goal of addressing the critical shortage and shrinking pool of skilled workers by eliminating the skills gap and building hiring networks into sectors.

The WIB Intermediaries are charged with bringing together employers and workers, public and private funding streams, and relevant partners to create and implement pathways to career advancement and employment within the identified sector. Workforce Intermediaries integrate a wide variety of resources, build partnerships with other providers, and focus on achieving agreed upon outcomes.

More than simply employment brokers, workforce intermediaries initiate development strategies, coordinate funding streams and services, and navigate ‘on-the-ground partnerships’ aimed at career advancement and business development. In effect, workforce development intermediaries structure intersecting public and private programs and organizations into a systematic whole to address employment-related and economic development concerns.

The LA City WIB has implemented sector intermediaries in a variety of industries to convene and facilitate the work of the sector network. These industries include: Biomedical Manufacturing, Healthcare, Construction, and Utilities.

An example of a successful partnership is the Los Angeles Regional Bioscience and Chemical Technologies Alliance/Intermediary (LARBCTA). The LARBCTA was instrumental in identifying and creating career pathways in an effort to address workforce needs within the Bioscience and Chemical Industries in the Los Angeles region. This consortium includes bio manufacturing, pharmaceuticals, wastewater management, petroleum and chemical businesses, government, education, and non-profit organizations. The success of this intermediary can be credited to the establishment of innovative, industry recognized, training and development program that recruits and prepares a highly skilled qualified workforce to meet the needs of the Bioscience and Chemical industry employers. Specifically, this intermediary has been able to identify ways in which to better coordinate resources and expand sector knowledge. Joint efforts have increased partner knowledge resulting in the development of enriched curricula and program expansion. These efforts have included:
• Development of curricula and instructional materials to support process technology education;
• Provision of professional development opportunities for faculty who prepare students for careers in the process industries;
• Support of program development and improvement to serve student and industry needs;
• Establishment and fostering of partnerships linking industry, education, and government to advance process technology education; and
• Organizational and fiscal development of the intermediary to assure its health and sustainability.

The City’s Workforce intermediaries have also lead sector initiatives. They are committed to improving employment for low-income workers and producing win-win solutions for them and the industry in which they work. They work with industry and key stakeholders to identify workforce needs, create workforce solutions, and integrate available public and private resources to support these solutions. They promote systemic change that benefits workers who are not directly involved in the sector initiatives’ programmatic work, their employers, and their communities. For example, the Sector model recognizes that there is a great deal of synergy among the technical skills needed for entry-level positions in a variety of industries. As such, it is important to expose students to this breadth to prepare them for an ever-changing employment landscape while serving as the first rung on a career lattice in which they can then take more specialized courses.

Work across jurisdictional boundaries to manage sector initiative partners’ activities throughout the regional labor market within which the sector initiative operates and has impact.

An intermediary group helps to coordinate the sector initiative’s employer and/or workforce service delivery, providing a level and data-driven management capacity, information systems to coordinate the flow of services across multiple agencies to employers and individuals, and monitor outcomes for industry, workers, and job seekers.

“An intermediary group is important, because it allows representatives from various sectors (industry, education and economic development) to voice their agenda in an open and constructive environment. This setting allows individuals to formulate the best way to reach their expectations by sharing their experience and knowledge, while identifying shared objectives and goals.
In our intermediary group the main goal is to create a training vehicle that will provide individuals with the knowledge needed to become viable candidates for positions in various related industries. This broader approach will allow for more job opportunities versus relaying solely on one industry and/or one company”
-Willie Zuniga, President, Grifols Biologicals, Inc.
The City of LA WIB through the WIB Sector Subcommittee has effectively engaged employers, including representatives from priority industry sectors, as members of the Local Board and in development of the Business Services Plan.

The LA City WIB since 2005 has worked towards creating a “demand-driven” workforce development system. The intent is for employers (and labor market/industry information) to be the leading voice in articulating the needed skills and knowledge needed to be competitive. This approach to workforce policy came about as a result of developing systematic workforce strategies regionally. Ideally, the workforce board membership consists of representatives from key sectors as well as individuals within firms who can articulate talent needs and help translate them into policy.

The LA WIB has been a strong advocate for regional or joint approaches with other Local Boards and other partners to align services to employers. In all sector intermediaries and sector initiatives, the WIB has required the establishment of an industry advisory committee for continuous involvement related to curriculum design, training, and industry demand. This sector-based collaboration unites resources throughout the region - including unions, trade associations, and the non-profit sectors involved in the workforce development system. Through these strong relationships with employers in the region, this program successfully exceeded program goals.

The WIB has learned program design must be flexible in order to meet changing workforce demands and business trends. As a result, sector programs overall have been highly successful despite a decline in workforce demands within several industries.

In addition to tracking the training and employment outcomes, the WIB measures the One-Stops’ services to the business community. The WIB currently has metrics gauging the satisfaction of businesses through independent customer satisfaction surveys. To ensure continued outreach to the local business community, each One-Stop also must provide, from an approved list, services to a minimum of 65 different businesses annually. The WIB through layoff aversion/business retention teams tracks the number of businesses retained. In addition these teams are required to provide a minimum of sixteen (16) business referrals per month - either to the BusinessSource system, the Mayor’s Office Business Team, the City's One-Stop system, or the City's Rapid Response Unit as appropriate.

2. The City of LA WIB partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy.
Example: UAW-Labor and Training Corporation, the lead WorkSource center in the Green Building Retrofit Collaborative (GBRC), has partnered with Los Angeles Trade Tech College, California Construction Academy, Workers and Education and Resource Center (WERC) SEIU Local 721, Strategic Concepts in Organizing and Policy Education (SCOPE). In this role they have been able to establish a pipeline to green careers by training dislocated and underemployed City of LA residents in green retrofit and construction related trades.

The City and WIB have been involved in a number of collaborative groups that have been developed to address green workforce development.

The City of Los Angeles WIB networks have focused on identifying and meeting the skill needs of the priority industry sectors and developing career pathways that contain entry points for low skilled workers for each cluster within a priority industry sector.

In addition, the City has focused on developing an on-going and viable high-growth green sector training initiative, using other WIA Recovery Act and Formula funds. As part of this effort, the City has worked in coordination with the Los Angeles Community College District (LACCD) to finalize the curriculum development for this program. More recently, the City has begun recruitment of participants for this grant program through its service providers (WorkSource Centers, OneSource Centers, and Family Centers) and the LACCD.

