



County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Chief Executive Officer

July 10, 2018

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

From: Sachi A. Hamai
Chief Executive Officer

Cynthia D. Banks, Director
Workforce Development, Aging and Community Services

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EVALUATION OF THE COUNTY'S WORKFORCE ALIGNMENT EFFORTS (ITEM NO. 58-A, AGENDA OF MAY 8, 2018)

On May 8, 2018, the Board adopted a motion by Supervisors Solis and Kuehl directing the Chief Executive Officer (CEO), in coordination with the Director of Workforce Development, Aging and Community Services (WDACS) to identify and hire a consultant within 30 days to study and evaluate the progress of the tasks and strategies outlined in the Countywide Workforce Development Alignment Plan (Plan), and propose a set of recommendations with corresponding timelines for the County's workforce alignment efforts. Additionally, the motion asked for the CEO and WDACS to report back to the Board in 30 days outlining the progress made to date on the Plan as well as the chosen consultant's specific responsibilities and funding needed. The CEO requested a 30-day extension to engage a consultant and evaluate the County's progress since the inception of the Plan on June 12, 2018.

BACKGROUND

On July 14, 2017, WDACS submitted the Plan to the Board, outlining critical steps for aligning workforce programs administered by County departments to leverage services being provided for jobseekers with barriers to employment. In response to the submission of the Plan, the Board adopted a motion on July 25, 2017, that instructed 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 operationalize the strategies set forth in the Plan.

On November 1, 2017, WDACS reported back to the Board on initial progress in implementing the Plan. This report serves to document the current progress made to date on the Plan, pursuant to the motion.

PROGRESS TO DATE ON WORKFORCE DEVELOPMENT ALIGNMENT PLAN

Since submitting the November 1, 2017 update to the Board, WDACS and the affected departments have undertaken a series of steps to enhance systems, processes, and capacity to support overall workforce development alignment. The Plan called for alignment across the following seven major categories:

- Tracking Participants Across Common Performance Measures
- Data Sharing
- Alignment of Services at America's Job Centers of California (AJCCs)
- Use of Labor Market Information
- Assessment of Workforce Development Trainings
- Population Specific Strategies
- Creation of a Specialized Unit to Support Implementation of Alignment Efforts

The progress made to date across these categories is summarized below.

Tracking Participants Across Common Performance Measures

Use of Working Innovation Opportunity Act Performance Measures: Performance measures have been established for the County's Workforce Innovation Opportunity Act (WIOA) programs coordinated through the AJCCs. These measures include credential attainment, skills gain, placement, retention, median earnings, and effectiveness serving employers. In addition, performance measures are being developed for specific programs currently operated at the AJCCs, including INVEST for probationers, homeless programs through Measure H, and youth programs.

Regional Alignment of Youth Workforce Development Programs: WDACS is a partner in a comprehensive regional effort, including the County, the City of Los Angeles, and educational institutions (including the Los Angeles Unified School District and Los Angeles Community College District) to implement the Los Angeles Performance Partnership Pilot 2017-2020 Strategic Plan Serving Disconnected Youth (LAP3 Plan). The LAP3 Plan calls for the alignment of County Departments and major regional institutions to strengthen employment and educational services for youth, particularly probation youth, dropout youth, foster youth, youth experiencing homelessness, and other youth with barriers to employment. To date, WDACS has engaged County departments, including DPSS, Probation, Department of Human Resources (DHR), Department of Children and Family Services, Office of Child Protection, and Parks and Recreation to conduct cross training, and identify employment opportunities.

Data Sharing

In response to the Board's direction to expand data-sharing efforts, WDACS negotiated MOUs with DPSS, Probation, the Office of Diversion and Reentry (ODR), and the Housing Authority of the County of Los Angeles (HACoLA), and is actively pursuing additional agreements to share participant data. WDACS plans to link data from other County programs to participant data in the CalJobs system, where WIOA accountability measures are tracked and reported.

To date, WDACS and DPSS have expanded a prior MOU for the sharing of CalWORKs youth data to now include CalWORKs adults and employable adults on General Relief. WDACS plans to further expand this MOU to include CALFRESH data, allowing the County to better leverage existing CALFRESH Employment and Training funding. These funds provide a 50 percent match for every dollar spent in allowable costs, such as workforce development activities. WDACS, ODR, and Probation have established a data-sharing MOU to share data between the three departments for adult probationers who are served through the co-location of Deputy Probation Officers at AJCCs. Finally, WDACS established an MOU with HACoLA to significantly increase job training, job readiness, and employment outcomes for HACoLA's residents.

Alignment of Services at AJCCs

Regional Alignment of Workforce System Partners: The has Board approved an MOU between WDACS, DPSS, Probation, the Community Development Commission, and all AJCC system partners outlining a framework for funding the operations and infrastructure of the County's seven comprehensive AJCCs. Seventeen partners are committed to work with the County's AJCCs to provide training and employment to the County's priority populations. Partners include County departments, community colleges, adult education providers, community-based organizations, and various workforce development organizations. This MOU facilitates enhanced collaboration and alignment between AJCC system partners to improve service delivery at County AJCCs.

High-Level Workforce Alignment Convening: In January, WDACS hosted experts from the Center for Law and Social Policy (CLASP) to lead a forum with Board Deputies and senior management from WDACS and DPSS on aligning the County's workforce development programs. Attendees drew on national best practices and models shared by CLASP to identify opportunities and next steps to align DPSS programs to the AJCC system, develop career pathways for individuals with barriers to employment, and pursue resources via CalFresh Employment and Training funds to support workforce alignment goals.

