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COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES

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July 14, 2017

TO: Supervisor Mark Ridley-Thomas, Chair
Supervisor Hilda L. Solis
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FROM: Cynthia D. Banks, Director
Workforce Development, Aging and Community Services

SUBJECT: COUNTYWIDE WORKFORCE DEVELOPMENT ALIGNMENT PLAN

On February 28, 2017, your Board directed the Department of Workforce Development, Aging and Community Services (WDACS) to work with the Chief Executive Office (CEO), the Department of Public Social Services (DPSS), the Probation Department (Probation), Military and Veteran Affairs (MVA), and other relevant departments to develop a plan for the coordination of workforce development programs and services provided by the County of Los Angeles (County). These departments were instructed to report back to your Board on the status of workforce development integration efforts including: the establishment of Memorandums of Understanding (MOU) between affected departments for the sharing of client data; the dissemination of Labor Market Information (LMI) to ensure that workforce development trainings prepare job seekers for in demand occupations; an assessment of the effectiveness of workforce development trainings being conducted in preparing job seekers for competitive employment opportunities; and the alignment of workforce development programs and supportive services through the network of America's Job Centers of California (AJCC).

FRAMEWORK FOR WORKFORCE DEVELOPMENT ALIGNMENT

The County's Strategic Plan for 2016-2021 includes the alignment of workforce development programs as a strategic priority for the County. The County's goal is to identify and align workforce development programs to provide career pathways for high-need, priority populations and to support the labor needs of the County's high-growth sectors. To achieve this, your Board directed WDACS, DPSS, Probation, MVA, and other relevant

County departments to align their workforce development programs with those of external partners to provide comprehensive, coordinated workforce development services to individuals and employers through the AJCC system. WDACS has launched a redesigned network of AJCCs that serve as a One-Stop system that connects workforce and supportive services provided by County departments, state agencies, adult schools, community colleges, and other organizations.

AJCCs deliver a comprehensive menu of services that prepare individuals, particularly those with barriers to employment, for jobs and career pathways in in-demand sectors of our local economy. They also provide employers in our region with access to a skilled workforce that meets their hiring needs. WDACS is locating AJCCs at adult career and technical institutions, including Hacienda La Puente, Los Angeles Southwest College and the Richard N. Slawson Occupational Center, to facilitate delivery of joint education and workforce services.

In 2016, WDACS, DPSS, Probation, and the Community Development Commission joined community colleges, adult schools, the State Employment Development Department (EDD), the State Department of Rehabilitation (DOR), and many other agencies in signing a Phase 1 WIOA MOU that outlined their joint commitment to planning and collaboration related to shared services and shared customers through the AJCC system. The parties are now finalizing a Phase 2 MOU that addresses the major operational elements of aligning partner services through the AJCCs, such as the sharing of AJCC system costs. This Phase 2 MOU will be submitted to your Board for approval in August 2017.

On February 28, 2017, WDACS presented your Board the County's draft Local and Regional Workforce Development Plans, which outline the vision and strategies of the County's workforce development system for 2017-2020. These plans were developed through a countywide process of stakeholder engagement that included County departments, AJCC system partners, businesses, members of the public and others. These plans were submitted to the State for review and approval. The State approved both plans and commended the County for its workforce development strategies. Both plans will be submitted to your Board for approval at the July 18, 2017 Board Meeting, before final submission to the State.

In response to your Board's direction and in alignment with the County's Strategic Plan, WDACS is working with DPSS, Probation, and MVA to coordinate the County's workforce development programs. Los Angeles Homeless Services Authority (LAHSA) and the Department of Mental Health (DMH) have committed to this effort as well, and are working with WDACS to identify opportunities for alignment and collaboration with their workforce programs. Achieving alignment of workforce development efforts require coordination of systems and integration of programs across the service-delivery cycle, from initial client assessment, through completion of services and job retention. These alignment efforts are outlined as follows:

COMMON PERFORMANCE MEASURES AND TRACKING

Program alignment begins with shared goals and performance measures. WIOA established national, common performance measures for core workforce development programs authorized by the legislation. These measures include: placement and retention in employment, median earnings, credential attainment, measurable skill gains, and effectiveness in serving employers. There is a trend, nationally and at state levels, to apply these measures to a variety of publicly-funded workforce programs, including those operated by community colleges or housed within AJCCs. To the extent possible, we recommend WIOA measures serve as baseline indicators of performance for all workforce development programs in the County. Additional measures would be established by the Economic Development Policy Committee and reported through the Economic Development Scorecard. Such measures may include employment outcomes by industry sector and target population, as well as additional performance indicators for services provided to businesses and employers.

We recommend establishing a Workforce Development Taskforce (Taskforce) to align systems, processes and people, to increase performance of the County's workforce development programs. The Taskforce will be comprised of senior representatives from CEO, WDACS, DPSS, Probation, MVA, and other relevant departments. The Taskforce, chaired by WDACS, will ensure coordination and alignment in workforce development program implementation, and data sharing efforts related to Board-approved workforce initiatives, as well as ongoing workforce services provided by departments, thereby reducing duplication and improving services to County residents, especially those with barriers to employment. The Taskforce will monitor implementation of all strategies outlined in this Report, track and report performance to the Economic Policy Committee and address interdepartmental and countywide barriers to aligning workforce development programs.

MOUs TO EXPAND SHARING OF CLIENT DATA

The first step in coordinating services to shared clients is the development of a mechanism for identifying individuals served by multiple programs provided by the County. The inability to share data across workforce and social service programs is a significant barrier to establishing such a mechanism. WDACS is working with DPSS, Probation, and MVA to establish MOUs that maximize data sharing to the extent allowable given client confidentiality protections. Where legal barriers prevent client data sharing, we are adding the use of client consent forms to our program processes. Our departments will also work with your Board, the CEO, and County Counsel to explore, to the extent possible, needed legislative changes to address legal barriers that limit data sharing.