The collaborative has been able to meet program goals and maintain the integrity of the program design while adjusting training modules and schedules to meet employer and participant demand. This flexibility in providing training by adding modules and adjusting schedules has contributed to the success and positive program outcomes.

It is not sufficient to simply teach the technical skills. Well prepared trainees must know how to present themselves both on a resume and during the interviewing process. Courses and certificates available to the job seeker/student must parallel the work environment.

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

This framework and collaboration has served as a roadmap for strengthening employer engagement and linkages among workforce education and training programs; and as a sustainable model for improving how training and related services are delivered in the WIA programs. The WIB continues to work collaboratively with all partners to ensure positive program outcomes.

3. The LA City WIB facilitates and participates in unified workforce services to support employers within their labor market, integrating with other Local Boards, educators, and other partners.

The City of LA WIB leads partners in a unified employer services strategy and regional workforce and economic development networks that provide businesses with single points of contact spanning all relevant agencies.

The City’s One-Stops work in tandem with the City’s BusinessSource centers to provide seamless services to local employers. The Los Angeles BusinessSource program is part of the Mayor’s Office of Small Business’ effort to expand support for key job creators in LA. The city is home to 325,000 small businesses making Los Angeles the largest small business community in the country.

The Office of Small Business is an integral part of the Mayor’s five point plan to create jobs in the city by reducing red tape. The five points are: (1) reforming its business tax; (2) reducing red tape; (3) partnering for economic growth; (4) modernizing LAX and improving the Port of Los Angeles; and (5) building a 21st century transportation network.

The six new centers replaced the LA Business Assistance Program which served the city for 11 years. In 2010, the Mayor’s Office of Small Business and the Community Development Department realized that the LA Business Assistance Program was in need of improvement. The two offices worked together to find a new system that includes performance metrics to more efficiently track the success of the program as a whole.

The revamped LA BusinessSource centers offer the same synchronized and streamlined services by full-time staff throughout the city. They focus on reducing bureaucratic red tape so businesses can create jobs faster. Project managers have helped businesses navigate City services including permitting and contracting processes.

With the City’s Local Preference Ordinance, passed in 2011, small companies now have an even greater opportunity to expand their business and create jobs by working with the City. BusinessSource staff have helped businesses leverage the local preference ordinance.
All six LA BusinesSource Centers offer new services and cohesive goals, including:

- Specific job creation and job retention outcome goals
- Assisting businesses in navigating City services such as: permits; regulations; certifications (MBE/WBS/SBE/LBE); utilities
- Federal, State and Local procurement assistance
- Delivering a uniform level of service to all small businesses
- Monitoring and evaluation system
- Capacity to provide access to capital
- Contractual linkage with LA WorkSource system for Human Resources assistance and training needs
- A Menu of specific and consistent business services such as: entrepreneurial training and workshops; city procurement information; marketing; financial management
- One-on-one business consulting by professional consultants
- Marketing of federal, state and local business incentives
- Business Assistance Virtual Network (BAVN) registration and benefits

The centers are operated by different organizations but all serve under the umbrella of the Community Development Department and the Mayor’s Office of Small Business. The six locations and their operators are:

- North Valley Business Source Center run by the (VEDC) Valley Economic Development Center
- South Valley run by Initiating Change in Our Neighborhoods (ICON)
- Central / West BusinessSource Center run by (PACE) Pacific Asian Consortium in Employment.
- South Los Angeles BusinessSource Center run by (VSEDC) Vermont Slauson Economic Development Corporation
- Harbor BusinessSource Center run by Managed Career Solutions, Inc. (MCS)
- East Los Angeles run by Barrio Planners Incorporated.

Unified Approach to Rapid Response

The Southern California Rapid Response Regional Roundtable is composed of Rapid Response Practitioners representing the Anaheim, Foothill, Imperial County, Los Angeles City, Los Angeles County, Orange County, Pacific Gateway, Riverside County, San Bernardino City, San Bernardino County, San Diego County, San Ana, SELACO, South Bay, Ventura County, and Verdugo Workforce Investment Boards, the Northern California Indian Development Council, Department of Labor, regional Employment Development Department representatives, and other partners who support the Rapid Response structure and process.

Members recently established a “Standards of Practice” for roundtable members to establish agreed-upon guidelines to strengthen communication; promote a consistent level of performance goals; increase collaboration among Southern
California Roundtable members; and to standardize, streamline and coordinate Rapid Response Activities in each respective service area and the Southern Region as a whole.

4. **The LA City WIB takes a lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.**

The City is committed to ensuring that the program continues through other funding in order to meet the needs of the job seeker participants and the employer community.

In June, 2007, the region’s education, government, workforce development, labor, business and community leaders formed the Los Angeles Workforce Systems Collaborative to develop a comprehensive economic and workforce development system in Los Angeles to meet the employment and educational needs of our region’s low income, and underserved communities. The collaborative is focused on leveraging the collective and individual assets of these systemic partners to create pathways to high-demand, high-growth industries, and sustainable careers to ensure the economic competitiveness of the Los Angeles region. The collaboration of workforce development agencies, non-profit agencies, private sector employers, non-governmental organizations, organized labor (and labor-management organizations), economic development corporations, and public educational entities is ongoing. These efforts have added to a comprehensive program design that will ensure sustainability as well as replicating this model in other training programs. For example, The Systems Collaborative supports joint funding ventures such as the co-location of WorkSource Centers within community college and school district facilities. Under the co-location scenario, school districts and community colleges become the presumptive deliverers of training to WIA customers. The City’s Hollywood WorkSource/One-Stop Career Center, for example, is now located at Los Angeles City College as a single point of entry for the surrounding community to access a large network of workforce development services.


Through the Community Development Department the WIB actively seeks out funding opportunities and aligns resources with labor, education, and other key partners and programs in support of the local plan. Recent funding successes include securing a $4 million Workforce Innovation Grant to reconnect youth ages 16-24 with education and career pathways, and $8.3 million in National Emergency
Grant funds to move dislocated workers into careers with employers in identified high growth sectors.
III. ADULTS – Training, Skills Development and Career Pathways

1. The Local Board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and approved by the Division of Apprenticeship Standards for the occupation and geographic area.

