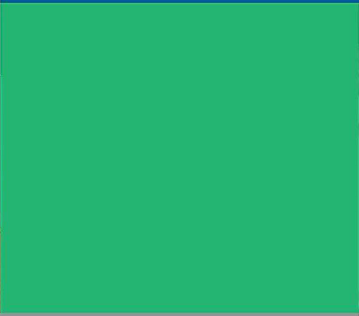


City of Los Angeles Workforce Investment Board
ANNUAL PLAN
 YEAR 16 / PY 2015-16



SUBMITTED BY

THE ECONOMIC AND WORKFORCE
 DEVELOPMENT DEPARTMENT



Eric Garcetti, Mayor
Herb Wesson, City Council President
Charles Woo, WIB, Chair

WIB APPROVED:
CITY COUNCIL APPROVED:
MAYOR APPROVED:
COUNCIL FILE NO.:



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EXECUTIVE SUMMARY

On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. As the first legislative reform of the federal public workforce system in 15 years, WIOA brings significant changes to the One-Stop Delivery system in the areas of planning and governance, performance accountability, and program services.¹

The Workforce Investment Board (WIB)², along with the City Council and Mayor, will be responsible for developing policy in response to the new legislation. At present, these bodies provide oversight of the public Workforce Development System (WDS) in the City of Los Angeles. The Year 16 Annual Plan sets the service strategies, activities, and budget for the City’s WDS for the Program Year 2015-16. The Annual Plan is developed under the framework outlined in the Workforce Investment Board - Local Elected Official (WIB-LEO) agreement.³

The activities set out in the Annual Plan align with Mayor Eric Garcetti’s goals to: *make* Los Angeles the best run big city in America; *promote* good jobs for Angelenos all across Los Angeles; *create* a more livable and sustainable city; *ensure* our communities are the safest in the nation; and *partner* with residents and civic groups to build a greater city.

The Economic and Workforce Development Department (EWDD), through its Workforce Development Division (WDD), manages the City’s workforce development programs. Funding for these programs comes from federal, state, and local government sources and from private entities. The EWDD manages a network of service providers – seventeen WorkSource Centers (WSC)⁴ and sixteen YouthSource Centers (YSC). Strategically located throughout the city, these centers provide various workforce development services for businesses, job seekers, and youth. Adult and youth centers work in unison with a network of partners, including education/training institutions, chambers of commerce, economic development agencies, businesses, and other government organizations to provide an array of job preparation and training services.

Over the past five years the WSC and YSC have served over 836,000 customers. Many of these customers were assessed for eligibility for services under the WIA and were also assessed for job skill levels and needs, which helped in determining the types of services and training to be accorded them in order to improve their employment

¹ WIOA supersedes WIA and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. As required by WIOA, the federal government recently released two Notices of Proposed Rulemaking governing the implementation and administration of the new legislation.

² Under WIOA the Workforce Investment Board (WIB) will become the Workforce Development Board (WDB).

³ The WIB/LEO is a formal Memorandum of Agreement between the WIB and the elected officials of the City of Los Angeles.

⁴ The City of Los Angeles designates its One-Stop Career Centers locally as “WorkSource Centers, a proud partner of America’s Job Centers of California.”

outcomes. Many customers also used the resource rooms at the centers to access information online about job opportunities, job requirements, job clubs, and job fairs. In the same five year time period, the WSC and YSC served over 39,000 adult, dislocated worker, and youth customers, providing them intensive case-management services, training and job placement services.

Impacts of these services over five years include:

- Over 24,000 adults and dislocated workers placed into employment
- Over \$418 million in wages earned by those workers placed
- 11,420 youth placed into higher education and/or employment
- Over 6,000 youth obtained a degree/certificate
- Over 4,700 out-of-school youth achieved gains in reading and/or math skills

WORKFORCE INNOVATION AND OPPORTUNITIES ACT

The new WIOA legislation brings about a number of significant changes, fortunately, the City's WDS is well positioned to operate successfully under the new guidelines. In Program Year 2014-15, the City launched a redesigned Adult workforce delivery system which emphasizes the integration of strategic partners (such as the California Employment Development Department, the California Department of Rehabilitation, the Los Angeles Community College District, the Los Angeles Unified School District, and others) to provide coordinated services. The new system also emphasizes training in high demand employment sectors and focuses on serving job seekers with significant barriers to employment, including individuals with disabilities, returning veterans, English-language learners, and individuals with a history of homelessness.

Three years ago, the City redesigned its YouthSource system to improve services to vulnerable youth. This redesign aligns well with the new legislation. The WIAO requires a minimum expenditure of 75 percent on Out-of-School Youth (OSY). The City will not only spend 75 percent of funds on OSY but will enroll into the YouthSource program at least 80 percent of youth who are in OSY. The system established a partnership with the Los Angeles Unified School District to provide a Pupil Services and Attendance (PSA) counselor at each of the YouthSource Centers. The PSA counselors help with recruitment of OSY, provide academic counseling services, and facilitate cross-training opportunities (such as crisis management and mental health services). Through its summer youth employment programs, the system integrates complementary opportunities for work experience and financial literacy.

MAYOR'S GOALS

Mayor Eric Garcetti has identified five priority outcomes as part of his "back-to-basics" strategy for the City.

1. Make Los Angeles the best run big city in America.

- a. Live within our means
 - b. Provide outstanding customer service to our residents and businesses
 - c. Deploy innovation and technology to modernize city government
 - d. Restore pride and excellence in public service
2. Promote good jobs for Angelenos all across Los Angeles.
 3. Create a more livable and sustainable city.
 4. Ensure our communities are the safest in the nation.
 5. Partner with citizens and civic groups to build a greater city.

To support all five of the Mayor’s goals, the workforce development strategies contained in the plan include:

- Aligning the Workforce Development System with WIOA
- Improving access to the WDS by expanding into the City’s public libraries, by exploring options for co-locating at community college campuses, and by increasing the use of available technology and mobile platforms
- Expanding the capacity of the system to better assist typically underserved populations (such as, individuals experiencing or with a history of homelessness; formerly incarcerated individuals, and individuals eligible for assistance through the Deferred Action process)
- Engaging the business, education, and labor communities in the development and expansion of sector initiatives, with a primary focus on information technology, advanced manufacturing, biotech/bioscience, and healthcare
- Enhancing programs that focus on disconnected youth (those out-of-school and out-of-work) to enable them to return to school and to gain skills to enter the workforce
- Providing summer youth employment to benefit approximately 10,000 youth in the City

STATE OF CALIFORNIA GOALS

The California Workforce Investment Board has established four main goals. These goals are designed to support the following:

- Business and Industry—meeting the workforce needs of high demand sectors of the state and regional economies

- Adults—increasing the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, and other at-risk populations
- Youth—increasing the number of high school students, including those from under-represented demographic groups, who are for postsecondary education and/or a career, after graduation from high school.
- System Alignment—supporting system alignment, service integration, and continuous improvement using data to support evidence-based policymaking

WORKFORCE INVESTMENT BOARD GOALS

The WIB is responsible for policy making and implementation of the workforce development system administered through the Economic and Workforce Development Department. WIB goals include:

- The creation of a sustainable balance between the employment needs of job seekers and the business needs of employers for skilled workers
- Supporting economic expansion
- Developing the talent of the workforce
- Ensuring a self-sufficient, diverse workforce in Los Angeles

The Annual Plan supports the goals of WIOA, the Mayor, State, and WIB in the design of programs, the establishment of policies, and the allocation of funds.

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

The City and County commissioned the County of Los Angeles Economic Development Corporation to undertake an analysis of the characteristics of the people, industries, and jobs in the region. An executive summary of this study is contained in Tab 2 of this plan. A full report will be incorporated in the final, adopted Annual Plan.