We are expanding an existing MOU with DPSS for the sharing of CalWORKs youth data to include adult participants receiving CalWORKs and General Relief. With Probation,

we are initiating MOUs that enable sharing of youth and adult data for individuals who complete consent forms and are referred for workforce services. Similar efforts are underway with MVA to establish an MOU that would facilitate sharing of data for clients referred to the workforce system.

There is also a need for a common system that will enable tracking of employment outcomes across workforce development programs. The County, in coordination with the State of California, has implemented a uniform system, CalJOBS, for all jobseekers and employers accessing services through the AJCC system. This system also houses data on wages paid to all workers in the State ("Base Wage" data), which enables us to track employment outcomes such as median earnings and employment retention. To the extent that County departments can register individuals into this system, WDACS will be able to report on their employment outcomes.

ALIGNMENT AND INTEGRATION OF SERVICES AT AJCCs

As noted earlier, the County is taking steps to ensure the alignment and integration of workforce development and supportive services through the AJCC system. The framework for these efforts is being established through the WIOA MOUs with all partners, as well as through the redesigned AJCC system. WIOA mandates collocation with some program partners, such as EDD and DOR. County departments agree that alignment is critical for coordination and expansion of workforce development programs, especially to populations with barriers to employment. Some of the initiatives departments agree to pursue are the following:

Registration into CalJOBS: All jobseekers and employers accessing services through the AJCC system use CalJOBS. This system also houses data on wages paid to all workers in the State ("Base Wage" data), which enables WDACS to track employment outcomes such as median earnings and employment retention. WDACS is working with affected departments to assess whether individuals in their programs can be registered into this system to enable our department to report on employment outcomes.

Assessment: Currently, shared clients are assessed by multiple agencies administering assessments unique to their respective programs that gather overlapping information. WDACS' intent is to enable AJCCs to use previously administered assessments whenever possible. WDACS and Probation are currently analyzing their respective assessments to facilitate coordination. DPSS provides an assessment and career plan to CalWORKs participants and certain GROW participants that may be utilized when assigning the participant to AJCC activities. WDACS will work with affected departments to explore the alignment of assessment tools to determine the basic skills, education, vocational training, and supportive service needs that will inform job seekers' Career Development Plans.

Cross-System Referrals and Tracking: In collaborating across systems, it is important to develop mechanisms by which clients may be referred from one program to another. To address this, WDACS has commenced development of an Automated Referral System (ARS) to link client accessing services in other workforce programs to the AJCC system. ARS will alert the AJCC system of referrals made from each collaborating program and allow both the referring agency and the AJCC to track the referral, and to see where the process is slowed so that obstacles may be collaboratively addressed. Once the customer is registered and/or enrolled in AJCC services, all activities, trainings, and employment outcomes will be tracked in CalJOBS.

Cross-System Training: Cross-training is critical to ensure cross-system collaboration, as different systems often approach the same topic using different language, procedures, and points of reference. It is critical for AJCC Career Development Specialists, Greater Avenues for Independence (GAIN)/General Relief Opportunities for Work (GROW) Job Developers and Rapid Rehousing Counselors to be familiar with each other's respective programs. DPSS has already started to train AJCC staff on the requirements of the GAIN and GROW programs. Likewise, trainings are planned for line staff from DPSS, Probation, and LAHSA on workforce development strategies and the programs and services offered through the AJCCs.

Co-enrollment of Transitional Subsidized Employment Participants: DPSS contracts with the City of Inglewood and the South Bay Workforce Development Board (WDB) to provide subsidized employment to roughly 3,500 CalWORKs and General Relief participants per year. WDACS will be working with DPSS and South Bay WDB to expand the number of participants co-enrolled in the County's AJCC system to better track the success of the program in helping participants secure permanent employment.

Collocation of County Workforce Development Programs at AJCCs: Efforts are underway to co-locate programs at the AJCCs to maximize the availability of employment development resources available to clients as follows:

- **DPSS Job Clubs:** DPSS contracts with Los Angeles County Office of Education (LACOE) to provide Job Club, a four-week state mandated activity designed to help employable CalWORKs participants learn how to find and keep employment. As it relates to General Relief, DPSS contracts with LACOE, Managed Care Solutions, Jewish Vocational Services and Weingart to provide a three-week Job Readiness Training activity designed to help employable General Relief participants acquire the skills needed to find and obtain employment. To the extent possible, Job Clubs and AJCCs may be co-located to ensure effective referrals, leveraging of services, and tracking of performance outcomes. Effective July 1, 2017, DPSS, LACOE, and WDACS collocated an AJCC with a Job Club in the City of Santa Clarita. Future collocations are under discussion.

- **Probation Officers:** This effort is well underway in the form of the INVEST Initiative, a collaboration between Probation and WDACS in which Probation officers are being co-located at AJCCs to co-serve AB 678 Probationers with evidence-based career development strategies tailored to the ex-offender.
- **Patriotic Hall:** We are locating a specialized Veterans AJCC at Patriotic Hall as part of the County's redesigned network of AJCCs. The Veterans AJCC will serve as a dedicated regional job center that develops, leads, and supports regional employment and training initiatives for Veterans. Co-location of the AJCC at Patriotic Hall will maximize the availability of resources for Veterans, who will also be able to access a range of services on site provided by MVA, other County departments, and external veterans serving organizations.

Linking GAIN and GROW to the Workforce System: Appropriate GAIN and GROW workforce services may be linked to an AJCC based on their geographic location. AJCCs meet regularly with all stakeholders in their region. This includes adult schools, community colleges, unions, EDD, DOR, and other stakeholders. Linking GAIN and GROW to the AJCCs will allow for better workforce coordination between DPSS programs and the County's workforce development system.