When Los Angeles City Hall was retrofitted between 1998 and 2001, only 3% of all construction workers on this job resided in L.A. In reviewing statistics of Public Works construction, less than 4% of the workforce was African-American, in a city, that is almost 10% African-American. In researching joint + unilateral construction apprenticeship programs, 97% of all apprentices in L.A. were involved in joint labor/management funded apprenticeship.

Scores of weekly stakeholder meetings in the Mayor’s Office led to a commitment to negotiate superseding contracts (Project Labor Agreements-PLA’s) requiring 30% minimum Local Hire and Labor Peace on publicly-funded contracts.

In the course of this work, substantial investments were made in the pipeline in the following areas:

- Managing WorkSource (One-Stop) Center(WSC): UAW/Southeast LA-Crenshaw
- Other referring agents: PV Jobs, additional WSCs
- Employer partners: All bidding primes and subs
- Training Partners: All Joint Apprenticeship Programs
- Pre-apprenticeship: Century Training
- WeBuild-LAUSD Adult Div.
- Regional YouthBuild Partners
- Labor Partners: LA-OC Building & Const. Trades Council and the 14 trades
- Results: New LA City Apprentices – 10,033, of which more than 30% (3,009) placements resulted from local hire on new funding of public works projects and a focus on inner city apprenticeship opportunities.
- New African-American Apprentices - 2271 placements

For the past several years, the Local Board has approved funding for additional projects that provide career-ladder pre-apprenticeship and apprenticeship training. Participants completing these programs will have achieved skills with which to join a construction trade union.
The Local Board has in place a policy requiring that classroom vocational training provided to WIA participants lead to an industry-recognized certificate as defined by the Department of Labor (Training and Employment Guidance Letter [TEGL 17-05]). This ensures that the vocational training accords with employer technical and occupational skills standards and meets employer needs. The policy ensures that a certificate of completion indicates that the participant holds currently recognized and defined skills.

The WIB will ensure apprenticeship programs currently being provided to WIA participants are on list approved by the Division of Apprenticeship Standards and document the number of approved apprenticeship programs currently being utilized by the One-Stop System. One-Stop operators will be required to establish relationships with employers that employ individuals who have completed pre-apprentice training and increase their utilization of apprenticeship programs offered by Unions and approved by DOLETA.

2. The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued and used by priority industry sector employers within the region.

The WIB requires that all ITA trainings, “must lead to employment in a demand or growth occupation and identify a career ladder.” The determination of demand or growth occupations must be consistent with the WIB Annual Plan’s policy regarding the definition of demand occupations and utilize to the fullest extent possible the labor market information system of the EDD (Ref WIA EDD Directive WIAD06-17, http://www.edd.ca.gov/Jobs_and_Training/pubs/wiad06-17.pdf).

The WIB’s Annual Plan provides the following “Definition of Demand Occupations.”

**Background**

Individual Training Account (ITA) training services made available to eligible adults and dislocated workers must be directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate (20 CFR Part 652 et al. Workforce Investment Act; Final Rules § 663.310). Local Workforce Investment Areas therefore need to identify “demand occupations.” The demand occupations are subsequently used in determining programs of training services that lead to these employment opportunities. This policy provides guidance to local board staff, WorkSource Provider staff and One Stop Partners in selecting appropriate training programs for customers of the WIA system.
Policy

A demand occupation is an occupation with current employment opportunities or that has potential for future growth in the local area that provides a self-sufficient wage and/or benefits - as defined in the Annual Plan. A job placement with a wage below the defined self-sufficiency level may be deemed satisfactory if the WorkSource Centers can demonstrate that such placement provides a career track that allows the job seeker to attain self-sufficiency. This may be necessary in challenging economic climate when many industries are static or show contraction.

The WorkSource Centers are responsible for monitoring jobseeker customers’ progress and ensuring that those customers are on career paths that lead to self-sufficiency. The WorkSource Centers are required to make readily available to their customers, information and options in regard to demand occupations and industry clusters.

To the fullest extent possible, the labor market information system of the Employment Development Department (EDD) must be utilized to determine demand occupations (Ref WIA EDD Directive WIAD06-17). This information is available online at: http://www.labormarketinfo.edd.ca.gov/

The following are additional sources defining Demand Occupations within the Los Angeles labor market:

1. Los Angeles Economic Development Corporation’s (LAEDC) economic research at www.laedc.org.


3. The WIB may define targeted sectors as demand sectors. Contact WIB staff or the CDD’s Program Operations staff.

4. Other additional labor market resources may be used as long as the following information is presented: a) justify any determination that a particular job is in a demand occupation, b) document any steps taken in reaching that determination, and c) maintain such documentation in the file of the particular customer for whom such determination is made.

For PY 12-13, and pursuant to SB 734, agreements with the One Stop operators require that 30% of their budgets be allocated for workforce training. Training
Workforce Investment Act: Local Strategic 5 year Workforce Plan
Program Year 2013-2017

Expenditures are being reported and monitored monthly. The One Stop Centers submit monthly invoices that identify year to date training expenditures. Training expenditures are compared to the annual goal on a pro-rata basis. Agencies falling short of expected expenditure levels are provided critical feedback via bimonthly monitoring reports. In addition, the WIB annually allocates Adult and Dislocated Worker funding to an Innovation Fund for training and related activities that provide skilled workers for growing industry sectors. Each agency receiving funding from the Innovation Fund is required to expend, at a minimum, seventy-five percent (75%) of its total allocation on training in targeted sectors. Through the Annual Plan the WIB has also established the following High Growth Sector Initiative Policy:

“High Growth Sector Initiative Policy

Policy Statement
Sector initiatives are designed to help meet employer workforce needs while expanding employment opportunities for job seekers and promoting their workplace advancement in high skill and high wage opportunities. The WIB has identified and prioritized several industry sectors regionally in Los Angeles based on economic trends and indicators of growth industries that have the ability to create opportunities to meet the employment needs of businesses to help produce better employment outcomes. These sectors have included: Healthcare, Logistics, Hospitality, Security, Financial Services, Construction, Green Technology, Clean Manufacturing, and Utilities.

The WIB may prioritize additional sectors as long as it can be demonstrated through current labor market data that new initiatives meet the following criteria for sector initiatives.

1) Industry Driven: Industry must support the sector initiative and help to implement the program design by identifying necessary skills, curriculum design, and help to identify deficiencies in the training and skills gap if appropriate.

2) Labor Demand: address demand skills (occupations) that may cross several sectors. Occupations must be verified as being in demand in the Los Angeles region through supporting current labor market information.