In 2014, California’s economy continued its recovery from the Great Recession. Since 2012, the state has added jobs at a faster rate than the nation as a whole, and in June 2014, recovered the 1.3 million jobs lost during the recession. Regional experts expect the State’s job growth rate to continue at a moderate pace in 2015, with employment growing at a rate of 2.2 percent. Los Angeles County’s economic progress closely followed that of the State with a 1.9 percent increase in job growth in 2015.

Employment and Educational Outlook for the City of Los Angeles

Although declining, the unemployment rate in the City of Los Angeles (7.7 percent in March 2015) still remains higher than the rates in the State (6.5 percent) and the County (7.2 percent). The city also faces a skills gap challenge since the job market has an increasing need for workers with specific skills and education, yet a significant portion of the workforce lacks technical skills or even a high school diploma. To address the continuing high unemployment levels and the gap between the city's job seekers educational and skill levels and what is needed for local high-demand occupations, the City launched its newly redesigned Workforce Development System for Adults and Dislocated Workers in Program Year 2014-15. To increase the number of city residents who complete high school, in PY 2012-13, the City also realigned its YouthSource Centers to implement a high school dropout recovery system.

Available Resources

The City plans to receive \$40 million in WIOA Adult, Dislocated Worker, and Youth formula funds from the State of California for Program Year 2015-16 as detailed under *Tab 4 Budget*. As the allocation for Rapid Response services has not been announced, the City is assuming level funding of \$1.8 million, based on the amount received in Program Year 2014-15. In addition to these formula allocations, the City will receive additional non-WIOA funds and competitive awards amounting to \$12.4 million. The City anticipates a carryover amount of \$9.7 million composed of both WIA formula and other workforce related grants. Total funding available for WDS activities is therefore projected at \$63.9 million.

Conclusion

Although aspects of the economy continue to improve, the City of Los Angeles is still faced with challenges for the upcoming program year, including an unacceptably high unemployment rate and a continuing skills gap. The transition from WIA to WIOA and the impacts to planning, performance accountability and program services will also require careful attention and thoughtful management. However, through the Workforce Development Strategies outlined in this Annual Plan, the Workforce Development System will meet its goals, conform to the new requirements of WIOA, and serve the job seekers and youth in need of essential services in Los Angeles. The Annual Plan will also develop strategies that address the sustainability goals set for in the City's Sustainable City Plan, specifically around prosperity and green jobs initiatives. Lastly, the Annual Plan will also seek to develop strategies to implement President Obama's Executive Order on Deferred Action for Parents of Americans and Lawful Permanent Residents (DAPA). These strategies will work to strengthen the linkages between the City's Workforce Development System and its various programs, including Day Laborer Centers, to ensure that individuals who qualify under DAPA have access to a greater level of services.

DRAFT

LOS ANGELES:

People, Industry and Jobs

2014-2019



APRIL 2015

LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

2014-2019



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This report was commissioned by the Los Angeles County and City of Los Angeles Workforce Investment Boards.

The LAEDC Institute for Applied Economics specializes in objective and unbiased economic and policy research in order to foster informed decision-making and guide strategic planning. In addition to commissioned research and analysis, the Institute conducts foundational research to ensure LAEDC's many programs for economic development are on target. The Institute focuses on economic impact studies, regional industry and cluster analysis and issue studies, particularly in workforce development and labor market analysis.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. This report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

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EXECUTIVE SUMMARY

Workforce Investment Boards (WIBs) are components of a federally-funded system designed to connect job seekers with employer businesses in local communities in order to improve the prosperity of both residents and industry in those communities. The implementation of the new Workforce Innovation and Opportunity Act of 2014 (WIOA) requires WIBs to engage in a holistic and regionally cooperative approach to its programs such that workforce development is to be better aligned with economic development priorities.

These pages outline the characteristics of the people, industry and jobs in Los Angeles County and in the City of Los Angeles.

Demographic Portrait

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

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area’s standard of living, levels of consumption, environmental footprint, infrastructure needs, and more.

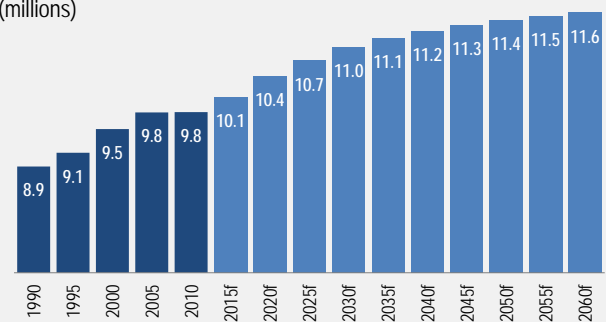
Since 1970, the population in Los Angeles County has increased by 40 percent (Exhibit E-2), while the population in the City of Los Angeles has increased by 157 over the period, an average annual growth rate of 1.2 percent and 2.2 percent per year respectively (Exhibit E-3). From 1990 through 2013, the City of Los Angeles has added 378,300 residents, accounting for 34.5 percent of the 1.2 million additional residents added in Los Angeles County during that period.

Exhibit E-1
Selected Demographic and Income Characteristics 2013

	California	LA County	City of LA
Population	38,332,521	10,017,068	3,884,340
Median age	35.7	35.5	34.7
Households	12,650,592	3,247,705	1,320,167
Average household size	2.97	3.03	2.88
Median household income	\$60,190	\$54,529	\$48,466
HH below poverty level	15.0%	17.4%	20.9%
Per capita income	\$29,513	\$27,488	\$27,778
Individuals below poverty	16.8%	18.9%	23.0%
Median home value	\$373,100	\$420,200	\$451,200

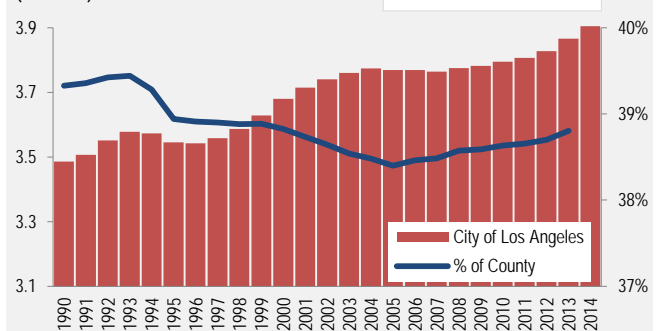
Source: 2013 ACS 1 year estimates

Exhibit E-2
Population in Los Angeles County (millions)



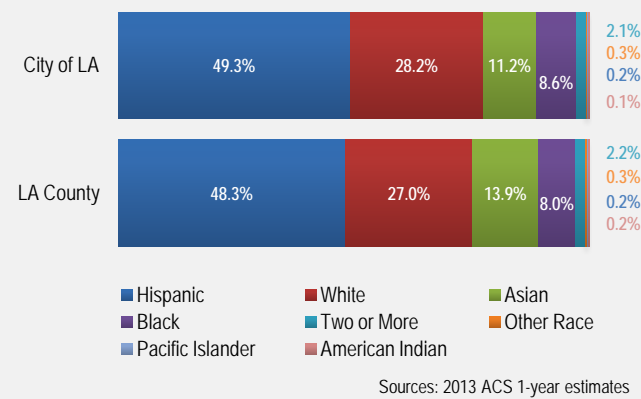
Source: California Department of Finance

Exhibit E-3
Population in City of Los Angeles (millions)



Source: California Department of Finance

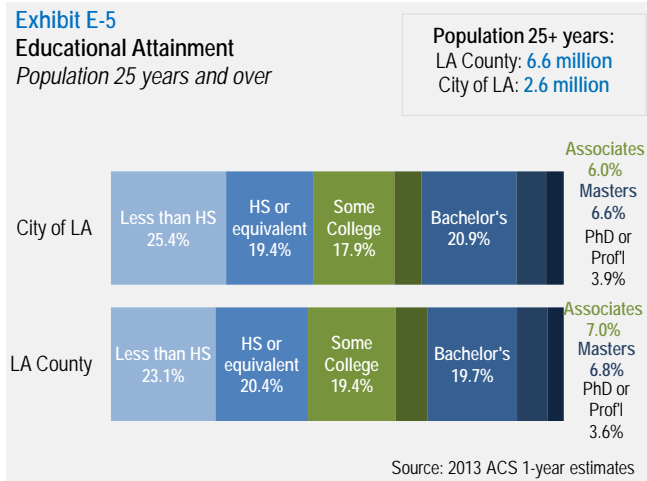
Exhibit E-4
Race and Ethnicity 2013



Race and Ethnicity

The City of Los Angeles and Los Angeles County as a whole are racially and ethnically diverse. Approximately half of the resident population in both geographies identify as having Hispanic or Latino origins (Exhibit E-4).

