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[CLICK HERE FOR THE DIRECTOR OF WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES REPORT DATED NOVEMBER 1, 2017](#)



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Board of Supervisors

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Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

September 15, 2017

TO: Each Supervisor

FROM: Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS HILDA L. SOLIS AND SHEILA KUEHL FOR  
IMPLEMENTATION OF THE COUNTYWIDE WORKFORCE DEVELOPMENT PLAN**

This is to provide the Board with an update on the Board Motion "Implementation of Countywide Workforce Development Plan", Item Number Six.

The Board instructed the Department of Public Social Services (DPSS) and Department of Workforce Development Aging and Community Services (WDACS) "to build on the efforts described in the July 14, 2017 response to the February 28, 2017 Motion to develop, to the extent possible under federal, State and local laws, a plan for integrating the General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) Programs through the Countywide regional network of America's Job Centers of California (AJCCs) and for increasing CalFresh Employment and Training (CFET) funds to expand workforce development services to General Relief participants with CalFresh through the AJCCs and to report back as part of the FY 2017-18 Supplemental Budget process".

DPSS is working with WDACS to align workforce development services throughout Los Angeles County. Through its existing partnerships, DPSS has been successful in placing individuals into entry-level jobs and meeting CalWORKs Federal and State participation requirements. However, the Countywide Workforce Development alignment and integration provides an opportunity for GAIN and GROW participants to have greater access to services and training through the AJCCs that will help them with career advancement and wage growth.

**FRAMEWORK FOR WORKFORCE DEVELOPMENT ALIGNMENT**

DPSS is a partner to five (5) of the seven (7) WDBs through the Workforce and Innovation Opportunity Act (WIOA) Memoranda of Understanding (MOUs). These MOUs outline the

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partners' joint commitment to serve shared customers through the AJCC system. We expect remaining WDBs to move forward with their MOUs soon, in which DPSS will join as a partner. WDACS has agreed to coordinate the alignment of the remaining WDBs with the County's efforts.

The Plan Framework developed by DPSS and WDACS has four broad areas of focus:

1. **Alignment of Services** – This includes ensuring AJCC and DPSS staff are aware of services available through both agencies. It also includes integrating DPSS participants into the AJCC system.
2. **Linking DPSS to the AJCCs** – This includes aligning AJCCs to DPSS offices and physically co-locating staff from both entities.
3. **Sharing Data** - This will assist in tracking progress and reporting outcomes for CalWORKs and WIOA co-enrollments as WDACS has access to earnings data which allows them to track elements such as wage progression and job retention.
4. **CalFresh** – For CalFresh Employment and Training (CFET), DPSS will work with WDACS to access additional federal funds to augment and intensify workforce development services to the homeless, formerly incarcerated, Veterans, and disconnected youth who qualify for CalFresh.

Brief status updates are provided below.

## **1. ALIGNMENT OF SERVICES**

- A. **Training AJCC Staff on DPSS Programs:** In June and July 2017, DPSS provided cross-training presentations on CalWORKs, General Relief, GAIN, GROW, CalFresh, Medi-Cal and the on-line application system - Your Benefits Now (YBN) for approximately 160 WDACS AJCC staff at WDACS Headquarters. DPSS training included program overviews and basic eligibility requirements.
- B. **Labor Market Information (LMI):** WDACS will provide training to DPSS staff on the use of LMI. Based on the training, DPSS will augment our current process of utilizing a Demand Occupations listing for GAIN/GROW participants enrolled in education programs by incorporating the LMI into DPSS and the DPSS job club/search services contractors, Los Angeles County Office of Education (LACOE) job developer processes.

### C. CalJOBS Registration

- **GAIN and GROW Job Club/Job Search Participants Registration into CalJOBS:** On June 15, 2017, at DPSS' direction, LACOE began registering work-ready, GAIN Job Club participants in CalJOBS. GROW is exploring the feasibility of encouraging registration in CalJOBS through its four job readiness contractors, as well. This will assist WDACS with their data collection and outcome reports.
- **Co-Enrollment of Work-Ready GAIN and GROW Participants into WIOA:** In FY 16-17, approximately 800 DPSS GAIN/GROW subsidized employment participants were enrolled in CalJOBS. We will be working with the WDBs to expand the number of participants co-enrolled in the County's AJCC system.