Linking Community College Programs with AJCCs: Many students attending community colleges are also receiving public assistance. Whenever AJCCs are co-located at a community college, WDACS will work with the college to link students to the AJCC to facilitate their enrollment into services provided by the workforce system. This strategy will enhance services provided to students receiving public assistance and allow the community college and the County to track the success of these students in securing, retaining, and advancing in employment related to their education and training. As part of these efforts, WDACS is working with DPSS to train Community College CalWORKS Coordinators on WIOA goals and the services provided through the AJCC system.

Coordinated Engagement with Business & Industry: In addition to preparing jobseekers for jobs and careers, the County's workforce development programs ensure our region's employers have access to a skilled workforce that meets their hiring needs, thereby supporting the County's economic development and business attraction/retention goals. Coordinated engagement with business and industry is essential to avoid duplicative employer outreach efforts and ensures all County workforce development resources may be strategically brought to bear to meet the hiring needs of employers. To this end, WDACS, in coordination with the City of Los Angeles, has launched a uniform customer relations management (CRM) system across their AJCCs to track all contacts with employers. Additionally, WDACS is exploring the expansion of this system to other departments. To support the coordination of business engagement activities throughout the County, DPSS established standing regional Job Development Clusters wherein local GAIN, GROW, LACOE, WDACS, and invited partners meet to share best practices and coordinate and collaborate on business engagement efforts, such as hiring fairs and

special recruitments. DPSS, LACOE, WDACS, and other participating partners will continue to coordinate and collaborate through this cluster while simultaneously expanding the platform to include the sharing of LMI, and Business Intelligence as well as training and cross training amongst the partners.

Integration of DPSS CalFresh Employment and Training (E&T) Program: DPSS will be working with WDACS and the California Department of Social Services to explore aligning services provided to CalFresh E&T participants with the AJCC system. The goal of both departments is to maximize the use of federal CalFresh E&T funds to expand On-the-Job Training (OJT) and other workforce development strategies to GROW participants. CalFresh E&T funds are federal funds provided to states and localities to comply with federal legislation, which requires states to establish employment and training programs for persons in receipt of Supplemental Nutrition Assistance Program (SNAP) benefits. In the County, CalFresh adults or CalFresh adults enrolled in the GROW Program, that are able to work (Able Bodied Adults Without Dependents or ABAWDS) must meet special work requirements. The alignment of the GROW program with the AJCC system infuses a career focus and skill development emphasis by training GROW participants in industry-valued job skills. Additional funds may be available through CalFresh E&T that provide a 50% match for training activities that qualify for federal funding. WDACS and DPSS will work together to implement strategies that maximize federal funding to support additional services to individuals receiving CalFresh and are enrolled in the County's workforce system.

TRAINING ON THE USE OF LABOR MARKET INFORMATION

Until recently, workforce development has traditionally been participant-centric, focusing on finding a job the participant wants, based on an assessment of what the participant wishes to do for work. More modern concepts revolve around the idea that the best way to find someone a stable job is by targeting the employment needs of stable and growing businesses in high growth sectors in the region. This necessitates gathering economic intelligence that includes: LMI; business health indicators; employment and wage data; and other economic indicators. This theory requires program staff at the ground level to be armed with actionable and up-to-date intelligence to guide participants appropriately.

Accordingly, WDACS commissions and conducts analyses of our County's economic landscape at regular intervals. WDACS, in partnership with the City of Los Angeles, commissions the annual "People, Industry and Jobs" report developed by the Los Angeles County Economic Development Corporation (LAEDC). Additionally, WDACS produces quarterly economic analyses for the AJCC system and for a variety of partners. WDACS' training on LMI has already shown practical outcomes. AJCC job developers and business services representatives received training to recognize economic indicator trends, opportunities in high growth industries, and the types of businesses to target for outreach when fostering employer relationships.

DPSS, Probation, MVA, and DMH have agreed to utilize LMI provided by WDACS to place clients in in-demand occupations and training. WDACS will work with the respective departments to plan and establish training opportunities for the use of LMI and practical applications commensurate with their program needs.

ASSESSMENT OF WORKFORCE DEVELOPMENT TRAININGS

The primary goal of the County's training efforts is to prepare jobseekers for competitive employment in growing sectors of our regional economy. Strengthening coordination of training programs is critical in maximizing the return on the County's training investments and in improving services for shared clients. A critical first step in aligning training programs is assessing current efforts and their efficacy.

WDACS has initiated a comprehensive assessment of the County's workforce development trainings inventoried by the CEO in May 2016, as part of its report to your Board on the implementation plan for Economic Development. The CEO Report identified nine departments with programs that focus specifically on workforce development, job training, and placement.

WDACS' initial assessment of County workforce programs examined the content of training; activities that prepare trainees for employment; programs offering certificated vocational training; attainment of training-related job placement; employment unrelated to training provided; and trainees failing to secure employment. Our initial review produced several key findings. These include a lack of uniform terminology and common definitions among County programs providing workforce training, services and related activities; lack of clearly defined success indicators; inconsistencies in the content of and approach to training and service delivery; and limited or undefined performance metrics. The assessment also revealed that the broad array of County workforce programs and services fall, generally, within four core categories: job readiness, training and education; employment services; internships and work experience; and supportive services. The identification of these categories will be useful to WDACS' on-going collaboration with various departments to further assess the features and benefits of training and workforce services.

As stated, given the results of our assessment thus far, WDACS recognizes the importance of working with all affected departments to conduct a deeper analysis of County training programs. In connection with this process, we foresee inter-departmental collaboration around three critical objectives: 1) agreement on a standard County workforce lexicon and definitions of key activities; 2) adoption of common outcomes and performance metrics; and 3) designation of all training programs and services into recognized categories. Achievement of these objectives will enable more accurate and consistent review and evaluation of County workforce programs.

POPULATION SPECIFIC STRATEGIES

Under your Board's leadership and strategic guidance, CEO, WDACS, DPSS, Probation, and other departments have established countywide strategies to comprehensively align services for target populations with barriers to employment.