Exhibit E-5
Educational Attainment
Population 25 years and over



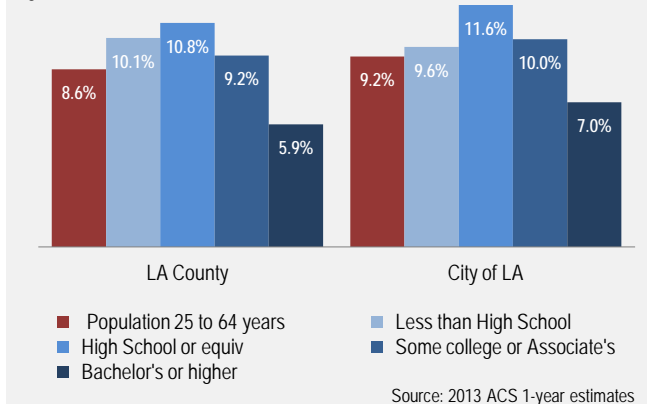
Educational Attainment

Educational attainment is a key element in understanding challenges and opportunities present in the available workforce. For an individual, it is a factor in unemployment, earnings potential and poverty status, while from a business perspective, educational attainment of the resident population represents the quality of their labor pool.

Areas with high rates of low educational attainment usually face challenges such as higher rates of unemployment and poverty and will therefore use higher levels of public services and resources.

The city and county both have a large proportion of their resident population with low levels of educational attainment (Exhibit E-5). Almost 25 percent of the population has less than a high school education and high school graduates (or equivalent) account for an additional 20 percent. As an increased number of jobs require higher skill levels, a shortage of individuals with higher levels of education can result in fewer prospects for their employment, and consequently higher rates of unemployment.

Exhibit E-6
Civilian Unemployment Rate
by Educational Attainment 2013



Education and Unemployment

The highest unemployment rates, in both the City of Los Angeles and Los Angeles County, exist for individuals with an educational attainment of high school or less (Exhibit E-6).

Residents with a Bachelor's degree or higher had an unemployment rate of 5.9 percent in the County (7.0 percent in the City) in 2013, roughly half the rate experienced by those at the opposite end of the spectrum—less than a high school education and high school diploma or equivalent reported unemployment rates of 10.1 percent (9.6 percent) and 10.8 percent (11.6 percent) respectively.

Income and Poverty

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population’s standard of living. Identifying specific areas or populations that may need targeted services or programs may increase their efficacy.

Earnings differentials exist among employed individuals with varying levels of educational attainment. The highest level of education, those with a graduate or professional degree, earn an annual wage premium of more than \$50,000 over those with less than a high school education (Exhibit E-7).

Approximately 28 percent of working residents in Los Angeles County earn more than \$65,000 per year (Exhibit E-8). The majority of working residents in the County and in the City of Los Angeles earn between \$15,000 and \$65,000 annually. Residents who earned less than \$15,000 per year represented exactly eight percent of the total. Working residents earning \$100,000 or more annually account for just less than 14 percent of all employed residents in both geographies.

The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment.

Poverty is a relative measure of income inequality. Those who live below poverty level face additional challenges as they lack the resources necessary to maintain a certain quality of life; they do not have the same choices and options in regards to nutrition, health care, housing, education, safety, transportation and such.

Of the total families in Los Angeles County in 2013, exactly 15 percent have had their incomes fall below the poverty level in the 12 months prior (Exhibit E-9). In the City of Los Angeles that share increases to nearly 19 percent.

Of those families living below the poverty level, both in the city and countywide, single mothers with children under the age of 18 years head 37 percent. Families headed by a married couple account for 42 percent of all families living under the poverty level, the majority of whom have children under the age of 18 years.

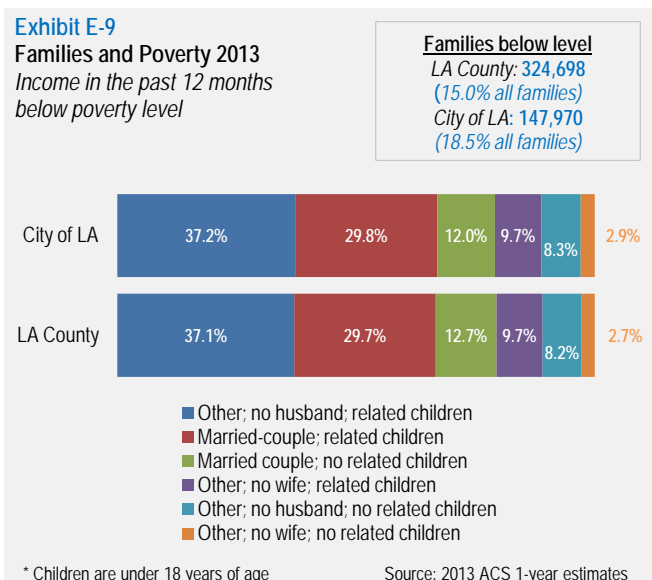
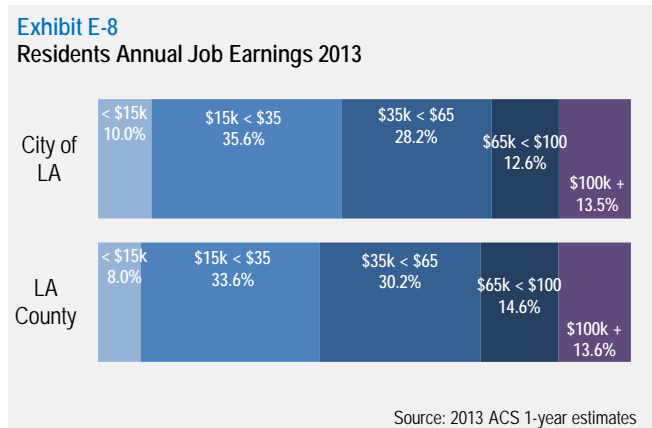
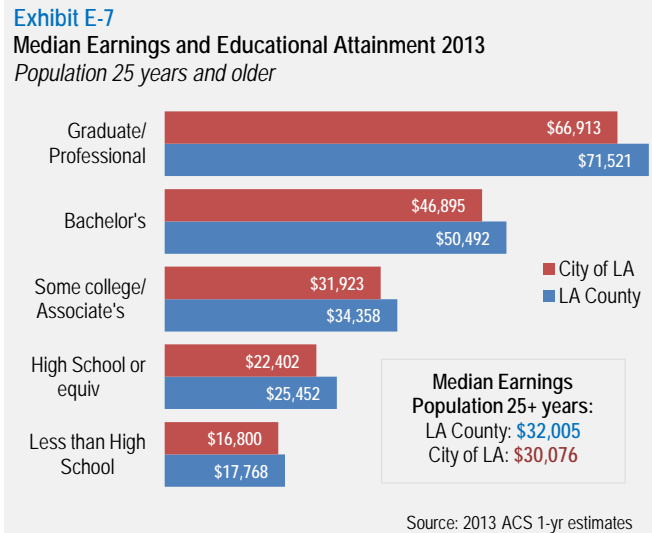
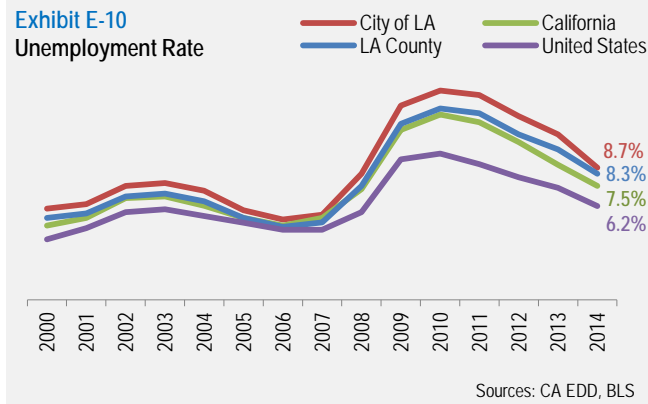


Exhibit E-10
Unemployment Rate



Employment, Industries and Jobs

Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy.