### D. DPSS Referrals Career Pathways

- **GAIN and GROW Referrals to Career Pathways:** DPSS will continue referring GAIN/GROW job ready participants to AJCCs, Community Colleges, Adult Schools, and LACOE to aid them in developing Career Pathways. The end goal is to secure unsubsidized employment and achieving self-sufficiency. Further, having Job Developers from GAIN/GROW integrated into the County's Workforce Development system will increase participant outcomes as well as support the County's strategy to expand services to businesses and increase our ability to secure employment for GAIN/GROW participants.
- **Referrals to AJCCs for Working DPSS Recipients:** DPSS will work with WDACS to identify a method to refer employed participants who remain eligible to CalWORKs, to the AJCCs. WDACS will use current LMI to provide trainings in our regional economy that support self-sufficiency for these DPSS participants.

- E. **Assessments:** DPSS will work with WDACS to identify a process that allows participant assessments to be utilized by the AJCCs. The concept is to facilitate assessment coordination and avoid duplication of assessments by both DPSS and the AJCCs.

DPSS continues to collaborate with WDACS on efforts to align services.

## 2. LINKING DPSS TO THE AJCCs

### A. Job Club Co-location

- **WDACS Co-location at a DPSS GAIN Job Club:** Effective July 1, 2017, DPSS, LACOE and WDACS co-located an AJCC with a GAIN Job Club facility in the City of Santa Clarita.
- **DPSS Co-location at WDACS AJCC:** DPSS is working with WDACS to co-locate Job Clubs with AJCCs to leverage programming and services. WDACS will identify potential locations to move a GAIN/GROW Job Club into an AJCC.

This integration would also include the associated GAIN/GROW Vocational Assessment Contractors and GAIN staff into an AJCC. This move would allow Job Club, Vocational Assessment, GAIN/GROW supportive services and enrollment in WIOA services to occur in one location. This will further allow the AJCCs to utilize the DPSS administered Assessment and Welfare-to-Work Plans in the development of individual career pathways for DPSS participants.

- B. **Regional Job Development Clusters:** In support of workforce development efforts to increase communication, uniformity and co-branding among job developers throughout the County, DPSS convenes quarterly job development cluster meetings with multiple partners, including LACOE, WDACS and AJCC staff. The Clusters are seven geographic areas where job developers, in close proximity, coordinate their activities. Approximately 80 job development staff countywide attend the quarterly cluster meetings.

DPSS will work with WDACS, LACOE and the AJCCs to identify methods of co-branding the job development staff which may include: identifying the brand name, identifying a brand logo, and/or uniform business cards.

DPSS also participates in the regional sessions convened by WDACS and the other WDBs in the County and works with them to coordinate services for DPSS participants.

- C. **Linking Community Colleges to the AJCC:** WDACS is working through DPSS to align and integrate the work of the community college CalWORKs offices with the workforce development offices on those campuses. WDACS provided a presentation to eight of the Community Colleges CalWORKs Coordinators that attended the CalWORKs Education, Training and Employment Partnership Meeting on July 31, 2017.
- D. **Comprehensive Services to Youth:** DPSS provides funding to WDACS to administer the Youth@Work program run by all seven WDBs. The Youth@Work

Program provides employment and training services countywide to CalWORKs, Foster Care and GROW Youth.

Under the Performance Partnership Pilot (P3) Program for disconnected youth, DPSS participates in the P3 Operations Workgroup and Regional Meetings with local YouthSource Centers and partnering agencies to identify strategies to connect youth to services. As part of this collaboration, DPSS provided cross-training on DPSS Programs to approximately 160 YouthSource Center (AJCC) staff.

- E. **GROW Subsidized Employment:** DPSS and WDACS are working jointly on the initiative that utilizes County Measure H funding as a match to expand services to GROW homeless as part of the Homeless Strategy C7, "Subsidized Employment for Homeless Adults". DPSS GROW participants are referred to WDACS and in turn, WDACS is leading the efforts to provide subsidized employment to GROW participants.

### 3. DATA SHARING

DPSS and WDACS have a data sharing agreement to identify CalWORKs participants that are also receiving WIOA services to facilitate the establishment of common WIOA performance measures. The population measured will grow as DPSS participants are registered into CalJOBS and co-enrolled in WIOA, as discussed above. WDACS has made arrangements with other WDBs in the County to obtain their participant data. The first data file of CalWORKs adults was delivered to WDACS on August 14, 2017. WDACS will conduct the relevant data matches to begin producing the desired outcome reports. Additionally, DPSS is evaluating amending the data sharing agreement to include the employable General Relief and CFET populations.