3) Employee Groups/Labor: Participation of employee group or organized labor.

4) Workforce Needs are Critical: Industry should have current and/or emerging job growth or vacancies that offer living wage jobs and career paths.

5) Leveraged Funding: Sustainable through co-investment of non-WIA funds from employers, additional partners, or additional grant revenues

6) Established Intermediary Organization: Implemented by, or in conjunction with, an intermediary organization that has a deep understanding of employer
and worker issues in the WIB’s targeted industry sectors. Intermediaries must be capable of facilitating the development and implementation of industry-based workforce solutions.

7) **Wage Progression and Career Ladder:** Assist low-income, unemployed or underemployed City residents obtain living-wage jobs and career-ladder opportunities by removing barriers to training and employment and ensuring higher earnings within the industry.

8) **Education and Training:** Los Angeles Community Colleges (LACCD) and/or Los Angeles Unified School District (LAUSD) should be involved in the implementation of the training program in order to improve the capacity and focus of education and training providers to respond to employer need with a goal to meet training related placements. With the exception of certain types of customized and On-the-Job training, and the alternatives to traditional ITA training programs described in the Alternative Training Programs Policy, only training providers through their training programs listed on the ETPL are eligible to receive WIA funds to train adults and dislocated workers. This list is available on the Internet at: [http://etpl.edd.ca.gov/wiaetplind.htm](http://etpl.edd.ca.gov/wiaetplind.htm) (reference EDD Directive Number WIAD06-15).

9) **Strategic Plan:** The strategic plan must identify the goals and/or direction of the initiative and should make recommendations on allocating resources based on Industry changes and needs.

10) **Industry recognized credentials:** Training must lead to an industry recognized certificate or credentials upon the completion of the industry training consistent with the Industry Certified Training Policy.

11) **Measureable Outcomes and Sector Evaluation Criteria:** Additional measures for sector targeted training include:

   - Training enrollments
   - Training completion
   - Certificate attainment
   - Training related placements
   - Training related earnings
   - Training related job retention”

WIB investments proceed to high-road partnerships involving employers, employer associations, organized labor, educational institutions, government agencies, community organizations and faith-based organizations. The System has also procured Sector Intermediary contractors (specialists in workforce related issues for specific industry sectors) who define/develop sustainable career pathways in an efficient and cost effective manner to benefit both employers and job seekers. Sector Intermediaries identify appropriate training and training providers and ensure that job seekers are placed into jobs with living wages and a career path. Currently, the City has in place four sector intermediaries comprising UCLA, LA Trade Technical College, Community Career Development and Managed Career Solutions.
As the LWIB implements an expanded sector-based approach, data that show returns on sector investments must be determined and analyzed. The LWIB must also be nimble and fast-responding to existing economic realities. This requires that economic and workforce conditions in the City be defined in real time by extremely current research. Funding allocations for workforce training programs must also be validated by underlying research.

Challenges faced locally for industry sector training include:

- Falling federal funding levels as the nation’s economic growth proceeds at a pace lower than two percent a year
- A dearth of construction trades jobs (which heretofore had been a major employer) Jobs in the construction trades have fallen by as much as 60 percent since 2008. The City’s construction trades workforce training is based on the expectation that the economy will revive and that new construction, both single family housing and public works, will return to pre-2008 levels.
- Fewer large industry sectors on which to concentrate job training efforts
- The appearance of a multiplicity of smaller industry sectors for which the System must devise training and placement programs.
- Manufacturing continuing to shift abroad and the concomitant loss of well-paying manufacturing jobs.
- The growth of industry sectors requiring very advanced or high tech skills (Silicon Beach in Santa Monica, life sciences throughout the City)
- A very large high school dropout rate (25%) translating into a very large number of persons who lack basic skills and who will require significant outlays to bring them up to speed
- A significant population of ex-offenders
- A large LEP immigrant population
- A decline in the number of jobs for which short-term training will suffice

Additional resources may be needed as follows:

- To continue funding for partnerships with agencies involved in apprenticeships programs
- To conduct industry-profile and labor market/labor-demand research in order to be able to identify needs and tailor training programs.
- To be able to make recommendations that are real-time and based on scientific methods, the System will need funding for research projects as economic conditions change. Thereby to validate training decisions of the Board.
- Resources to expand monitoring activities in order to ensure that contractor certifications meet DOL standards.
3. **The Local Board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.**

The Local Board has invested greatly in sector partnerships as well as building cross-agency relationships with K-12, postsecondary educators, employers, providers and clients. For several years the Local Board has used this as a primary strategy to develop and invest in sector-based training. Unlike other programs, sector strategies build partnerships between employers, training providers, community organizations and other key stakeholders around programs, sector intermediaries and educational bridge programs to ensure participants have the necessary skills to obtain and advance in employment.

Adult education programs offered by the Los Angeles Unified School District (LAUSD) and the Los Angeles Community College District (LACCD), together with the Los Angeles City and Los Angeles County Workforce Investment Board, apprenticeship and Taft-Hartley programs, and other employer-based training programs and libraries, are responsible for addressing the basic literacy, English language and workforce development needs of adults in Los Angeles. LAUSD and LACCD also provide self-sufficiency programs for adults with disabilities, lifelong learning programs for older adults and parent education programs.

An educated workforce has been identified by the Los Angeles Economic Development Corporation (LAEDC) as one of five key components central to economic development success. Yet both education systems serving Los Angeles residents have faced dramatic budget cuts which threaten their ability to provide an adequate level of service, with serious repercussions for social cohesion and economic stability and growth. The Local Board along with its partners have come together to understand the needs, identify the resources and create an action plan of how to address the needs of adult learners in the Los Angeles community. The need in our communities is great.

The population of residents aged 25 years and older in the City of Los Angeles numbered 2.5 million in 2011. More than a quarter (27 percent) of city residents in this age group have not earned a high school diploma (or equivalent) while 21 percent have graduated high school but have no other education. Approximately 29 percent of city residents have a bachelor’s degree or higher. As noted in *Help Wanted* (Carnevale et al, 2010) it is projected that nationally by 2018, 63 percent of occupations will require some kind of postsecondary education. Recognizing these challenges, the Local Board recognized the need to redesign the adult system and called for a Task Force to establish guiding principles for the Workforce System redesign. Additionally, the Los Angeles Workforce Systems Collaborative whose membership is made of the Local Board and partners established an Ad Hoc Committee on Adult Education. Both the task force and the ad hoc committee recognize the need of building effective cross-
agency partnerships, strengthening sector partnerships and employer engagement as well as designing career education and training programs that will meet the needs of Los Angeles residents. The work of the Local Board, the task force and the ad hoc committee recognize that a systemic response is needed – no single agency can do it alone.