Los Angeles County was hard hit during the recession, and has experienced a slow and anemic recovery. From an employment base of 4.2 million at the pre-recession peak in December 2007 to a post-recession trough of 3.9 million, the county saw a loss of more than 330,000 jobs, and an unemployment rate reaching a high of 12.6 percent (Exhibit E-10).

The City of Los Angeles fared somewhat worse, with an unemployment rate consistently 10 percent above the county average, standing currently at 8.7 percent—both are above the state rate of 7.5 percent, which is also above the national rate, which stood at 6.2 percent in 2014.

Recovery of all jobs lost during the recession did not occur until 2015 (Exhibit E-11). Still, this does not take into account the job *growth* needed to accommodate labor force growth.

Most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry’s decline during the recession. Industries where employment fell steeply are expected to experience stronger than average growth as they recover from these deep losses.

The expected employment growth in individual sectors at the county level is shown in Exhibit E-12. While these growth rates are expected to apply at the city level as well, the projected job creation will differ given the different mix of industries in the two regions.

Between 2014 and 2019, the economy is expected to add 322,000 new jobs in nonfarm industries across Los Angeles County, and 126,000 new jobs in the City of Los Angeles.

Exhibit E-11
Nonfarm Employment in Los Angeles County (millions of jobs)

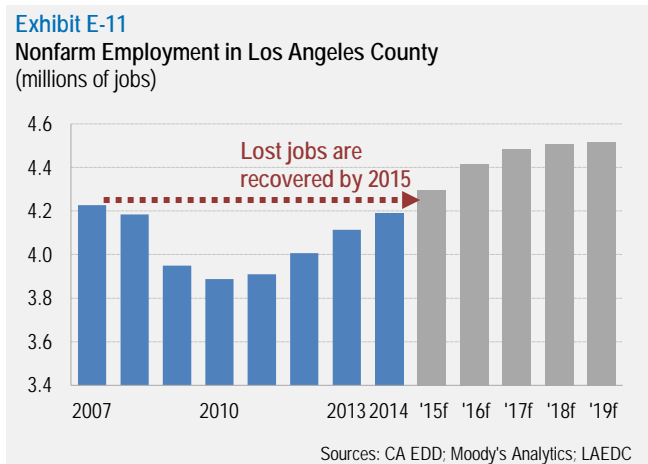


Exhibit E-12
Industry Employment Growth 2014-2019 in Los Angeles

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.5%	322.0
Good Producing Industries:	0.5%	12.4
Natural Resources and Mining	(1.4%)	-0.3
Construction	1.8%	11.9
Manufacturing – Durable Goods	0.1%	2.1
Manufacturing – Nondurable Goods	(0.0%)	-1.2
Service Providing Industries	1.8%	287.6
Wholesale Trade	0.8%	8.6
Retail Trade	0.7%	14.7
Transportation, Warehousing, Utilities	0.7%	5.5
Information	1.4%	14.7
Financial Activities	1.2%	13.1
Professional and Business Services	2.1%	67.8
Educational and Health Services	2.7%	105.6
Leisure and Hospitality	2.3%	54.7
Other Services	0.5%	4.0
Government	0.8%	20.6

Sources: California Employment Development Department; LAEDC

Industries to Target

Economic development priorities are organized around several priorities. Among these are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries which may drive economic growth and prosperity, population-serving industries will provide the largest number of jobs in terms of job creation, since although they may grow slowly they are large.

Hence, while targeting industry clusters is a useful economic development strategy, it is the industries that form the industry clusters that we use to estimate the occupational needs.

In recognition of these sometimes overlapping, sometimes competing goals, we identify industries to target for specific economic and workforce development interventions based on their association with industry clusters, their job creation potential and growth outlook. These are (in order of relevant NAICS):

- ▶ Construction industries (NAICS 236, 237, 238)
- ▶ Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339)
- ▶ Trade and logistics (NAICS 42x, 48x, 49x)
- ▶ Entertainment (NAICS 511, 512, 515, 518, 519)
- ▶ Health services (NAICS 621, 622, 623)
- ▶ Leisure and hospitality (NAICS 721, 722)

Occupational Analysis

Understanding how industries are expected to grow or decline and estimating their job creation potential provides one aspect of the overall workforce needs. The more important aspect, however, is the composition of those expected jobs and their educational attainment and skills needs.

The growth of industries in the region will precipitate the growth of particular occupations. The overall net growth of an occupation is a consequence of its contribution to industries that are growing and to industries that are declining. In addition to the growth and decline of industries, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of replacement.

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support) (Exhibit E-13). Many of these occupations require lower levels of education and training. The expected openings for these job market participants are especially important to understand given the capabilities of the local labor supply.

Exhibit E-14 presents the entry level education and training requirements across all occupational projections for the county.

More than one-third of the projected openings for the next five years require workers without a high school diploma and no work experience. Another 29 percent will require workers with a high school diploma (or equivalent) and with no work experience. Together, these represent entry level jobs for unskilled workers across industries and occupations.

Exhibit E-13
Occupational Growth in Los Angeles County 2014-2019
(Δ Employment)

SOC	Occupational Group	New Jobs	Replace-ment	Total *
11-0000	Management occupations	14,130	25,810	39,940
13-0000	Business and financial	13,440	23,520	36,960
15-0000	Computer and mathematical	8,100	7,740	15,840
17-0000	Architecture and engineering	2,790	7,790	10,580
19-0000	Life, physical, social science	2,130	5,210	7,330
21-0000	Community and social services	9,200	8,060	17,260
23-0000	Legal occupations	1,960	3,720	5,680
25-0000	Education, training and library	13,030	22,510	35,540
27-0000	Arts, entertainment, sports	6,110	18,850	24,960
29-0000	Healthcare practitioners	26,720	20,230	46,950
31-0000	Healthcare support	16,500	9,180	25,680
33-0000	Protective services	10,500	13,400	23,900
35-0000	Food preparation and serving	45,210	63,460	108,670
37-0000	Building/grounds maintenance	17,300	13,400	30,700
39-0000	Personal care and service	20,850	18,610	39,460
41-0000	Sales and related	20,480	62,990	83,470
43-0000	Office and administrative	50,090	74,190	124,280
45-0000	Farming, fishing and forestry	130	730	860
47-0000	Construction and extraction	9,920	8,830	18,750
49-0000	Installation, maint / repair	6,530	13,160	19,690
51-0000	Production	7,940	24,190	32,030
53-0000	Transportation/material moving	15,960	34,530	50,490
Total*		322,000	480,000	802,000

* May not sum due to rounding
Source: Estimates by LAEDC

Exhibit E-14
Entry Level Education and Experience Requirements

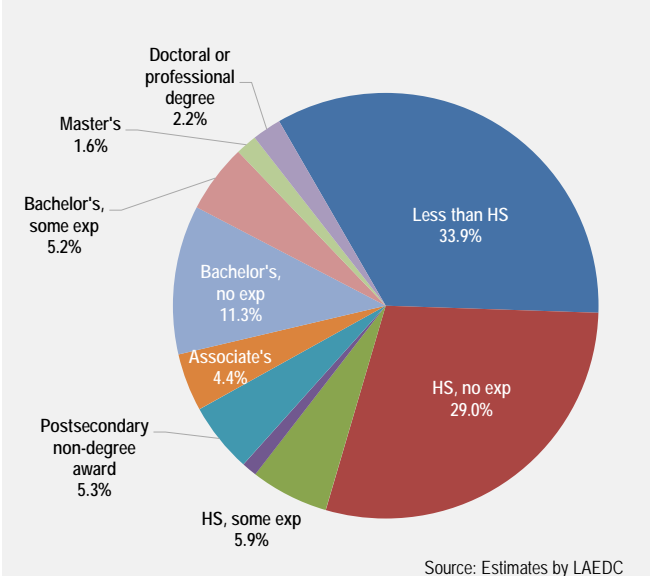


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2 DEMOGRAPHIC PORTRAIT

Demographics play a key role in the growth and quality of the labor force and to a large extent determine the growth potential of the economy.