In addition to the current CalWORKs data, DPSS continues to work closely with WDACS to provide available data.

### 4. CALFRESH

DPSS will work with WDACS to maximize CFET federal funds to enhance workforce development services to the CalFresh participants, including those in the GROW Program. The CalFresh Program supports clients to gain skills, training, or work experience to increase their ability to obtain regular employment that leads to economic self-sufficiency. Through CalFresh, the federal government provides reimbursements of up to 50% of actual expenses for certain employment and training activities. By taking maximum advantage of the CFET 50/50 match funds, the County will be able to better assist many more of those with significant employment barriers to the workforce.

WDACS and DPSS are initially working on two specific initiatives to leverage CFET 50/50 funds. WDACS has identified matching funds for these two initiatives. The first initiative, with matching funds provided by SB678, will help adults receiving CalFresh and who are on County Probation into career-related employment. The second initiative utilizes County Measure H funding as a match to expand workforce development services to homeless CalFresh clients.

**CalFresh Outreach:** DPSS' currently provides CalFresh Outreach at eight (8) AJCCs, three of which are part of the WDACS LA County WDB. Eligibility Workers visit the AJCC once per month to assist with application processing and address applicant questions and concerns.

If you have any questions or need additional information, please contact me or your staff may contact Luther Evans, at (562) 908-6348 or via email at [LutherEvans@dpss.lacounty.gov](mailto:LutherEvans@dpss.lacounty.gov).

SLS:AJ:RM  
LE:dm

c: Chief Executive Office  
Executive Officer, Board of Supervisor  
Department of Workforce Development, Aging and Community Services



SACHI A. HAMAI  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

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September 26, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai   
Chief Executive Officer

Board of Supervisors  
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### IMPLEMENTATION OF COUNTYWIDE WORKFORCE DEVELOPMENT PLAN (ITEM NO. 15, AGENDA OF JULY 25, 2017)

#### BACKGROUND

On July 25, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Solis and Kuehl instructing the Chief Executive Officer (CEO) to work with the Department of Workforce Development, Aging and Community Services (WDACS), and other affected departments to identify resources to establish a specialized workforce development unit and report back as part of the supplemental budget process.

Further, the Motion directed all County Departments administering workforce development programs to use federal Workforce Innovation and Opportunity Act (WIOA) performance measures and report quarterly performance data to the CEO for inclusion in the quarterly economic development scorecard. The Motion also directed the coordination and alignment of workforce development service delivery by WDACS, the Department of Public Social Services (DPSS), the Probation Department, the Department of Mental Health, the Department of Military and Veterans Affairs, and other relevant departments. WDACS will be addressing these items in a separate report back to the Economic Development Policy Committee and the Board on or before October 25, 2017.

The Motion also requested a plan for integrating the General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) programs through the Countywide regional network of America's Job Centers of California (AJCCs) to

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increase CalFresh Employment and Training funds to expand workforce development services offered to these DPSS populations through the AJCCs. DPSS and WDACS will be addressing these items in a separate memo to the Board as part of the supplemental budget process.

### **CEO PROGRESS TO DATE**

The CEO's Economic Development and Affordable Housing Unit is currently evaluating the need for a specialized unit to coordinate workforce development programs, and is meeting with WDACS and the affected departments to determine whether such a unit would further the alignment and integration of the County's workforce development efforts. The CEO will review these options in relation not only to job placement in the private sector, but also in connection with the CEO's ongoing analysis of workforce development programs specific to current and prospective County employees. The CEO, WDACS and DPSS provided a briefing on the Motion to the Economic Development Policy Committee on September 14, 2017, including the CEO's current recommendation not to form a new workforce development unit. If a specialized workforce development unit proves necessary in the future, the CEO will report back to your Board with information regarding both staffing requirements and funding resources.