Re-entry Population

Consistent with your Board's priority, our departments have created a more robust and coordinated system with an array of support for the re-entry population. This coordinated approach includes strategies developed by the Proposition 47 Jobs and Services Task Force to support education, training and employment efforts to serve re-entry populations. It also includes placement of system navigators at AJCCs to assist former offenders in navigating and enrolling into the many workforce programs available in the County. Our department is working closely with the Office of Diversion and Re-entry to implement the recommendations in the Jobs and Services Report and to establish public-private partnerships that help formerly incarcerated individuals with access to employment, education, and other services. As part of this effort, WDACS has started working with the Sheriff to inventory and assess vocational training programs in the jails to establish a formal in-custody workforce development network tied to post-release employment programs.

Transitional Subsidized Employment through Social Enterprises

The County has made a major investment in developing a common strategy for the use of Social Enterprises to help those with employment barriers successfully enter the workforce. Social Enterprises are organizations that provide subsidized transitional employment combined with case management, supportive services and job readiness to prepare hard-to-serve individuals for unsubsidized, permanent employment. The County has certified about 30 Social Enterprise agencies to-date, with additional agencies expected to be certified in the coming months. WDACS has established a Master Agreement with 15 certified Social Enterprise agencies as a mechanism for County departments to easily contract with these agencies to provide transitional or permanent employment to homeless individuals, ex-offenders, and others with barriers to employment.

WDACS has partnered with the City of Los Angeles to expand its successful Social Enterprise model, Los Angeles Regional Initiative for Social Enterprise (LA:RISE), throughout the AJCC system. LA:RISE is the first of its kind to integrate employment, social enterprises, and specialized homeless service providers within the workforce system. Participants receive a steady paycheck along with the counseling, support and training they need to achieve employment success. WDACS will be using Measure H funding to provide transitional and permanent employment to 2,600 homeless individuals through LA:RISE. Funding will also support Social Enterprise agencies operating

Alternative Staffing Organizations (ASO) to act as intermediaries between employers, the workforce system and job seekers. The County's implementation of the model will feature co-location of Social Enterprises and AJCCs to facilitate co-case management of the shared homeless customer. GROW participants are a key target population for this strategy.

Comprehensive Services to Youth

Effective July 1, 2017, WDACS launched the Youth@Work program, which pairs paid work experience for youth with a comprehensive and strategic set of employment, training, and other support services provided through the AJCCs. Youth@Work services are targeted to priority populations with the highest need, including foster youth, probation youth, homeless youth, GROW, and CalWORKs youth. Activities are implemented through a regional partnership that includes the County and City of Los Angeles, Workforce Development Boards, businesses, educational entities, community organizations, and other partners. DPSS has consistently committed funding to support employment outcomes for CalWORKs and General Relief youth. The Probation Department is also expanding its youth strategies, specifically for youth that qualify under the Juvenile Justice Crime Prevention Act (JJCPA) to connect them to the County's workforce system.

On March 3, 2015, your Board asked WDACS and the Los Angeles County WDB to collaborate with the City of Los Angeles, the Los Angeles Unified School District (LAUSD), the Los Angeles Community College District, County departments and partners such as the Los Angeles Area Chamber of Commerce, community based organizations, philanthropy, local Cal State Universities (CSU5), EDD, and LAEDC to support and participate in the Performance Partnership Pilot Program for Disconnected Youth (LAP3).

LAP3 is an unprecedented effort in the County of Los Angeles to coordinate and integrate the delivery of education, workforce development and social services to the nearly 175,000 youth, ages 16-24 in the County who are not in school and not working (disconnected youth). During the past year, the County has worked with LAP3 and its community partners to develop a strategic plan focused on building and implementing a regional system that is responsive to serving disconnected youth in Los Angeles, along with creating a shared vision to improve: 1) educational attainment; 2) permanent housing; 3) stable employment; and 4) quality social and health well-being for the region's disconnected youth population. WDACS is submitting a separate Board Letter to approve the LAP3 Strategic Plan.

CONCLUSION

Our response to the Board motion has led to the identification of numerous opportunities to strengthen current efforts among affected departments. Building on existing collaboration, the County can achieve alignment across the full range of its workforce

initiatives. WDACS' AJCC system, established under federal workforce funding, provides an ideal vehicle to link County programs that serve priority populations and support the target industries that are fueling growth within the regional economy.

In addition to pursuing the strategies and approaches to countywide workforce development alignment described throughout this report, WDACS is prepared to continue assessment of County programs by leading our counterparts in the development of common criteria, under which meaningful analysis and evaluation can be conducted. As a result, your Board will have accurate data to inform further enhancement of the County's economic and workforce development goals.

We commend DPSS, Probation, Office of Re-entry and Diversion, MVA, DMH, and LAHSA for working closely with us to begin the alignment of the County's workforce system to better respond to the needs of our local economy and the populations we serve. The plan presented in this report is a significant first step. The alignment and integration of workforce programs will take significant effort from all affected departments and will take time to implement. In the end, we believe that this integration and alignment will increase the County's success in providing employment and training to individuals with the greatest barriers to employment.

CB:OS:KA

Attachment

- c: Chief Executive Office
- Executive Office, Board of Supervisors
- Department of Mental Health
- Department of Military and Veterans Affairs
- Probation Department
- Department of Public Social Services
- Los Angeles Homeless Services Authority

INVENTORY OF WORKFORCE SERVICES - LA COUNTY

SERVICE TYPE	COUNT
Job Readiness/Training/Education: <i>(Curriculum used to prepare a participant)</i>	31
Employment Services: <i>(Assist a participant in searching for or directly placed in a job)</i>	21
Internships/Work Experience (WEX): <i>(Assist or provide placement at internships or subsidized employment)</i>	12
Supportive Services: <i>(Financial Assistance for necessities to succeed in training and employment)</i>	4
Total Count of Services:	68
Duplicative Count of Services:	23
Final Count of Services: <i>(Unduplicated)</i>	45

Note: 23 programs contain more than one type of service.