2.1 Overview

The population of Los Angeles County in 2013 was 10.0 million in 3.2 million households, accounting for more than 25 percent of the population of the State of California and making it the most populous county in the nation (Exhibit 2-1). The median age is 35.5 years.

Almost 39 percent of the county population lives in its largest city and the county seat, the City of Los Angeles, with a population of 3.9 million in 1.3 million households in 2013. The median age is slightly lower at 34.7 years.

Median household income in Los Angeles County, estimated to be \$54,529, is approximately nine percent lower than the state median. At \$27,488, per capita income in the county is seven percent below the state average. The City of Los Angeles has a median household income of \$48,466 and a per capita income of \$27,778.

Just over 17 percent of households in Los Angeles County and 21 percent in the City of Los Angeles lived under the poverty level in 2013, compared to 15 percent of households across the state.

The median home value in Los Angeles County in 2013 is estimated to be \$420,200, while in the City of Los Angeles it is just over \$30,000 higher at \$451,200. ❖

Exhibit 2-1

Selected Demographic and Income Characteristics 2013

	California	LA County	City of LA
Population	38,332,521	10,017,068	3,884,340
Median age	35.7	35.5	34.7
Households	12,650,592	3,247,705	1,320,167
Average household size	2.97	3.03	2.88
Median household income	\$60,190	\$54,529	\$48,466
HH below poverty level	15.0%	17.4%	20.9%
Per capita income	\$29,513	\$27,488	\$27,778
Individuals below poverty	16.8%	18.9%	23.0%
Median home value	\$373,100	\$420,200	\$451,200

Source: 2013 ACS 1 year estimates

2.2 Population

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area's standard of living, levels of consumption, environmental footprint, infrastructure needs, and more.

In January 2014, the population was 9.88 million, an increase of 60,000 from January of 2010. The California Department of Finance forecasts that the county's population will continue to increase, reaching 10.1 million in 2015 and 10.44 million by 2020 (Exhibit 2-2).

Population Growth

Population growth is determined by expected net migration and the birth and death rates of the current population. Knowing how a population is projected to grow can help to determine what an area will require in the future in terms of products and services, and the labor resources the region will provide to industry.

Since 1970, the population in the county has increased by 40 percent, average annual growth rate of 1.2 percent per year. In only four of the last 43 years has the population declined from one year to the next. Those years were 1972, 1995, 2006 and 2007 (Exhibit 2-3). The county's current annual growth rate is approximately 0.3 percent per year, a rate that is lower than the state rate of growth.

The population in the City of Los Angeles has increased by 157 percent to nearly 1.1 million residents since 1970, an average annual growth rate of 2.2 percent (Exhibit 2-4), with year-over-year positive growth since 2008. The city's current annual growth rate is 1.0 percent over last year. From 1990 through 2013, the City of Los Angeles has added 378,300 residents, accounting for 34.5 percent of the 1.2 million additional residents added in Los Angeles County during that period.

As of January 1, 2014, the City of Los Angeles had 3.90 million residents, 38.9 percent of the 10.04 million residents countywide.

Age Distribution

Age distribution is one way to determine whether the population within an area is expected to grow, excluding all other factors. A large number of children in an area indicate an expected increase in population, while small numbers signify an expected decline. It is also one way of determining whether the population of an area is aging, which will affect the future needs of the area in terms of replacement workforce and provision of services.

In both City of Los Angeles and Los Angeles County overall, almost 70 percent of the resident population is of working age (between 15 and 65 years of age). Seniors (those over 64 years of age) account for approximately 11 percent of the population (Exhibit 2-6).

The population in the City of Los Angeles and Los Angeles County as a whole is expected to age somewhat as the share of residents aged 65 years and older increases to 12.7 percent in the city and 13.4 percent countywide by 2019. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a higher level of manual labor.

Veteran Population

Demographic characteristics for veterans differ by sex and by age. For example, female veterans tend to be younger, while male veterans tend to be older.

Exhibit 2-7 shows the veteran population ages 18 years and older as a share of the population of the same age in Los Angeles County and the City of Los Angeles in 2013.

There are 96,300 veterans living in the City of Los Angeles, and an additional 199,050 veterans reside in other parts of Los Angeles County, contributing to a total of 295,350 veterans living countywide.

Overall, the share of the population who are veterans has been declining in younger age groups. Of the population aged 75 years and older, 15.9 percent are veterans (15.2 percent in the City), whereas of the population aged 18 to 34 years, only 1.1 percent (0.8 percent) is veterans. These shares will grow, however, as combat troops return from the Middle East.

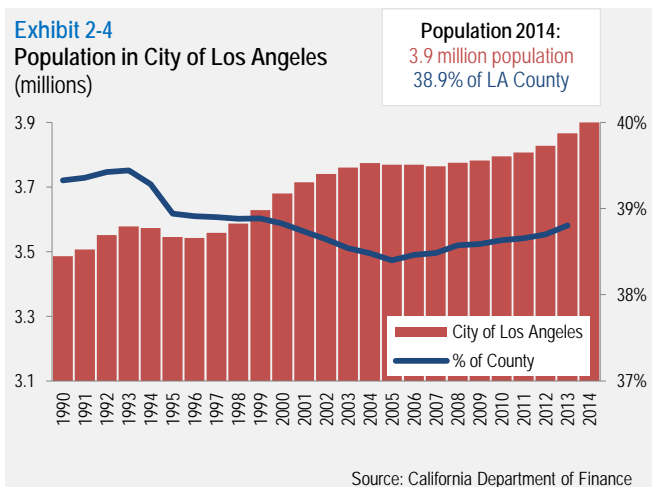
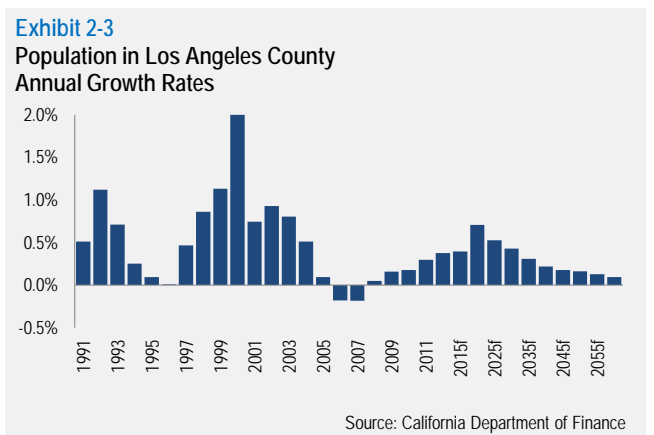
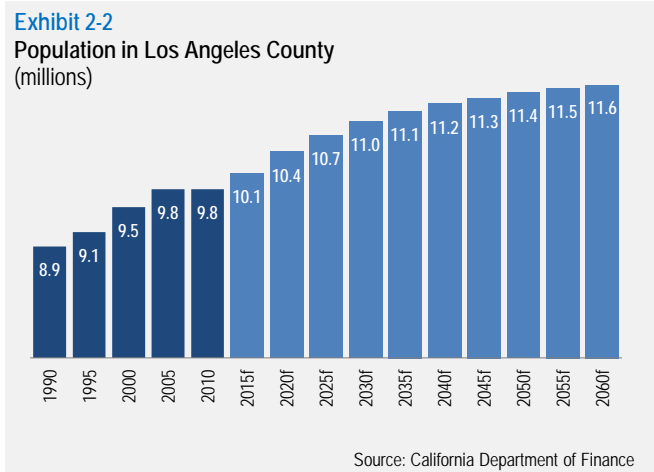