If you have any questions regarding this report, please contact Doug Baron of my staff at (213) 974-8355, or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

SAH:JJ:DSB  
CMT:acn

c:     Executive Office, Board of Supervisors  
       County Counsel  
       Public Social Services  
       Workforce Development, Aging and Community Services  
       Economic Development Policy Committee



lacounty.gov

Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

# COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES

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Cynthia D. Banks  
Director

Otto Solórzano  
Chief Deputy

*"Connecting communities and improving the lives of all generations"*

November 1, 2017

TO: Supervisor Mark Ridley-Thomas, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Cynthia Banks, Director

SUBJECT: **MOTION BY SUPERVISORS HILDA L. SOLIS AND SHEILA KUEHL  
FOR IMPLEMENTATION OF THE COUNTYWIDE WORKFORCE  
DEVELOPMENT PLAN (ITEM NO. 15, AGENDA OF JULY 25, 2017)**

On July 25, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) directing (1) all County departments administering workforce development programs to use federal Workforce Innovation and Opportunity Act (WIOA) performance measures and report quarterly performance data to the Chief Executive Office (CEO) for inclusion in the quarterly Economic Development Scorecard; (2) Workforce Development, Aging and Community Services (WDACS), the Department of Public Social Services (DPSS), the Probation Department (Probation), the Department of Mental Health (DMH), and the Department of Military and Veterans Affairs (MVA), to ensure coordination and alignment of workforce development efforts in the County, develop performance targets consistent with the County's State-Negotiated Performance Goals for Fiscal Year (FY) 2017-18 and future State-negotiated goals, and monitor implementation of strategies reflected in the Countywide Workforce Development Alignment Plan (CWDAP); (3) WDACS, and affected departments, to establish standardized language and develop performance standards for workforce programs administered by County departments, which should include targets for placement in high-growth industries with career pathways; and (4) WDACS, and affected departments, to work with County Counsel to establish, to the extent possible under federal, state and local laws, processes and protocols for the registration of all residents receiving County workforce and employment services in the State's CalJOBS system.

Full implementation of the Board's directives in these areas is a multi-year effort that will require significant changes to current business processes across departmental workforce

programs from initial client assessment, through completion of services and job retention. Accordingly, this memorandum provides the Board with an update on the progress so far in the areas requested by the Motion, specifically items one (1), two (2), three (3) and four (4).

In addition, the Motion directed DPSS and WDACS to develop a plan for integrating General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) through the AJCCs, and increasing CalFresh Employment and Training Funds to expand workforce development services. DPSS provided an update to your Board on this matter via a September 15, 2017 memorandum on Implementation of the CWDAP (Attachment II).

The Motion also directed the CEO to work with WDACS and other affected departments to identify resources to establish a specialized workforce development unit, and report back as part of the supplemental budget process. The CEO provided an update to your Board on this matter through its September 26, 2017 memorandum on Implementation of the CWDAP (Attachment III). In its memorandum, the CEO reported that it is evaluating the feasibility of such a unit. If a specialized workforce development unit proves necessary in the future, the CEO will report back to the Board with further information regarding recommendations and resources needed.

WDACS has been working with the CEO and the affected departments to accomplish the goals set forth by the Motion, and the CWDAP. Status updates on the four (4) areas identified by your Board are provided below.

#### **1. Use of WIOA Performance Measures by all Workforce Programs**

As indicated by the July 25, 2017 Motion, and the CWDAP presented to the Board on July 14, 2017, a critical component of program alignment is the adoption of shared goals and performance measures. Applying the WIOA performance measures to all County-administered workforce development programs ensures that there are common performance standards across various workforce development programs in the County. The current WIOA Accountability Measures are outlined and defined via the attached *WIOA Accountability Measures and Definitions* (Attachment I). These measures include credential attainment, skills gain, placement and retention in employment, median earnings, and effectiveness in serving employers.

WDACS will be working to educate affected departments on the WIOA Accountability Measures and to determine how the measures can be operationalized across their workforce programs, including through staff training, changes to data tracking efforts and modifications to programmatic workflows. It should also be noted that the State Legislature adopted as part of the FY 2017-18 budget package, a framework for a new performance measurement and accountability system for California Work Opportunities and Responsibility to Kids (CalWORKS), that will be known as the CalWORKs Outcomes and Accountability Review (Cal-OAR). This effort aims to accomplish goals similar to the

County's, using measures that correspond to those required under WIOA. The State Department of Social Services is expected to convene workgroups to develop plans for Cal-OAR implementation.

## **2. Develop Performance Targets and Establish Standardized Language**

Central to the goal of creating shared metrics is a common lexicon with which to describe programs, services, activities and accomplishments. The development of common terminology will enable the County to better compare outcomes across workforce programs, and to communicate more effectively across programs. A sub-set of this goal is the development of targets for the placement of program participants in jobs with high-growth industries.