The Local Board recognizes the need for a collaborative approach to addressing the workforce and educational training needs of adults in Los Angeles and as such has identified the following program elements to be incorporated in the WorkSource Center program redesign:

1. Integrated Service Delivery
2. Career Pathways
3. Sector Based Strategies
4. Training Expenditure Requirement
5. Services to Vulnerable/Special/Targeted Populations
6. Ten percent Veterans Enrollment Requirement
7. Leveraging of WIA Resources

The Local Board proposes to move towards establishing the ISD model that will assist in responding to industry needs, alignment of services and training with current local and regional partners while meeting local requirements. In addition to the ISD model, the Local Board recognizes the work that other areas have done utilizing the Career Pathways model to organize teaching and learning by industry sector and occupational areas. Currently, our youth system is employing the Career Pathways model with their Workforce Innovation Funded program Los Angeles Reconnections Career Academy that serves young adults ages 16-24. Sector-Based Strategies will assist in addressing the workforce needs of employers and the training, employment and career advancement needs of workers. The Workforce Development system will be re-procured in the first half of program year 2013-2014. Prior to the procurement process and prior to implementation the Local Board will work with key stakeholders to ensure that the elements of the Integrated Service Delivery and the Career Pathways framework are driving the design of the new delivery system.

4. The Local Board continually partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment.

As described in Section II., Business Service Plan, the LWIB is part of The Los Angeles Workforce Systems Collaborative. The collaborative is focused on leveraging the collective and individual assets of systemic partners to create pathways to high
demand, high growth industries, and sustainable careers to ensure the economic competitiveness of the Los Angeles region.

The Local Board works with industry sectors to define needs – needs for training for existing personnel and needs for future employment. Based on this, the Local Board brought together local education/training institutions (Los Angeles Community College District, Los Angeles Unified School District, etc.) to define and institute low-cost training programs leading to certification into meaningful careers or to jobs with career pathways. It also works with local unions to place workers into on-the-job training programs (OJT) that lead to pre-apprenticeship and apprenticeship placements. The Board also instituted several, industry-focused, training/placement programs including the Innovation Initiative and the Sector Initiatives.

In 2005 as a sector for investment, an initial WIB Innovation Fund grant supported a restaurant partnership between the Culinary Arts Program at Los Angeles Trade Tech College, the UAW/Southeast-Crenshaw WorkSource Center, and Santee High School. A hotel training effort was also led by the Hollywood WorkSource Center in partnership with LA City College and several Hollywood Hotels. These partnerships did not outlive the funding. A rebid of this sector using ARRA funds supported a new start.

Phase 2 – 2009-present – Seeing the need to grow beyond boutique programs only funded with WIA dollars, UNITE-HERE Local 11 and their signatory hotels bid, identifying $1.2 million available in their Taft-Hartley Training Fund. Co-funding by the WIB and the joint training fund has, to date, produced 250 placements/promotions. The success of this work has inspired the hotels and union to increase the joint contribution from a penny per member, per hour, to five cents per member per hour (10 cents at LAX), allowing this training to start to operate at scale.
IV. YOUTH STRATEGIES

1. The local board is a partner with K-12 education and others on strategies that reduce high school dropout rates.

The City of Los Angeles Community Development Department, the Los Angeles Unified School District, and the Los Angeles Workforce Investment Board have been working together in partnership on building a high school student drop-out recovery system. There probably is no greater or intractable problem in most urban areas than the crisis proportion of high school dropouts, especially impacting the social, health, and economic outcomes of young men of color. High school dropouts incur severe social and economic costs and additionally have lasting costs to their families and communities.

According to a WIB-contracted study with Northeastern University in 2009, the lifetime earnings of an average L.A. high school student who does not complete are $697,000, while the average L.A. high school graduate will earn $1,151,000. Those who earn a college degree will average $2.42 million and a Masters, $3.52 million. Professor Paul Harrington also determined the cost to city tax payers each time an L.A. student drops out of high school at $292,000, for both lost contribution and costs back onto the public system.

Although there have been many valiant attempts to develop high school drop-out recovery programs, the significant divestment in available public resources, and scale of the problem requires entities to engage in “system building”. In the City of Los Angeles, there are over 18,000 identified high school students out of school in any given semester, and nearly 100,000 young people out of school and out of work between the ages of 16-24.

Through the support of the Mayor’s office, City Council, the City of Los Angeles Workforce Investment Board and the Los Angeles Unified School District (LAUSD) Board members, a series of initiatives to build a comprehensive system to recover high school and middle school drop-outs was initiated in 2010. Through this planning and community engagement process, the City was able to realign its youth Workforce Investment Funds, gain co-investment by LAUSD and other partners, and was able to fully implement a newly created system to return high school dropouts to an educational setting, and to the workplace. The new YouthSource system was created.

In July 2012, after a full bid process, the City of Los Angeles formally approved 13 YouthSource Centers – “drop-out recovery centers” with the co-location of certified LAUSD student counselors who have access to student data to determine attendance patterns, credits earned toward graduation, test scores and behavioral patterns. The
information obtained is used by the counselor and center case management staff to determine the best approach to service for that particular individual. The centers are located in areas of the city with a high risk of dropouts and are predominately operated by community-based nonprofit organizations.

Goals of the Youth Source System include:

A process goal is to build and sustain a high school dropout recovery system for the City of Los Angeles and the Los Angeles Unified School District utilizing an integrated approach of resources, planning and coordination.

An outcome goal is to decrease the number of high school dropouts in the City and increase the number of former students returning to an educational program while entering the workforce development system.

Reducing the high school dropout rate is the priority of the local board as described in the new youth system design. However developing metrics to determine success in dropout prevention will require analysis of data from the school district to determine baseline and trend data prior to and after the implementation of this new youth program. We will continue to obtain and analyze school academic and attendance data timely to allow for preventative action and avert a dropout situation. The WIB will build a knowledge base about prevalent causes of dropping out, best models for motivating dropout youth to return to school, and identifying the supports needed to move youth toward attainment of a high school diploma or GED.