Exhibit 2-6
Age Distribution of Population 2013

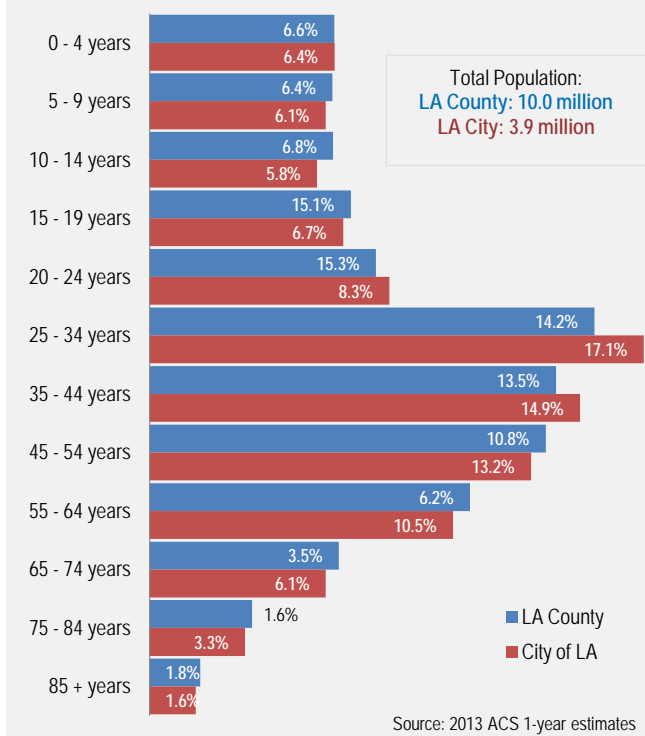


Exhibit 2-7
Veteran Population by Age Group 2013
As a percentage of total cohort population

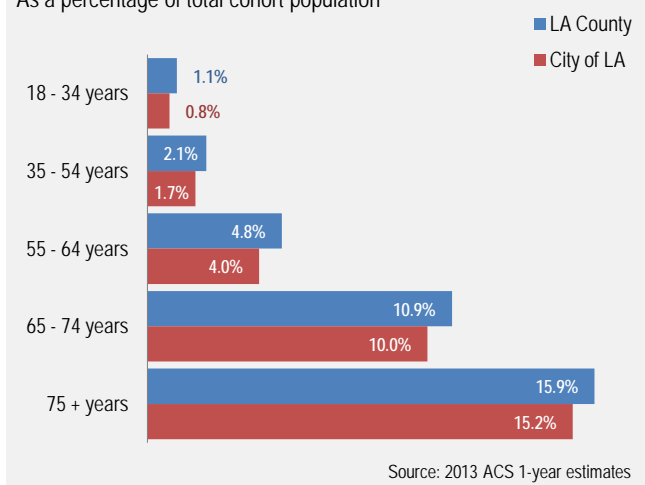


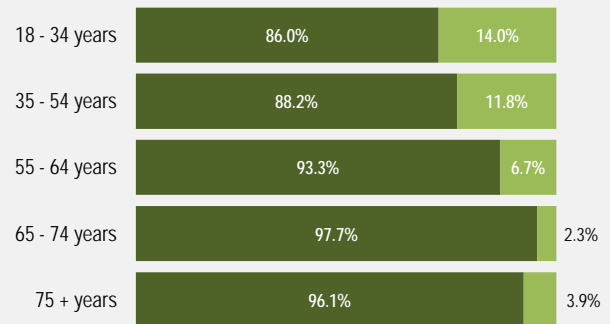
Exhibit 2-8 shows the male/ female distribution for the veteran population ages 18 years and older by age group in Los Angeles County and the City of Los Angeles in 2013.

Of all veterans living in Los Angeles County, 94 percent are male. The share of male veterans is similar within the boundaries of the City of Los Angeles with 92 percent. The share of male veterans significantly exceeds those of female veterans across all age groups. However, younger age groups have a larger share of female veterans compared to older age groups as female participation in our armed forces has increased over time. ❖

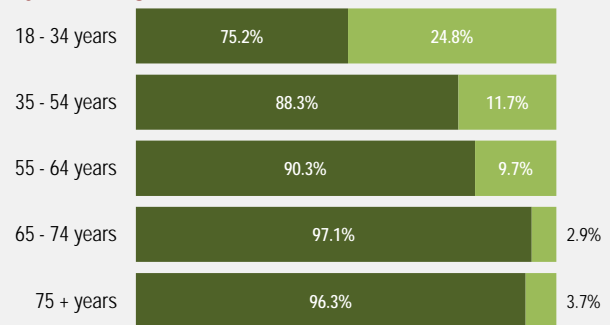
Exhibit 2-8
Veteran Population by Age and Sex 2013

■ Male Veterans
■ Female Veterans

Los Angeles County



City of Los Angeles



Source: 2013 ACS 1-year estimates

2.3 Race, Ethnicity and Language Capability

Ethnicity and race are two distinct classifications. There are several characteristics that may be more likely to be common to a population within the same race and ethnicity, including language, educational attainment, unemployment, size of household, and other cultural, economic and social characteristics. As such, we identify both classifications for the resident population of Los Angeles County.

Race is a social definition used in the U.S. as a means of self identification. This social construct of race does not incorporate biology, anthropology or genetics into its definition. There are seven racial categories used by the Census: White, Black or African-American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, Two or More Races, and Some Other Race.

Ethnicity is a shared cultural identity related to origin and considers such things as heritage, lineage, nationality, and ancestral country of birth. Individuals who identify as being of Hispanic origin can self identify as any race.

Here we incorporate both race and ethnicity together into a single chart by grouping all individuals indicating they are of Hispanic or Latino origin, regardless of their racial identification, and include that together with the racial composition of individuals that do not identify as of Hispanic or Latino origin.

The population in Los Angeles County in 2013 is both ethnically and racially diverse. The share of the residents who reported to be of Hispanic origin is 48.3 percent, compared to 38 percent at the state level, while 27.0 percent reported to be white (Exhibit 2-9). In the City of Los Angeles, 49.3 percent of residents who reported to be of Hispanic origin and 29.3 percent reported to be white.

Exhibit 2-10 displays the race and ethnicity distribution within each age group in 2013 in Los Angeles County and the City of Los Angeles. These are quite similar, with the proportion of residents identifying as of Hispanic or Latino background increasing in younger cohorts.