WDACS has taken steps to leverage leading workforce development experts to support the County's efforts to implement the CWDAP, including the development of performance targets for all County workforce programs, and the establishment of standardized language. In August 2017, WDACS secured a consultant with more than three decades of workforce development experience to support some CWDAP implementation efforts. In collaboration with the Consultant, WDACS has begun the process of reviewing terminology currently utilized in various programs and identifying options for standardized workforce development language, and common cross-program performance goals/standards.

WDACS has also secured commitment for technical assistance and support from the Center for Law and Social Policy (CLASP), which is a national, nonpartisan, anti-poverty organization advancing policy solutions that work for low-income persons. CLASP began providing off-site assistance in September 2017, and will deploy representatives to the County to convene a forum among affected departments in January 2018. The Consultant and CLASP will assist WDACS and senior management from the affected departments, in establishing common cross-program performance goals/standards, including targets for placement in high growth industries with career pathways, and standardized language. We anticipate beginning implementation of the identified cross-program goals/standards in FY 2018-19.

## **3. Registration in CalJOBS and Alignment of Services**

The Motion directed WDACS, and affected departments, to work with County Counsel to establish, to the extent possible under federal, state and local laws, processes and protocols for the registration in the State's CalJOBS system of all residents receiving County workforce and employment services. Doing so will enable WDACS to track and report on their employment outcomes. In support of these efforts, WDACS is developing a draft CalJOBS' "Registration Process" protocol, which it has shared with the affected departments and County Counsel for review. Once finalized, WDACS will work with the affected departments to implement the protocols and procedures.

Additionally, significant progress is being made in this area by departments administering workforce programs as outlined below:

- GAIN and GROW Job Club/Job Search Participants' Registration into CalJOBS: On June 15, 2017, at DPSS' direction, the Los Angeles County Office of Education began registering work-ready, GAIN Job Club participants in CalJOBS. GROW is also exploring the feasibility of encouraging registration in CalJOBS through its four job readiness contractors.
- Services for Homeless GROW Participants: As part of the County's Homeless Initiative Strategy C7 (Subsidized Employment for Homeless Adults), DPSS and WDACS are working to connect homeless GROW participants to subsidized employment opportunities.
- Sharing of Data: WDACS has a signed MOU with DPSS to share data for both CalWORKs and GROW participants. As a result, both departments are working together to develop reports on the level of workforce services being provided to CalWORKs and GROW participants, as well as their employment outcomes.
- Workforce Services to Probationers: Effective December 1, 2017, five AJCCs located in Antelope Valley, East Los Angeles, San Fernando Valley, Compton and Rio Hondo, will provide employment services to adults through SB678. As part of a collaborative effort that involves both Probation and the Office of Diversion and Reentry (ODR), probation officers are being colocated at the five AJCCs. Shared clients will be registered in CalJOBS and co-enrolled in WIOA services.
- Veterans Job Center at Bob Hope Patriotic Hall: On October 2, 2017, the Department of Military and Veteran Affairs (MVA) and WDACS opened a veterans-focused AJCC at Bob Hope Patriotic Hall. All clients receiving employment services at the AJCC will be registered in CalJOBS. 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 provided by MVA, County departments, and other veteran-serving organizations.
- Jail-Based Job Center at Pichess Detention Center: Through a collaborative effort with the Sheriff's Department, Probation, Department of Human Resources, the Countywide Criminal Justice Coordination Committee and ODR, WDACS established the County's first Jail-Based Job Center (JBJC) in October 2017. The JBJC will provide pre-employment and supportive services to inmates prior to their release, and participants will be linked to services at AJCCs as they transition from jail to the community. JBJC participants will be enrolled into CalJOBS.

- Collaboration with Child Support Services: WDACS and the Child Support Services Department have collaborated to create a referral system to help remove employment barriers faced by Non-Custodial Parents (NCPS). NCPS that owe child support often have their driver's licenses or other professional licenses suspended, making it difficult for them to secure employment. NCPS that productively participate in workforce services at AJCCs may have their licenses reinstated, increasing their likelihood of employment, and of making child support payments.
- Workforce Services to Homeless Individuals: Effective November 2017, WDACS is initiating a countywide expansion of the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) model established by the City of Los Angeles. The LA:RISE Model uses social enterprises to provide supported employment opportunities to individuals with barriers to employment. The LA:RISE expansion is funded by Measure H, and will help the County achieve Homeless Initiative Strategies C1, C2 and C7.
- MOU Between AJCC System Partners: WDACS has negotiated an MOU among 46 organizations that provide workforce services in the Los Angeles region, including County Departments (WDACS, DPSS, Probation and CDC), State Agencies, adult schools, community colleges and other entities, to provide comprehensive workforce, and supportive services to shared customers through the AJCC system. The MOU addresses the major operational elements of aligning partner services through the AJCCs, including cost sharing agreements for AJCC infrastructure, and other system costs. WDACS has filed the MOU for review and approval by your Board on the November 7, 2017 Board agenda.