INVENTORY OF WORKFORCE SERVICES - LA COUNTY

ADMINISTERING DEPARTMENT	PROGRAM NAME	BRIEF DESCRIPTION	PROGRAM TYPE	ACTIVITY	TARGET POPULATION	SUCCESS INDICATORS
Arts Commission						
1	Los Angeles County Arts Internship Program	The LA County Arts Internship Program provides undergraduates with meaningful experience working in nonprofit arts organizations, while assisting those organizations and developing future arts leaders. The Arts Commission provides grants to nonprofit performing, presenting and literary organizations to host college students for ten weeks of full-time, paid work between June and August. In addition to working at their host organizations, students participate in education events and Peer Group activities coordinated by the Arts Commission.	Internships	On the job training and exposure to careers in arts administration	Currently enrolled undergraduate college students	Internship completion, intern and organization satisfaction rate
Community Development Commission						
2	Family Self Sufficiency Program (FSS)	The Family Self-Sufficiency Program (FSS) is a five-year voluntary program designed to assist Section 8, and Public Housing residents achieve economic independence. Participation is voluntary; the only requirements are a desire to become self-sufficient and a willingness to take the necessary steps to do so. The first step is to complete an FSS application, then meet with an FSS Coordinator to develop your short- and long-term goals. Finally, sign an FSS Contract of Participation (COP) Services offered mentoring, budget/credit workshops, job preparation, homebuyer education, and incentives for participating in the FSS	Supportive Services	Employment resources such as job training opportunities, job fairs, and job referrals are provided to clients on a weekly basis.	Government Assistance Recipients	Employment
Department of Childran and Family Services (DCFS)						
3	Bridge to Work Program	Bridge To Work is subsidized employment program delivered in partnership between YDS, DPSS, South Bay WorkForce Investment Board (SBWIB) and their sub-contractors for ILP eligible youth ages 16-21. The program provides 40 hours of Blueprint training for pre-work proficiency, case management and up to 400 hours of paid work experience. Emphasis is placed on transitioning into unsubsidized work, re-engaging for high school completion (as applicable) and encouraging post-secondary training or education enrollment.	Employment Placements	Subsidized Employment	Foster Youth	Employment/Return to School
4	Youth Worker (YW)	The Philip Browning (PLB) Youth Worker YW Program (YW) Program provides youth with an up to 18 month, paid work experience through on the job skill development, classroom training, including exposure to services and resources rendered to children and families of Los Angeles County.	Internships	Work Experience	Foster Youth	Internship Completion
Department of Health Services (DHS)						
5	College of Nursing and Allied Health Pre-Licensure Registered Nurse	The College of Nursing is a public community college that is owned and operated by the County of Los Angeles. Its divisions include the School of Nursing, Education and Consulting Services, Allied Health, and student support services.	Occupational Skills Training	Training	Future Nurses	Employment
6	Office of Nursing Affairs Tutoring & Mentoring Program	The County provides financial assistance to community colleges to assist nursing students with improving their study skills and enhancing their academic performance.	Occupational Skills Training	Training	Future Nurses	Employment
Department of Human Resources (DHR)						
7	Career Development Intern (CDI)	The purpose of the program is to expose transition-aged youth to opportunities within the County of Los Angeles, and assist them in gaining the skills and knowledge necessary to compete for full-time budgeted positions. Career Development Interns are hired to assist experienced journey-level workers in a variety of training assignments of typically 12 to 24 months varying in duration based on individual training requirements. By the conclusion of the internship, the department will have a motivated, trained, and qualified employee capable of obtaining an entry-level position within the department. Career Development Interns will grow into a future with the County of Los Angeles as employed, engaged, and contributing citizens. During the course of the internship, interns will launch their County careers. Additionally, the intern will be provided life skills training and tools in order to be productive and fiscally responsible members of the community.	Internships	On the job experience, special job skills training	Foster Youth	Employment