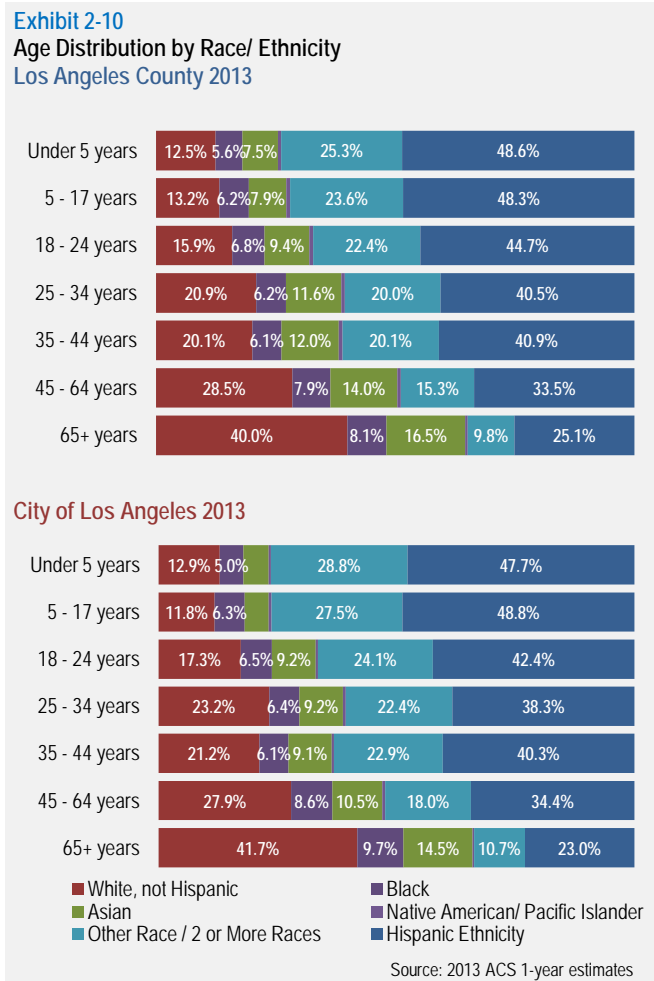
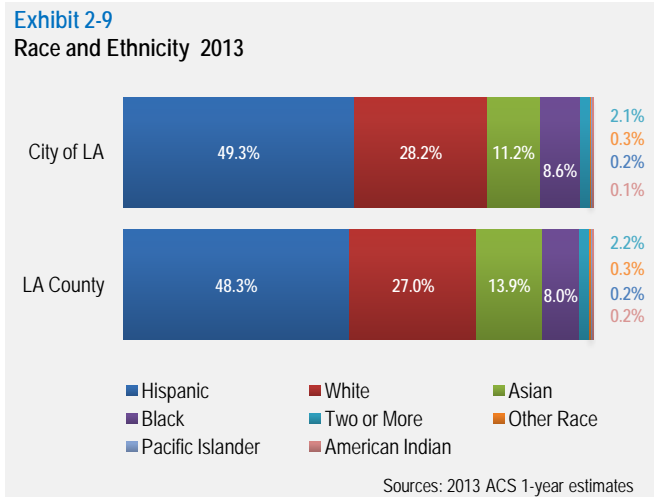
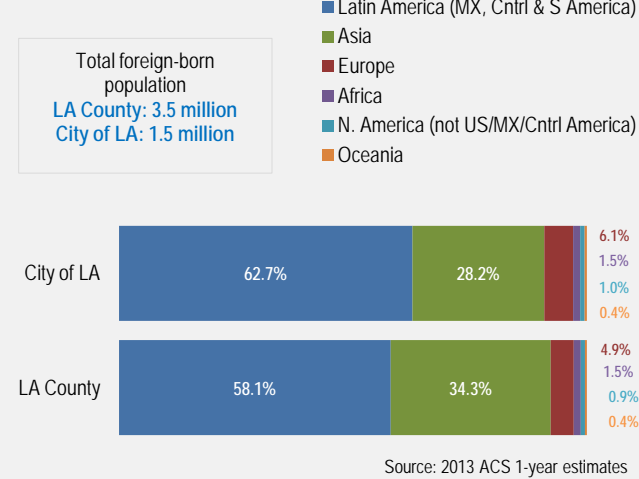


Exhibit 2-11
Foreign-Born Population 2013

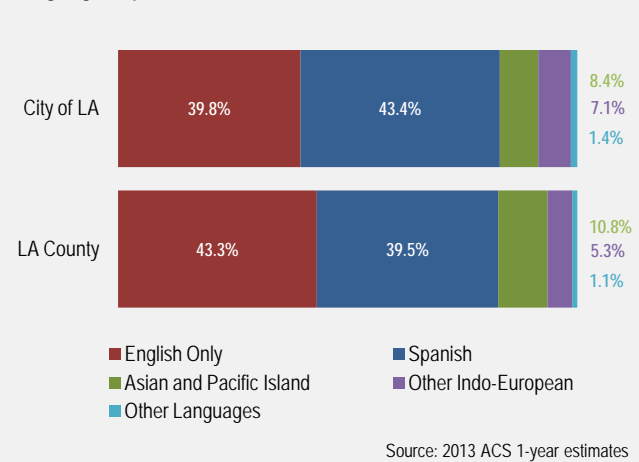


Foreign Born Population

Los Angeles County is home to nearly 3.5 million immigrants from around the world, and hosts the largest communities of expatriates of several nations; the City of Los Angeles alone accounts for 43 percent of the foreign-born population in the County with 1.5 million foreign-born residents.

More than half of the foreign-born population originates from Latin America, which includes Mexico, Central America (including El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic) and all of South America (Exhibit 2-11). Roughly a third of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining foreign-born population, almost 10 percent, comes from the rest of the world, including Africa, Europe and Canada.

Exhibit 2-12
Languages Spoken at Home 2013



Language Ability

Language ability is an important aspect of employment and economic participation.

Over half of the population in Los Angeles County (or 57 percent) and the City of Los Angeles (or 60 percent) speaks a language other than English at home, with Spanish being the most common language, spoken by 40 percent and 43 percent of the population in the county and city respectively (Exhibit 2-13). Just 44 percent of residents speak only English at home in Los Angeles County, while that share is only 40 in the City of Los Angeles.

English-speaking capability is highly-variable among different nationalities. Exhibit 2-13 shows the population of both Los Angeles County and the City of Los Angeles in homes where languages other than English are spoken, along with the share of those residents who speak English less than well.

Exhibit 2-13
Languages Other than English Spoken at Home 2013

Language Spoken at Home	LA County		City of LA	
	Total Population (000)	Speak English Less Than Well	Total Population (000)	Speak English Less Than Well
Spanish	3,701.7	44.4%	1,577.2	48.3%
Other Indo-European	501.1	38.1	257.4	37.3
Asian and Pacific	1,009.2	52.4	305.7	50.5
All other non-English	101.8	32.0	49.3	33.4
LA County Total	5,313.9	45.1%	2,189.6	47.0%

Sources: ESRI; LAEDC

Of the 5.3 million residents of Los Angeles County that speak languages other than English at home, approximately 45 percent speak English less than well, while 47 percent of the 2.2 million residents in the City who speak languages other than English speak English less than well. This implies that of all Los Angeles County residents, approximately one quarter speak English less than well—the same share as in the City. ❖

2.4 Educational Attainment and Economic Opportunity

Educational attainment is the highest level of education that an individual has achieved. Knowing the educational attainment of the population within a specific area can provide insight into a variety of factors about the area. Areas with high rates of low educational attainment usually face challenges such as higher rates of unemployment and poverty and will therefore use higher levels of public services and resources.

Additionally, areas with high levels of educational attainment may be sought out by businesses during their site selection process if they require highly educated and high skilled workers. Understanding the gap between workforce needs and resident capabilities can provide insight into the need for training programs and workforce development initiatives.

The population of residents aged 25 years and older in Los Angeles County numbered 6.6 million in 2013, and 2.6 million in the City of Los Angeles. Almost 25 percent of county residents in this age group have not earned a high school diploma (or equivalent) while 20 percent have graduated high school but have no other education (Exhibit 2-14). Approximately 30 percent of county residents have a bachelor’s degree or higher. The distribution of educational attainment in the City of Los Angeles is quite similar.

The distribution of educational attainment across various age groups also provides valuable information about composition of each level of educational attainment in regard to age in Los Angeles County and the City of Los Angeles. Exhibit 2-15 shows the distribution of educational attainment levels for the residents ages 18 and over of both geographies broken out into five age groups.

The cohort of residents aged 18 to 24 years are still highly involved in the educational system, with 43.6 percent of county residents in this age group having attained some college education. Completion of a Bachelor’s degree program was attained by 25.2 percent of those aged 25 to 34 years, while older age groups show lower levels of educational attainment. This implies that the resident population is attaining higher levels of education than in the past.