Registration in the CalJOBS System: In Fiscal Year 2016-17, DPSS began registering work-ready GAIN and GROW subsidized employment participants and Job Club attendees in CalJOBS. To date, 4,060 CalWORKs participants are enrolled in Basic Career Services through the AJCCs. In addition, Deputy Probation Officers are now co-located at five AJCCs to facilitate enrollment of adult probationers into CalJOBS and AJCC services.

Use of Labor Market Information

WDACS has two strategies to strengthen the ability of the County's workforce development system to provide data-driven workforce development services to County residents and businesses. First, WDACS is building the capacity of its workforce staff and the AJCCs, as well as DPSS, DMH, and the Los Angeles County Office of Education, to better understand and utilize Labor Market Information (LMI) and Business Intelligence (BI). Secondly, WDACS is sharing customized LMI and BI data with affected County departments to develop data-driven policy and business outreach, and will continue to conduct trainings.

Assessment of Workforce Development Trainings

WDACS is in the process of assessing the workforce development trainings offered throughout the County's workforce development system. The Department expects to have an initial assessment done by early 2019.

Population Specific Strategies

Homeless Individuals and Public Housing Residents: WDACS and DPSS are connecting homeless GROW participants to subsidized employment opportunities as part of the Homeless Initiative Strategy C7. In addition, WDACS is expanding the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) model, which utilizes social enterprises and workforce agencies to provide homeless individuals with transitional employment and supportive services, ultimately leading to permanent employment.

Justice-Involved: Probation, WDACS, and ODR are working to increase the number of justice-involved individuals accessing the County's workforce development services. WDACS has held convenings to develop action plans and accountability measures specific to this population. Additionally, WDACS and Probation have partnered to provide probationers with specialized workforce development services at the AJCCs. Probation has co-located Deputy Probation Officers at five AJCCs so that probationers are seamlessly enrolled into services. An automated referral system has been implemented to track participants, their services, and their outcomes. Further, WDACS, the Sheriff's Department, DHR, and the Countywide Criminal Justice Coordination Committee have established the County's first Jail-Based Job Center (JBJC) at Pitchess

Detention Center to provide pre-release and post-release workforce development services to inmates transitioning to the community.

Veterans: In October 2017, WDACS and MVA opened the Veterans AJCC at Bob Hope Patriotic Hall as a one-stop resource for veterans seeking workforce development services. The Veterans AJCC is coordinating services provided by multiple partners, including MVA, the Employment Development Department, Veterans First, Vets in Tech, and the County Library to maximize the availability of comprehensive services for veterans.

Creation of a Specialized Workforce Development Unit

WDACS, in coordination with DPSS and Probation, developed a draft outline for a proposed specialized workforce development unit. The creation of a specialized unit would lead a five-year effort to align and integrate workforce development programs provided by County departments that target vulnerable populations. The proposal for the specialized unit will be presented at a future meeting of the Economic Development Policy Committee.

CONSULTANT TO EVALUATE ALIGNMENT PLAN PROGRESS

The CEO has identified a consultant team to study and evaluate the progress towards the activities, tasks, and strategies presented in the Plan. The Institute for Research on Labor and Employment (IRLE) at the University of California, Berkeley, in collaboration with the University of California, Los Angeles IRLE and the California Policy Lab (CPL), will work together to evaluate the County's progress toward alignment, and make recommendations for actionable next steps for excellence in the delivery of the County's workforce development services.

The consultant team's work and analysis will consist of four overarching components:

- An evaluation of the progress made by relevant agencies on the alignment Plan as adopted by the Board on July 14, 2017.
- The development of proposed recommendations for achieving alignment throughout the County.
- A report on best practices in workforce development, with an emphasis on targeted workers with barriers to employment and a comparison with the County's workforce development efforts.
- Recommendations with corresponding timelines for the County's workforce alignment efforts.

As part of their efforts, the consultant team will meet with executive-level and staff-level County employees and contractors who are responsible for administering the County's

workforce development programs. Staff from WDACS, DPSS, Probation, DHR, the Health Agency, MVA, and the Department of Children and Family Services will be engaged. The consultant team will study the programs being offered, the governance structure, the metrics for each program, and how each program integrates into the existing County workforce development structure. Further, the team will examine the current MOUs in place to facilitate data sharing and tracking across programs to determine what improvements should be implemented.

At the conclusion of its analysis, the consultant team will recommend next steps that the County can take to achieve its core alignment goals. These recommendations will include timelines, priorities, and resources needed for each step, a prioritization of next steps, and what, if any, staffing changes should be made to effectuate the recommendations. To complete this consultant study, the CEO will use \$90,000 from the Economic Development Budget Unit.

CONCLUSION

The CEO will proceed to execute an agreement with the University of California, Berkeley IRLE to perform the analysis of the County's workforce development programs. The CEO and WDACS will then return to the Board in 120 days from the date of the executed agreement with a written report of the consultant team's findings and recommendations.

If you have any questions regarding this matter, please contact Doug Baron of this office at (213) 974-8355, or dbaron@ceo.lacounty.gov.

SAH:JJ:DSB
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c: Executive Office, Board of Supervisors
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