INVENTORY OF WORKFORCE SERVICES - LA COUNTY

ADMINISTERING DEPARTMENT	PROGRAM NAME	BRIEF DESCRIPTION	PROGRAM TYPE	ACTIVITY	TARGET POPULATION	SUCCESS INDICATORS
8	Veterans Internship Program (VIP)	The Veterans' Internship Program (VIP) is a paid internship designed to provide qualified veterans, who are interested in pursuing a career in county government, with on-the-job training and work experience with the County of Los Angeles which would enable them to effectively compete for permanent county jobs. Veteran interns work in assignments where they are provided an overview of county government through their participation in practical job assignments. Generally, veterans will participate in this program for 12 to 24 months based on individual training and experience requirements. Veteran Interns are assigned to assist journey or higher-level workers in either central or line departments in order to enhance previous job skills or to gain new experience in the support areas of administrative, technical, office/clerical, information technology, skilled crafts or heavy maintenance and operational support.	Internships	On the job experience; job shadowing of journey-level employees; available job training opportunities.	Veterans	Employment
Department of Military and Veterans Affairs						
9	LA Trade Tech Partnership	Program to provide specific job skills to veterans. The program is currently providing culinary training and certification	Supportive Services	Job Readiness Training, Culinary Certification.	Veterans	Completed Training
10	US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	Provides referrals to US Vets for job training and job placement services	Supportive Services	on the job training, occupational training, transitional job	Veterans	Employment
11	Veterans Work Study Program	Veterans train, on the job, to gain skills, experience, and certification to become full time LA County employees as <u>Veterans Claims Assistants</u> .	Training	On the job training, college degree program.	Veterans	Employment
12	Vocational Rehab Training	Provides free training to veterans who have suffered injury and are no longer employable in a prior trade. Partnership with the <u>Veterans Administration</u> .	Training	Job Readiness Training, Transitional job, retraining.	Veterans	Completed Training
Department of Public Social Services (DPSS)						
13	Colleges and Vocational Training	Self Initiated Program (SIP)/Vocational Training: SIP is available to CalWORKs participant who are enrolled in a vocational education/training program prior to his/her initial GAIN Appraisal appointment date. The participant may continue in the school program as a GAIN activity, if the program is for an undergraduate degree or certificate program that leads to employment or a post- baccalaureate degree program for a California teaching credential and the participant is making satisfactory progress. GAIN offers Post-Assessment education/training for CalWORKs participants who have completed a Vocational Assessment, based on the vocational assessment, participants choose an employment goal to pursue and is referred to appropriate school/institution for needed education or training in the selected field.	Education / Training	Vocational assessment to identify the area of additional education/training that is needed. Employment goals and education or training selection depends on the participant's 48-Month Time Clock and 24-Month Time Clock. During the course of the activity, progress reports and monthly attendance provide an indicator of success. Ultimately, completing the program and receiving a certificate or degree.	Adults 18 or older	Completed program and received certificate or degree
14	General Relief Opportunities for Work (GROW)	A three-month subsidized employment program offered through a Memorandum of Understanding (MOU) with Workforce Development, Aging and Community Services (WDACS).	Subsidized Employment	GROW Youth Employment Program (GYEP)	Youth ages 18 to 24	Employment
15	GROW	A six-month subsidized employment program offered through a contract with South Bay Workforce Investment Board.	Subsidized Employment	GROW Transition Age Youth Employment Program	Youth ages 18 to 24	Employment
16	GROW	A four-week job readiness and job search activity designed to provide GROW TAY participants, ages 18 to 24 years old, with pre-employment and life skills training and support.	Employment Preparations Services	Pathways to Success	Youth ages 18 to 24	Activity completion or Employment
17	GROW	Designed to assist Transition Age Youth (TAY) participants, 18 to 24 years old, acquire the skills needed to find and obtain employment. Job Readiness Training for Youth (JRY) is three weeks in duration. The first week is a job skills workshop, the second and third weeks provide supervised job search activities.	Employment Preparations Services	Job Readiness Training for Youth	Youth ages 18 to 24	Activity completion or Employment
18	GROW	A specialized job-readiness type activity that targets participants who are chronically homeless, age 50 and older, and those who return to GROW after the expiration of time limit.	Employment Preparations Services	Career Opportunities Resources & Employment	Adults 18 or older	Activity completion or Employment

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19	GROW	Job Readiness Training (JRT) is designed to assist participants in acquiring the skills needed to find and maintain employment. JRT is three weeks in duration. The first week is a job skills workshop; the second and third weeks provide supervised job search activities.	Employment Preparations Services	Job Readiness Training	Adults 18 or older	Activity completion or Employment
20	GROW	Welfare-to-work program mandatory for employable GR participants.	Employment Preparations Services	Employment, job search, assessment, education and training, community service, substance use disorder treatment, mental health services and domestic violence counseling.	Adults 18 or older	Employment
21	GROW	A three-day workshop orientation and pre-screening process for non-felon and non-misdemeanor individuals. The activity is a pre-requisite activity to the Security Officer Training (SOT) activity.	Employment Preparations Services	Security Officer Assessment	Adults 18 or older	Activity completion or Employment
22	GROW	A six-week security office training class. The class is available to participants who have completed the three-day Security Officer Assessment orientation and are accepted to the class by Los Angeles County Office of Education (LACOE).	Employment Preparations Services	Security Officer Training	Adults 18 or older	Activity completion or Employment
23	GROW	Designed to provide GROW TAY participants, ages 18 to 24 years old, with knowledge and understanding of industry-standard software, used by today's employers, and hands-on computer experience needed for entry level positions.	Employment Preparations Services	Computer Application Classes	Youth ages 18 to 24	Activity completion or Employment
24	GROW	A 12-week class that provides fundamental clerical skills and hands-on office training in filing, typing, 10-key machine, telephone techniques and office computer software. Intended to prepare participants with little or no applicable experience for office occupations.	Employment Preparations Services	Office Occupations	Adults 18 or older	Activity completion or Employment
25	GROW	Short term training is offered by the Los Angeles Office of Education in various fields. The training classes last from four to twelve weeks.	Employment Preparations Services	Short Term Training	Adults 18 or older	Activity completion or Employment
26	Greater Avenues for Independence (GAIN) Job Club	Job Club includes consists of a one-day GAIN Orientation and four-week Job Readiness & Career Planning Services Program to assist participants with job preparation, job search and/or an educational/training plan, with the ultimate goal of obtaining, securing and/or promoting to living-wage employment. Job Club is for mandatory Welfare-to-Work (WtW) participants.	Job Readiness Training	Job Club is a four-week activity requiring job search-related activities totaling 20,30, and 35 hours per week intended to provide WtW and Refugee Employment Program participants with the tools, skills, information, and resources to enable them to overcome barriers and find work through their own efforts.	Adults 18 or older	Training Completion or Employment
27	GAIN Job Club	Short-Term Vocational Training is a Post-Assessment option for participants that are interested in an accelerated short-term program. It is for mandatory WtW participants who have completed Job Club and Vocational Assessment.	Training	Education in an accelerated program to acquire a certificate or license that will assist with getting a job in the field of study. Activity can be up to six months. However, it varies depending on program selected.	Adults 18 or older	Program Completion / Unsubsidized Employment
28	GAIN Transitional Subsidized Employment (TSE)	TSE is a subsidized employment program that provides participants with the opportunity to gain skills in a Paid Work Experience in a public/non-profit agency or On-the-Job Training with a for-profit employer. It is for mandatory Welfare-to-Work participants that have completed Job Club and Vocational Assessment. The program is Ten months (subject to change based on funding).	Job Readiness Training	TSE activities include job training, work experience, and assistance with finding unsubsidized employment.	Adults 18 or older	Program Completion / Unsubsidized Employment