The local board will have to closely monitor and measure the performance of the new youth system approach focused on dropout recovery. Initial goals for returning dropouts to education have been set at 25%. As more data become available metrics may be adjusted and expanded. The increased participation of out-of-school youth may have a significant effect on the Department of Labor prescribed common measures. There may be a need for data sharing agreements with other local educational agencies outside of the LAUSD jurisdiction in order to track student progress once reconnected to high school completion programs.

Financially sustaining the program will require:

Continued co-investment WIA Youth Formula funds by the local board and the LAUSD cash match of funds.
Continued blending and braiding of Community Development Block Grant funds.
Continued leverage of resources through County of Los Angeles departments of Social Services, Children and Family Services and Mental Health.
2. The Local Board is a partner in developing and executing strategies to re-engage disconnected youth.

The City of Los Angeles WIB through its Youth Council engages local business, education, and public and private social benefit organizations to plan and implement services for youth. Examples of this collaborative approach include:

The LA Compact – a regional approach to cross system collaboration to re-engage disconnected youth. The LA Compact, comprised of representatives of 18 high level Los Angeles institutions including the Mayor of Los Angeles, and the Los Angeles Unified School District Superintendent and Board president, are working together accomplish the goals of having all students graduate from high school, ensuring that all students have access to and are prepared for success in college, and ensuring that they all have access to pathways to sustainable jobs and careers.

Crossroads Symposia – Since 2003, Periodic policy symposiums have focused on topical issues of relevance to youth development and workforce success. The symposium convenes WIB members, elected officials, education experts, workforce development professionals, topic experts, and youth to engage in critical discussions about our youth. The symposiums serve as the basis for development of education and workforce development policies and programming for youth in the City of Los Angeles. Previous Crossroads symposiums have focused on disconnected youth, high school dropouts, youth offenders, career pathways and youth in foster care. These policy symposiums have provided an opportunity for WIB members and our system partners to identify issues relevant to our local area. Consequently, the planning and meeting helps to strategically identify how our system partners can and will address these issues. The local area sets goals as well as builds the capacity of our system providers to meet the needs of all youth that are struggling to meet their educational and career goals. These symposiums have led to pilot programs, system collaboration, leveraging of resources, strengthening a regional focus, Memorandum of Understanding (MOU) agreements and a redesign of our youth system. Due to the success of our Crossroads Symposia leading the discussion on major youth policies in the City of Los Angeles and the region, this May 2013, our Adult system held its first Crossroads Symposium focused on the Transition of Veterans into Employment. This policy symposium was coordinated as a regional symposium that had representatives of all seven local WIB in Los Angeles County.

Focus on AB12 Young Adults in care – Prior to enactment of California Assembly Bill 12 (AB12), foster youth aged out of the system at age 18. They were expected to transition to the adult world, however, like many 18-year-olds, they often lacked the skills, experience, and resources necessary to be successful as independent young
adults. AB12 allows these youth the option of remaining in foster care beyond age 18 and up to age 21 when fully implemented.

Under AB12, to remain in foster care, youth must meet one of the following criteria:

Be working toward completion of high school or an equivalent program (e.g. GED); OR
Enrolled in college, community college or a vocational education program; OR
Employed at least 80 hours a month; OR
Participating in a program designed to assist in gaining employment; OR
Be unable to do one of the above requirements because of a medical condition

An MOU between the seven local WIBs was executed in May 2013 to show their commitment to working in partnership with the County Department of Children and Family Services to serve these youth. This joint commitment was encouraged by a partnership that the City of Los Angeles WIB, County of Los Angeles WIB, San Diego Workforce Partnership, Riverside County WIB and County Department of Children and Family Services began several years back. The four WIB’s co-sponsored a Youth at the Crossroads conference in May 2012 focused on Foster Youth. Please see appendices for a copy of the MOU.

Intensive Transitions – the intensive transitions project supports youth offenders returning from probation camps, linking them to education and employment opportunities through the YouthSource system. The project has functioned as a component of the larger Los Angeles Youth Opportunity Movement (LAYOM). Services include anger management training, individual counseling, parent education, after-school tutoring, and community service. The case management program has shown an increase in successful completion of probation and reduced recidivism.

3. The local board partners with employers, educators and others to help youth understand career pathways options.

As stated earlier, research has shown that in the City of Los Angeles nearly 100,000 or one out of five young people between the ages of 16-24 are out of school and out of work. The relationship between education and future earning capacity is well known. Studies measuring the connection between work while in high school to employment and earnings status later in life also found that among employed those who worked while in school had earnings that were 22 percent higher than those who did not work. Those who worked were more likely to have employer sponsored health insurance and participate in employer pension plans. Taking advantage of the flexibility allowed through ARRA funding, a Reconnections Academy was established to serve these youth disconnected from education and employment. Reconnections combined
education and training with subsidized work experience to reconnect these youth to employment in the health and construction fields.

The Reconnections Academy factors into current strategies as it evolves through the use of Workforce Innovation funds (WIF) awarded to the City in 2013. Over a duration of 36 months, the WIF program will serve an expanded pool of disconnected 16-24 year olds with the aim of setting them on a career pathway leading to enhanced opportunities. Through partnership with the Los Angeles Unified School District, a district counselor is co-located at each WIF program site to access school records and better inform and advise youth about their academic status and options as they engage in training and employment. The program model focuses connections back to school and career pathways.

The City, WIB, and the County Department of Children and Family Services have also teamed up to work with foster youth who have aged out of the system at 18 years old, but who have chosen to remain in placement under Assembly Bill 12. The goal is to provide a continuum of services designed to ultimately place youth on career pathways and toward self-sufficiency.

An added component to the youth program starting in PY 2012-13 WIA is the introduction of the InnerSight experience. This personal assessment process assists youth in identifying their areas of interest and talent in relation to a breadth of occupational fields. The process is initiated with an on-line interest inventory followed by an in-person facilitated analysis and translation to occupational choices. This exposes youth to a broader array of career options and this self-discovery provides youth with a vocabulary for discussing their career plans and ambitions.

In order to attain the goal of connecting youth to both education and employment, the WIB will explore alternative models for high school diploma and GED attainment, with concurrent or transitional enrollment in occupational programs.