The alignment and integration of workforce programs is an ambitious, multi-year effort that requires significant coordination of systems, processes and people. WDACS will work with affected departments to provide another update on this effort to your Board in six (6) months.

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November 1, 2017  
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Should you have any questions, or need additional information, you may contact me directly, or your staff may contact Mr. Kevin Anderson, Special Assistant, at [kanderson@wdacs.lacounty.gov](mailto:kanderson@wdacs.lacounty.gov).

CDB:OS:RC  
KA:rkl

#### Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors  
Department of Child Support Services  
Department of Mental Health  
Department of Military and Veterans Affairs  
Probation Department  
Department of Public Social Services



## Accountability Measures and Definitions

WIOA Measures applicable to all workforce development programs administered by County Departments that provide training and/or education with outcomes that include employment, job training and skills or educational attainment.

	Common Performance Measure	Definition	WIOA Performance Measure
<b>TRAINING</b>	<b>Credential Attainment</b>	Participants that obtained a certificate, degree, or credential or that enrolled in secondary education while in the program AND that entered employment or enrolled in next level of training/education within a year of completing the program.	<b>Credential Rate</b>
	<b>Skills Gain</b>	Participants that achieved skills gains demonstrated through educational and/or skills achievement and progression	<b>In-Program Skills Gain</b>
<b>EMPLOYMENT</b>	<b>Placement</b>	Participants that entered employment	<b>Entered Employment</b>
	<b>Retention</b>	Number of participants that retained employment for all four quarters.	<b>Entered Employment (2nd quarter after exit)</b>
			<b>Entered Employment (4th quarter after exit)</b>
	<b>Median Earnings</b>	The midpoint of wages in the 2 <sup>nd</sup> quarter.	<b>Median Earnings</b>
<b>SERVICES TO BUSINESS</b>	<b>Effectiveness Serving Employers</b>	Effectiveness of the program in meeting the skills needs of employers demonstrated through retention rate of hired program participants and number of business that continue to hire from the program	<b>Retention Rate with Same Employer</b>
			<b>Employer (Market) Penetration Rate</b>
			<b>Repeat Business Customers Rate</b>



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

# County of Los Angeles DEPARTMENT OF PUBLIC SOCIAL SERVICES

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September 15, 2017

TO: Each Supervisor

FROM: Sheryl L. Spiller, Director

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partners' joint commitment to serve shared customers through the AJCC system. We expect remaining WDBs to move forward with their MOUs soon, in which DPSS will join as a partner. WDACS has agreed to coordinate the alignment of the remaining WDBs with the County's efforts.

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## **1. ALIGNMENT OF SERVICES**

- A. **Training AJCC Staff on DPSS Programs:** In June and July 2017, DPSS provided cross-training presentations on CalWORKs, General Relief, GAIN, GROW, CalFresh, Medi-Cal and the on-line application system - Your Benefits Now (YBN) for approximately 160 WDACS AJCC staff at WDACS Headquarters. DPSS training included program overviews and basic eligibility requirements.
- B. **Labor Market Information (LMI):** WDACS will provide training to DPSS staff on the use of LMI. Based on the training, DPSS will augment our current process of utilizing a Demand Occupations listing for GAIN/GROW participants enrolled in education programs by incorporating the LMI into DPSS and the DPSS job club/search services contractors, Los Angeles County Office of Education (LACOE) job developer processes.

### C. CalJOBS Registration

- **GAIN and GROW Job Club/Job Search Participants Registration into CalJOBS:** On June 15, 2017, at DPSS' direction, LACOE began registering work-ready, GAIN Job Club participants in CalJOBS. GROW is exploring the feasibility of encouraging registration in CalJOBS through its four job readiness contractors, as well. This will assist WDACS with their data collection and outcome reports.
- **Co-Enrollment of Work-Ready GAIN and GROW Participants into WIOA:** In FY 16-17, approximately 800 DPSS GAIN/GROW subsidized employment participants were enrolled in CalJOBS. We will be working with the WDBs to expand the number of participants co-enrolled in the County's AJCC system.