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ADMINISTERING DEPARTMENT	PROGRAM NAME	BRIEF DESCRIPTION	PROGRAM TYPE	ACTIVITY	TARGET POPULATION	SUCCESS INDICATORS
29	GAIN TSE for DCFS Independent Living Program (ILP) Youth	TSE DCFS and Probation ILP provides TSE services to ILP eligible youth. ILP is a program for current and former foster youth ages 16 through 21, who have been under the care of DCFS or Probation. Eligible youth may also receive assistance with transportation funds, work clothing or tools to be successful in employment, as needed. Program depends on grant allotment, approximately 200-400 hours per participant.	Job Readiness Training	Program activities include workforce readiness training and subsidized employment. The TSE ILP program services provided to ILP eligible youth is a two-tier model: Tier I: Summer-only employment for youth in school, ages 16-17. Tier II: Year-round work experience for out of school youth, job placement assistance	Foster Youth	Employment
30	Refugee Employment Program (REP)	REP provides outreach, case management, employment training, acculturation and placement services to refugees in the United States less than five years. REP is designed to help CalWORKs, Refugee Cash Assistance (RCA), CalFresh (CF), General Relief (GR), and Non-Aided participants find employment that will ultimately lead to self-sufficiency. Participation in REP is mandatory for all refugee/asylee as an eligibility criterion to receive CalWORKs, RCA, and GR unless they are exempt. Refugees can take advantage of the program for up to 60-month from date of arrival.	Job Readiness Training / Employment Placements	Activities include: 1) Orientation and job club; 2) Vocational assessment; 3) Basic education; 4) Vocational skills training; 5) Work experience and job search. Post-Time Limited Services and Post-Employment Services are also available to help employed participants retain their jobs. Program successes are measured based on rate of employment and work participation.	Refugees 18 or older	Employment
Probation Department						
31	AB109 Employment Services Program	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Additional Services (Bus tokens, Auxiliary)	Provide and purchase items included but not limited to: Enrollment fees, Credit report fees, Identification Fees, Clothing or Uniforms and Bus Tokens and passes through the Auxiliary Fund Requisition.	AB109 Re-entry Population	Helped participant attain or maintain a job
32	AB109	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Employment Retention	Employment Case Managers monitors and track participant's progress at 30, 90, 120 and 180 intervals of employment. *Service case files *Conducts progress note *Verify employment through HR personnel hand signature or through letterhead *Develops incentive plan to encourage and motivate.	AB109 Re-entry Population	Maintain employment
33	AB109 Employment Services Program	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Employment Case Management	Conduct individualized employment evaluation, employment preparation, facilitate job placement and work collaboratively with Job Developers to secure job placement	AB109 Re-entry Population	*Ninety percent (90%) of eligible participants shall complete an assessment, have a work case plan and employment eligible support documents. *One hundred percent (100%) of eligible participants who complete Job Readiness Workshops shall receive a certificate of completion.

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ADMINISTERING DEPARTMENT	PROGRAM NAME	BRIEF DESCRIPTION	PROGRAM TYPE	ACTIVITY	TARGET POPULATION	SUCCESS INDICATORS
34	AB109	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Job Placement	*Direct job placement *Indirect job placement *Securing eligible leads *Ensure appropriate trainings, certifications, and/or licenses when employed.	AB109 Re-entry Population	*Sixty percent (60%) of eligible participants shall retain "full time" or "part time" employment for a minimum of 30 days *Fifty percent (50%) of eligible participants shall retain "full time" or "part - time" employment for a minimum 90 days *Fifty percent (50%) of eligible participants shall retain "full time" or "part-time" employment for 120 days. *Fifty percent (50%) of eligible participants shall retain "full time" or "part-time" employment for a minimum of 180 days.
35	AB109	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Job Readiness	Pre-test and Post test are conducted to gauge levels of improvements before and after each Job Readiness Workshop for each participant. Identifies in the assessment and ensures participants can describe their career goals and pathway. * Resume writing *Basic written and oral skills *job interview techniques *Orientation / Life skills *Job search techniques *Grooming and proper work habits *good citizenship	AB109 Re-entry Population	*One hundred percent (100%) of eligible participants shall complete a pre-test and post-test during each Job Readiness Workshop. *Seventy percent (70%) of eligible participants shall demonstrate improvement in job readiness following participation in the Job Readiness Workshop.
36	AB109	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Supportive Services	Refer to below columns for each activity type.	AB109 Re-entry Population	Refer to below columns for success indicators (performance measures) for each activity type.
37	AB109	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Job Developer	*Identify industries and employers willing to hire AB109 population *Assist employers to obtain tax benefits and federal bonding incentives for hiring AB109 participants *Attend job fairs and employer networking events *Coordinate presentations to public and private organizations, local and state employer groups	AB109 Re-entry Population	*Two new employer partnerships shall be secured annually by each Job Developer and partnership
38	AB109	The AB109 Employment Services Program provides individualized assessments, employment eligibility support, job readiness workshops, job placement, employment retention services, case management, and job developers. The program's target population are persons supervised by the Probation Department as a result of the Public Safety Realignment Act (AB109). The program allows 45 days for participants to complete their assignment workshops and provides up to six months of employment retention services after participants start employment.	Individualized Employment Assessment	Conduct assessment for participants, identify traits, demonstrates strengths/weaknesses as it relates to employability, skills and interest.	AB109 Re-entry Population	Ninety percent (90%) of eligible participants shall complete an assessment, have a work case plan and employment eligible support documents.