4. **The local board encourages youth to focus on attainment of post-secondary degrees and other credentials important to sector employers in the local and regional labor market.**

The WIB works with the Los Angeles Area Chamber of Commerce to conduct the annual Cash for College convention, which is designed to encourage students to pursue a college education. The convention features speakers and seminars on college-life, interactive career decisions, financial aid presentations, and representatives of both local and out-of-area colleges. The convention activities are presented during the day and also in the evening on “Family Night” to allow working parents an opportunity to participate.
The LA Compact works toward ensuring that youth are prepared for success in college and on a path toward sustainable jobs; strategies include programs to attain occupational credentials and/or post-secondary degrees.

Through its dropout recovery efforts, the YouthSource system and LAUSD coordinate secondary and community college pathway programs for out-of-school youth.

The WIB contracted with Northeastern University in 2009 to capture data on the economic impact of not completing high school on an individual’s future earnings prospects and, subsequently, on the community. The report also highlighted the increased earnings associated with attainment of a high school diploma and with a post-secondary degree. This data was shared at the California Workforce Association Youth Conference, at WIB meetings, and with partner organizations.
V. ADMINISTRATION OF THE LOCAL BOARD

Expectation: The Local Board consists of a strong, engaged membership that represents the community; measures its effectiveness in meeting both federal and state legal requirements and its own local goals; has a process for continuous review and improvement of performance; and shares its results.

Criteria:

The Local Board membership meets all legal requirements (WIA, SB293) and is representative of the community. (Mandatory, Pass/Fail)

The City of Los Angeles Workforce Investment Board actively recruits new members in alignment with SB293.

The Workforce Investment Act (WIA) regulations established that the City of Los Angeles Workforce Investment Board (WIB) and its Youth Council would serve as policy oversight bodies for its employment and training programs. The law requires that appointments to these bodies be made by local elected officials. The WIB through the Nominations/Membership Committee, comprised of four WIB members, recruits, reviews, and approves candidates’ applications for membership and forwards its recommendations to the Mayor for final approval and appointment by the Los Angeles City Council.

Federal requirements mandate most categories of WIB membership and the minimum number of members required in those categories, with the additional requirement of maintaining a majority of business members. As authorized under WIA, SB-293, membership of the City of LA WIB presently comprises fifty-one members, including 28 business members, four (4) members from educational institutions, eight (8) local labor organization members, two (2) community based organization members, one (1) economic development agency members. Members are appointed on a city-wide basis, and must have a high degree of policymaking and hiring authority within the organizations they represent. In addition, the WIB seeks members who have expertise in the City’s important or emergent employment sectors, such as health care, hospitality, and entertainment or who provide workforce-related services to employers, employees or job seekers. Applications are reviewed by the WIB Nominations Committee and are then forwarded to the Executive Committee and then recommended to the Mayor for appointment. For business appointments, nominations are solicited from a variety of networks including the LA Chamber of Commerce, Education and Business Community. The nominations are then reviewed by the Workforce Investment Board nominations committee. The nominations committee has the opportunity to interview and meet each potential candidate.
Labor representatives are solicited from local labor federations and nominations are accepted from a variety of networks. These are then submitted to the Mayor of the City of Los Angeles who then makes appointments.

The City of Los Angeles Workforce Investment Board (WIB) sought to ensure that this strategic plan was supported and aligned with strategies already in place by the WIB Annual Plan that details initiatives and activities. The WIB engages in a variety of WIB-sponsored events, meetings, strategic sessions and initiatives. For example, the City of LA WIB recently participated in a Crossroads Veterans Conference along with other WIBs in LA County. This close alignment between the City WIB and other WIB’s helps to ensure that strategies and plans are mutually reinforced.

The City of LA WIB is a group of key stakeholders who are leaders in the community and represent business, labor, education, One Stop partners and economic development. These partnerships ensure that the WIB is positioned to facilitate sharing of data, information and strategies to stay connected with the needs of both employers and job seekers.

One of the primary strengths of City of LA WIB board members is that they participate on a variety of other boards or commissions within the County of Los Angeles and represent a variety of Industries. They bring a wealth of information across a broad spectrum that informs their decision making. Having WIB members engaged industries of growth helps strengthens the WIB’s influence, participation and effectiveness (see WIB membership and Industry representation attachment)

The City of Los Angeles WIB Board members serve two year terms. At the end of each term the WIB Nominations Committee reviews that current membership and works towards recruiting new members in vacant categories of representation (i.e. Labor, Education, Industry Sector, etc.). The WIB utilizes all networks in recruiting new membership. The Mayor and his staff are notified during weekly meetings on the vacancies and efforts in recruiting new membership through various networks including the Chamber of Commerce and other local business affiliations.

The Local Board meets other required elements (WIA, SB698).  (Mandatory, Pass/Fail)

The WIB has established an MOU with all the mandatory partners identified through the WIA, as well as the other local partners supporting One-Stop (WorkSource) Center service operations.

The WIB has established a network of comprehensive One-Stops within the LWIA jurisdiction. This was done through an initial procurement and continuing certification through ongoing annual contract performance evaluations and a Malcolm Baldrige National Quality Award Criteria criteria certification process (further explained below in Question 3).  (Quality assurance of the One-Stop system is maintained through a
robust “Certification Policy and Procedures,” initially implemented by the WIB in 2000-2001 and revised and enhanced by the WIB in nearly every program year since inception. Should any One-Stop be decertified through this process, the WIB has the option to identify a replacement operator, as provided through the WIB’s “Assignment of WorkSource and OneSource Center Agreements Policy.”

The WIB’s system has seventeen One-Stops (WorkSource) centers, two portals, and thirteen youth (YouthSource) centers.

The WIB has six standing committees. Descriptions of these committees can be found in the attached WIB’s bylaws. In addition the WIB has established the *Industry Sector Workforce Development Initiatives Oversight Subcommittee* to continue development and monitor the progress of the local business service plan.

The Local Board has an active and engaged Youth Council. The Youth Council conducts quarterly meetings and has a standing subcommittee and an active Task Force which meets periodically throughout year.

The Youth Council plays an influential role in raising visibility and facilitating discussion and action regarding important topics affecting youth, education and preparation for employment. Beginning in 2002 with a policy conference titled “Youth at the Crossroads” and focused on formerly-incarcerated youth, the Youth Council has spearheaded numerous “Crossroads” symposia (a moniker that has stuck), covering the topics of Youth Engagement (2003), Foster Youth (2004), Disconnected Youth: One Out of Five (2004, 2005), Multiple Pathways (2007), Dropouts: Path to Poverty (2009), and Foster Youth: AB 12 (2012). The Crossroads symposium format has been instrumental in connecting, educating and marshaling resources among and from various public agencies and partners. Crossroads has acted as a catalytic starting point and force in fashioning the WIA and other partner systems to better serve disconnected youth and foster youth. The symposia have also created collaboration between Los Angeles County’s WIBs.