### D. DPSS Referrals Career Pathways

- **GAIN and GROW Referrals to Career Pathways:** DPSS will continue referring GAIN/GROW job ready participants to AJCCs, Community Colleges, Adult Schools, and LACOE to aid them in developing Career Pathways. The end goal is to secure unsubsidized employment and achieving self-sufficiency. Further, having Job Developers from GAIN/GROW integrated into the County's Workforce Development system will increase participant outcomes as well as support the County's strategy to expand services to businesses and increase our ability to secure employment for GAIN/GROW participants.
- **Referrals to AJCCs for Working DPSS Recipients:** DPSS will work with WDACS to identify a method to refer employed participants who remain eligible to CalWORKs, to the AJCCs. WDACS will use current LMI to provide trainings in our regional economy that support self-sufficiency for these DPSS participants.

- E. **Assessments:** DPSS will work with WDACS to identify a process that allows participant assessments to be utilized by the AJCCs. The concept is to facilitate assessment coordination and avoid duplication of assessments by both DPSS and the AJCCs.

DPSS continues to collaborate with WDACS on efforts to align services.

## 2. LINKING DPSS TO THE AJCCs

### A. Job Club Co-location

- **WDACS Co-location at a DPSS GAIN Job Club:** Effective July 1, 2017, DPSS, LACOE and WDACS co-located an AJCC with a GAIN Job Club facility in the City of Santa Clarita.
- **DPSS Co-location at WDACS AJCC:** DPSS is working with WDACS to co-locate Job Clubs with AJCCs to leverage programming and services. WDACS will identify potential locations to move a GAIN/GROW Job Club into an AJCC.

This integration would also include the associated GAIN/GROW Vocational Assessment Contractors and GAIN staff into an AJCC. This move would allow Job Club, Vocational Assessment, GAIN/GROW supportive services and enrollment in WIOA services to occur in one location. This will further allow the AJCCs to utilize the DPSS administered Assessment and Welfare-to-Work Plans in the development of individual career pathways for DPSS participants.

- B. **Regional Job Development Clusters:** In support of workforce development efforts to increase communication, uniformity and co-branding among job developers throughout the County, DPSS convenes quarterly job development cluster meetings with multiple partners, including LACOE, WDACS and AJCC staff. The Clusters are seven geographic areas where job developers, in close proximity, coordinate their activities. Approximately 80 job development staff countywide attend the quarterly cluster meetings.

DPSS will work with WDACS, LACOE and the AJCCs to identify methods of co-branding the job development staff which may include: identifying the brand name, identifying a brand logo, and/or uniform business cards.

DPSS also participates in the regional sessions convened by WDACS and the other WDBs in the County and works with them to coordinate services for DPSS participants.

- C. **Linking Community Colleges to the AJCC:** WDACS is working through DPSS to align and integrate the work of the community college CalWORKs offices with the workforce development offices on those campuses. WDACS provided a presentation to eight of the Community Colleges CalWORKs Coordinators that attended the CalWORKs Education, Training and Employment Partnership Meeting on July 31, 2017.
- D. **Comprehensive Services to Youth:** DPSS provides funding to WDACS to administer the Youth@Work program run by all seven WDBs. The Youth@Work

Program provides employment and training services countywide to CalWORKs, Foster Care and GROW Youth.

Under the Performance Partnership Pilot (P3) Program for disconnected youth, DPSS participates in the P3 Operations Workgroup and Regional Meetings with local YouthSource Centers and partnering agencies to identify strategies to connect youth to services. As part of this collaboration, DPSS provided cross-training on DPSS Programs to approximately 160 YouthSource Center (AJCC) staff.

- E. **GROW Subsidized Employment:** DPSS and WDACS are working jointly on the initiative that utilizes County Measure H funding as a match to expand services to GROW homeless as part of the Homeless Strategy C7, "Subsidized Employment for Homeless Adults". DPSS GROW participants are referred to WDACS and in turn, WDACS is leading the efforts to provide subsidized employment to GROW participants.