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ADMINISTERING DEPARTMENT	PROGRAM NAME	BRIEF DESCRIPTION	PROGRAM TYPE	ACTIVITY	TARGET POPULATION	SUCCESS INDICATORS
39	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	The Educational Pathways and Vocational Opportunity Services contracts are intended to expose participants to educational and vocational opportunities that lead to career paths that result in employment and ultimately an improved quality of life. The target population for this program are probation youth transitioning from Camp or at-risk for removal from the community between the ages of 16-18 years, who will not meet graduation requirements prior to their eighteenth birthdate.	Supportive Services	Module 1: Individualized Educational Vocational Eligibility Assessment Module 2: Case Planning and Goal Setting Module 3: Academic/Vocational / Job Readiness Enrollment Module 4: Retention and Educational / Vocational Support Services.	Involvement with Criminal Justice System / Youth	Supportive Service Completion
40	JJCPA	The Employment contracts funded through the JJCPA grant administered by the Department are intended to increase job readiness and job placement/retention with an aim toward increased youth employment that can lead to successful career paths. The target population consists of probation youth between the ages of 17 and 18. Services (fee-for-service basis) are included under "activity." Job Placement is not a requirement of the contract.	Employment Placements	Module 1: Individualized Assessment and Employment Eligibility; Module 2: Job Readiness and Job Placement Services; Module 3: Vocational Training and Job Placement Services; Module 4: Employment Placement and Retention.	Involvement with Criminal Justice System/Youth	Employment
41	Probation Adult Felony Re-entry Employment Services - Careers Pathways	Probation Department is a partner with Friends Outside in Los Angeles County (FOLA) on a state-funded re-entry employment program called "Career Pathways." The goal of the program is to assist probationers to obtain employment. A secondary goal is to integrate specialized re-entry employment services into an America's Job Center of California (AJCC). "Career Pathways" is provided on-site at the Vernon-Central/LATTC WorkSource Center. The program targets probationers who live in the south Los Angeles area. Participants enter the program through referrals from probation officers and Back on Track LA program inside Pitchess Detention Center.	Supportive Services	Program goals include the following: 1) Completion of job readiness workshops; 2) Attainment of industry-recognized vocational certificate; 3) Earn and Learn opportunities; 4) Job Placement; and; 5) Job Retention.	Probationers residing in the South Los Angeles Area	Supportive Service Completion
42	SB678 Probation Re-entry Adult Population - Employment Services	INVEST is an innovative collaborative approach to employment solutions for SB678 Probation reentry populations. Each partner agency participated in the Offender Workforce Development Specialist (OWDS) Training offered by the National Institute of Corrections (NIC). The program intends to improve employment outcomes for the target population by investing and maximizing access to a wide range of workforce development and related services and aligning those services to the needs of job seekers and the business community. The program includes education and skills development, employment retention strategies, system navigation, intervention, leveraging Countywide economic and workforce development initiatives and the creation of a rehabilitation and career attainment support team that includes the Probation Officer.	Employment Placements	All services used are evidenced-based wherever possible and will leverage and build on existing programming and countywide efforts to maximize the success of the individual. In every respect, this plan represents a significant departure from how Los Angeles County has done business in the past, relying on an unprecedented level of cooperation between government and community based service providers that is guided by a shared vision.	Involvement with Criminal Justice System	Employment

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Workforce Development, Aging and Community Services						
4	Title V - Senior Community Services Employment Program (SCSEP)	SCSEP provides assistance for seniors to achieve self-sufficiency through comprehensive employment services that include access to career services, training, placement and post-program follow-up services through the AJCC System and its partners.	Assesment / Individual Employment Plans / Training / Subsidized Work Experience / Employment Services / Counseling / Financial Literacy / Supportive Services / On the job training	Work Experience	Low Income Individuals age 55 and over	Total Number of Community Service Hours, % of Eligible Individuals Enrolled, % of Priority Population Enrolled; % of Most in Need Individuals Served. Entry into Unsubsidized Employment; Retention at 6 months of Unsubsidized Employment; Average Earnings, Retention at 12 months of Unsubsidized Employment; Customer Satisfaction; Entry into Volunteer Work
44	WIOA Adult and Dislocated Worker Program – Individualized Career Services	The program prepares residents of Los Angeles County to succeed in the labor market. This is done through a combination of education, training, career counseling, and support services provided through our WIOA Adult Job Seeker Programs. Consists of two distinct programs for adult job seekers – the Adult Program serves all adult job seekers and our Dislocated Worker Program serves job seekers that were connected to the workforce but have recently lost a job or may lose a job in the near future. The program provides Career and Employment services, including Training services, to individuals 18 years of age and older. Priority of service is given to Veterans, public assistance recipients, low income populations and those in need of increasing basic skills, however all eligible adults can receive program services.	Assesment / Basic Career Services / Individualized Career Services / Training / Follow up / Supportive Services	Training / Employment Placements / Supportive Services	Adults 18 or older	Employment rate 2nd Quarter After Exit; Employment Rate 4th Quarter After Exit; Median earnings 2nd Quarter After Exit; Credential Rate of Participants in Postsecondary Education or 1 year After Exit; Rate of Participants in Education or Training which lead to a Postsecondary Credential.
45	Youth at Work	Provide year-round youth employment services to youth ages 14-24 through the following Ten Core elements that are essential in a youth's development: Employment opportunities, tutoring and study skills, alternate secondary school services, paid and unpaid experience, occupational skills training, support services, guidance and counseling, leadership development, adult mentoring and 12 month post-program follow-up.	Assesment / Career planning / Academic and Career Development including Tutoring; Alternative schooling; Work experience, Occupational skills training; Concurrent education, Leadership development; Supportive Services; Mentoring; Follow ups; Guidance and Counseling, Financial Literacy; Entrepreneurial Skills training; Labor market information.	Training / Employment Placements / Work Experience / Supportive Services	Youth ages 14-24	Rate of Youth that Entered Employment, In Education or in Occupational Skills Training 2nd Quarter after Exit; Rate of Youth that Entered Employment, In Education or in Occupational Skills Training 4th Quarter after Exit; Median earnings 2nd Quarter After Exit; Credential Rate of Participants in Postsecondary Education or 1 year After Exit; Rate of Participants in Education or Training which lead to a Postsecondary Credential