In 2012, the WIB and Youth Council, in response to the high school dropout crisis, re-focused youth system enrollment and services for out-of-school youth and dropout recovery efforts. Seventy percent (70%) of all enrollments are out-of-school youth. This requirement ensures the LWIB far exceeds the thirty percent out-of-school youth expenditure requirement.

The Local Board has an approved Corrective Action Plan for all audit findings.

The Local Board has exceeded **100 percent** of its negotiated WIA Common Measure performance goals in the past year.
The Local Board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement.

Certification of WorkSource (One-Stop) Centers and YouthSource (Youth Service) general contractors by the WIB requires they be successful in meeting annual contract performance goals. Contractors are also required to incorporate Malcolm Baldrige National Quality Award Criteria into their management practices to ensure success in the certification process. On the next page is a grid that summarizes performance measures used to evaluate these contractors’ performance:
**Performance Measures**

1. **Satisfaction**

<table>
<thead>
<tr>
<th>Measure</th>
<th>WorkSource</th>
<th>YouthSource</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Customer Satisfaction (intercept/telephone)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>b. Exiter Satisfaction (telephone)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>c. Business Customer Satisfaction</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Measure</th>
<th>WorkSource</th>
<th>YouthSource</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Entered/Placed into Employment/Education</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>b. Average Earnings/Average Wage at Placement</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>c. Retention</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>e. Attainment of a High School or College Diploma, GED, or Certificate</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>f. Literacy &amp; Numeracy Gains</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

3. **Flow (Customers Served)**

<table>
<thead>
<tr>
<th>Measure</th>
<th>WorkSource</th>
<th>YouthSource</th>
</tr>
</thead>
<tbody>
<tr>
<td>g. Number of Unduplicated Universal Access Customers Served</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>h. Number of Exited Customers (including Hard to Serve Adults for WorkSource)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>i. Percentage of Out-of-School Youth Served</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>j. Number of Employer Customers</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Measure</th>
<th>WorkSource</th>
<th>YouthSource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assesses contractor administrative practices related to work performance, timeliness, fiscal, communication, human resources and ethics</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Expenditure of a minimum 30% of funding on training (may include up to an amount equal to 10%of funding in approved leveraged resources)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Minimum number of enrollments by December 31 (WorkSource: New Enrollments, YouthSource: Total Enrollments)</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

5. **Additional Requirement**

<table>
<thead>
<tr>
<th>Measure</th>
<th>WorkSource</th>
<th>YouthSource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor incorporation of Malcolm Baldrige National Quality Award criteria into their management practices</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
In reference to item 5 above, in order to ensure a focus on strategic planning and goals, and a focus on providing quality service, both the Community Development Department (CDD) acting as the administrative arm of the WIB and service providers periodically submit applications to the California Council for Excellence for California Awards for Performance Excellence (CAPE). The CAPE program exists to help California organizations in all sectors continuously improve through a Baldrige based performance excellence program. The CDD has built efficiencies and improved program delivery through a performance management system modeled after the US Department of Commerce's Malcolm Baldrige National Quality Program (MBNQP). CDD began the deployment of the MBNQP system throughout its organization in early 2007 and has worked to change the perceptions of CDD and the role of performance excellence in the public sector. CDD has taken deliberate action towards quality programming through the piloting of performance excellence in workforce systems, providing comprehensive training of staff as California Awards for Performance Excellence (CAPE) examiners versed in MBNQA criteria, reevaluation and redesign of processes, implementation of managed hiring, and requiring all contractors to fully deploy performance excellence practices. As a result of these efforts, CDD is now recognized, locally and nationally, as a role model within the public sector. CDD has also established itself as a department that is strategically managed, delivering programs and services efficiently and effectively.

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

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

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

**Strategic Planning:** Contractor, in collaboration with partners, shall set strategic directions and determine key action plans for goals and objectives for the next one to three years and work toward an effective performance management system.
**Customer Focus:** Contractor, in collaboration with partners, shall determine the requirements and expectations of customers and shall gather and use relevant data to improve the center’s performance from the viewpoint of the customer.

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

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

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

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

The Community Development Department applied for a rating at the Eureka level and is the proud recipient of a Silver rating. Per the California Council for Excellence, “The Eureka Award is the top-tier award for the California Awards for Performance Excellence (CAPE)™, and the City of Los Angeles is the only city in California to earn the Silver level award since our inception in 1992.”

In order to assist both contractors and program monitors track progress towards performance measures, the WIB has contracted with FutureWork Systems to provide a web-based system, LA Performs. LA Performs displays and filters performance data both on a system-wide and individual contractor level. Performance data can also be filtered to display results based on various demographic factors.

The WIB contracts with California State University Northridge (CSUN) collect, compile, and analyze customer satisfaction data. Reports from CSUN help the WIB identify those factors that drive both satisfaction and dissatisfaction within its customer base.

The WIB engages public participation through forums such as its annual Crossroads Events and the Mayor and WIB’s recent Building a Stronger Los Angeles Workforce Symposium.
The Local Board transparently communicates the results of its efforts with the community.

Since its formation, the WIB has always conducted its affairs in an open and communicative manner.

- Meetings are noticed as required through the Brown Act and always conducted at a central location that is accessible both to public-transit and parking access.

- The WIB maintains a robust website, providing comprehensive information regarding meeting schedules, agendas, minutes, meeting reports and presentation materials, as well as stories regarding WIB/Workforce Development System media events and programmatic best practices. ([www.wiblacity.org](http://www.wiblacity.org))

- The WIB’s local plan goals are articulated through its comprehensive budget and planning document, the Annual Plan, which is approved by the Los Angeles City Council and Mayor. Progress of performance at the WorkSource and YouthSource levels, as well as the various initiatives, are tracked through a scorecard and other documents which are presented regularly to the WIB and the public at key committee meetings as well as posted to the WIB’s website.

- The WIB is an active member of the California Workforce Association and the National Association of Workforce Boards and as appropriate, communicates progress and program successes through these organizations efforts.

- The WIB periodically publishes documents such as: “Building a Stronger Los Angeles Workforce: Highlighting Eight Years of Collaboration”; “We Mean Business”; Annual Reports, etc. (copies included as an attachment).