### 3. DATA SHARING

DPSS and WDACS have a data sharing agreement to identify CalWORKs participants that are also receiving WIOA services to facilitate the establishment of common WIOA performance measures. The population measured will grow as DPSS participants are registered into CalJOBS and co-enrolled in WIOA, as discussed above. WDACS has made arrangements with other WDBs in the County to obtain their participant data. The first data file of CalWORKs adults was delivered to WDACS on August 14, 2017. WDACS will conduct the relevant data matches to begin producing the desired outcome reports. Additionally, DPSS is evaluating amending the data sharing agreement to include the employable General Relief and CFET populations.

In addition to the current CalWORKs data, DPSS continues to work closely with WDACS to provide available data.

### 4. CALFRESH

DPSS will work with WDACS to maximize CFET federal funds to enhance workforce development services to the CalFresh participants, including those in the GROW Program. The CalFresh Program supports clients to gain skills, training, or work experience to increase their ability to obtain regular employment that leads to economic self-sufficiency. Through CalFresh, the federal government provides reimbursements of up to 50% of actual expenses for certain employment and training activities. By taking maximum advantage of the CFET 50/50 match funds, the County will be able to better assist many more of those with significant employment barriers to the workforce.

WDACS and DPSS are initially working on two specific initiatives to leverage CFET 50/50 funds. WDACS has identified matching funds for these two initiatives. The first initiative, with matching funds provided by SB678, will help adults receiving CalFresh and who are on County Probation into career-related employment. The second initiative utilizes County Measure H funding as a match to expand workforce development services to homeless CalFresh clients.

**CalFresh Outreach:** DPSS' currently provides CalFresh Outreach at eight (8) AJCCs, three of which are part of the WDACS LA County WDB. Eligibility Workers visit the AJCC once per month to assist with application processing and address applicant questions and concerns.

If you have any questions or need additional information, please contact me or your staff may contact Luther Evans, at (562) 908-6348 or via email at [LutherEvans@dpss.lacounty.gov](mailto:LutherEvans@dpss.lacounty.gov).

SLS:AJ:RM  
LE:dm

c: Chief Executive Office  
Executive Officer, Board of Supervisor  
Department of Workforce Development, Aging and Community Services

**30-4**

# County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI  
Chief Executive Officer

September 26, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai *[Signature]*  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## IMPLEMENTATION OF COUNTYWIDE WORKFORCE DEVELOPMENT PLAN (ITEM NO. 15, AGENDA OF JULY 25, 2017)

### BACKGROUND

On July 25, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Solis and Kuehl instructing the Chief Executive Officer (CEO) to work with the Department of Workforce Development, Aging and Community Services (WDACS), and other affected departments to identify resources to establish a specialized workforce development unit and report back as part of the supplemental budget process.

Further, the Motion directed all County Departments administering workforce development programs to use federal Workforce Innovation and Opportunity Act (WIOA) performance measures and report quarterly performance data to the CEO for inclusion in the quarterly economic development scorecard. The Motion also directed the coordination and alignment of workforce development service delivery by WDACS, the Department of Public Social Services (DPSS), the Probation Department, the Department of Mental Health, the Department of Military and Veterans Affairs, and other relevant departments. WDACS will be addressing these items in a separate report back to the Economic Development Policy Committee and the Board on or before October 25, 2017.

The Motion also requested a plan for integrating the General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) programs through the Countywide regional network of America's Job Centers of California (AJCCs) to

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increase CalFresh Employment and Training funds to expand workforce development services offered to these DPSS populations through the AJCCs. DPSS and WDACS will be addressing these items in a separate memo to the Board as part of the supplemental budget process.

### **CEO PROGRESS TO DATE**

The CEO's Economic Development and Affordable Housing Unit is currently evaluating the need for a specialized unit to coordinate workforce development programs, and is meeting with WDACS and the affected departments to determine whether such a unit would further the alignment and integration of the County's workforce development efforts. The CEO will review these options in relation not only to job placement in the private sector, but also in connection with the CEO's ongoing analysis of workforce development programs specific to current and prospective County employees. The CEO, WDACS and DPSS provided a briefing on the Motion to the Economic Development Policy Committee on September 14, 2017, including the CEO's current recommendation not to form a new workforce development unit. If a specialized workforce development unit proves necessary in the future, the CEO will report back to your Board with information regarding both staffing requirements and funding resources.

If you have any questions regarding this report, please contact Doug Baron of my staff at (213) 974-8355, or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

SAH:JJ:DSB  
CMT:acn

c:     Executive Office, Board of Supervisors  
       County Counsel  
       Public Social Services  
       Workforce Development, Aging and Community Services  
       Economic Development Policy Committee