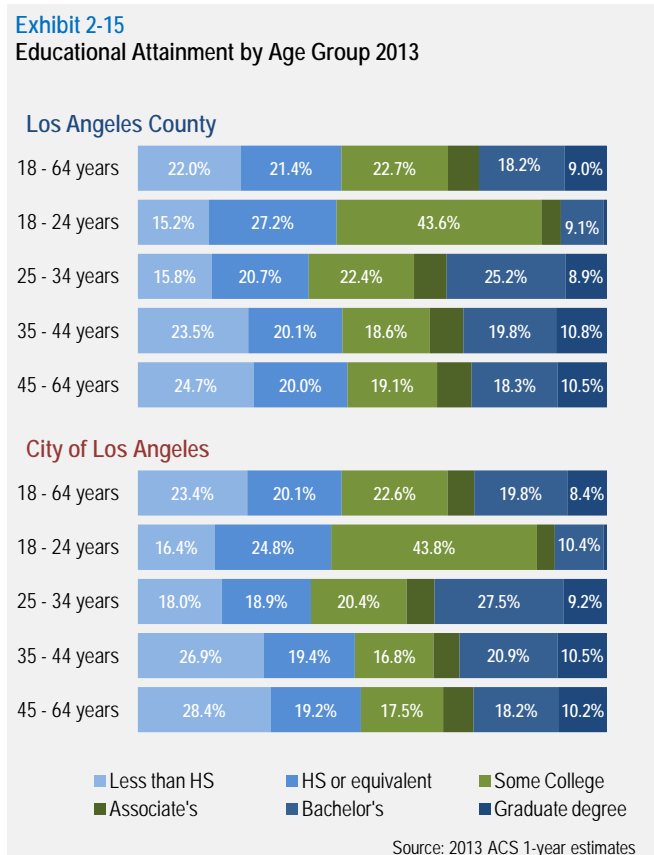
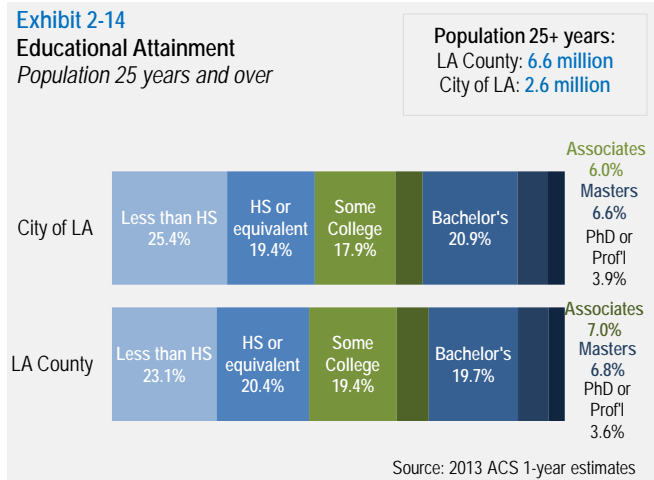
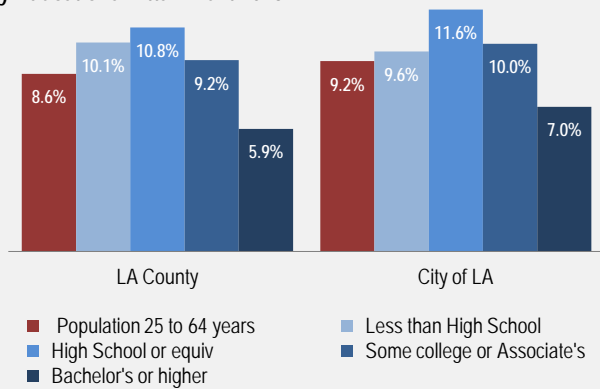


Exhibit 2-16
Civilian Unemployment Rate
by Educational Attainment 2013



Source: 2013 ACS 1-year estimates

Unemployment is highly correlated with educational attainment.

Overall, the unemployment rate for individuals aged 25 to 64 years was 8.6 percent in the county (9.2 in the city) in 2013. However, rates of those with low levels of educational attainment are higher (Exhibit 1-26). Residents with a Bachelor's degree or higher had an unemployment rate of 5.9 percent in the County (7.0 percent in the City) in 2013, roughly half the rate experienced by those at the opposite end of the spectrum—less than a high school education and high school diploma or equivalent reported unemployment rates of 10.1 percent (9.6 percent) and 10.8 percent (11.6 percent) respectively.

Higher levels of educational attainment are also highly correlated with higher earnings.

Workers with a graduate or professional degree earn an annual wage premium of more than \$50,000 over those with less than a high school education (Exhibit 2-17).

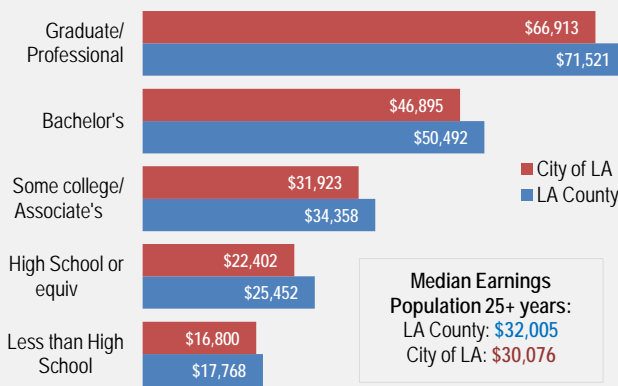
The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment (Exhibit 2-18).

Of residents of Los County aged 25 years and older whose income fell below the poverty level in the previous twelve months, 42.5 percent had less than a high school education. Another 22.1 percent were those with just a high school diploma or equivalent. Together, residents with a high school diploma or less accounted for 64.6 percent of those whose income fell below the poverty threshold the prior year.

On the flip side, of those whose income was above the poverty line, approximately 40 percent had a high school diploma or less.

The distribution of educational attainment of those in poverty is similar in the City of Los Angeles as it was in the County. ❖

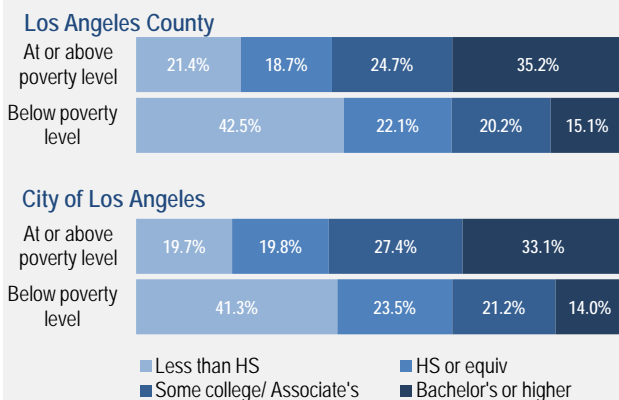
Exhibit 2-17
Median Earnings and Educational Attainment 2013
Population 25 years and older



Source: 2013 ACS 1-yr estimates

Median Earnings
Population 25+ years:
 LA County: **\$32,005**
 City of LA: **\$30,076**

Exhibit 2-18
Poverty Level by Educational Attainment 2013
Population 25 years and older



Source: 2013 ACS 1-yr estimates

2.5 Households and Housing

There were 3.2 million households in Los Angeles County in 2013, with an average household size of 3.0 people per household. By 2019, the county is projected to add over 125,700 additional households. The City of Los Angeles boasted 1.3 million households in 2013, with an average household size of 2.9 people per household. By 2019, the city is projected to add close to 65,900 additional households.

The size of households can be an indicator of the standard of living within an area. Often, lower income areas will have a higher share of large sized households as people reside together to share fixed household expenses such as rent.

One- and two-person households account for 54 percent of all households in the county and 58 percent in the city (Exhibit 2-19). However, the region also has a significant number of larger sized households: 15 percent of all households in the county and 13 percent of households in the city have five or more people.

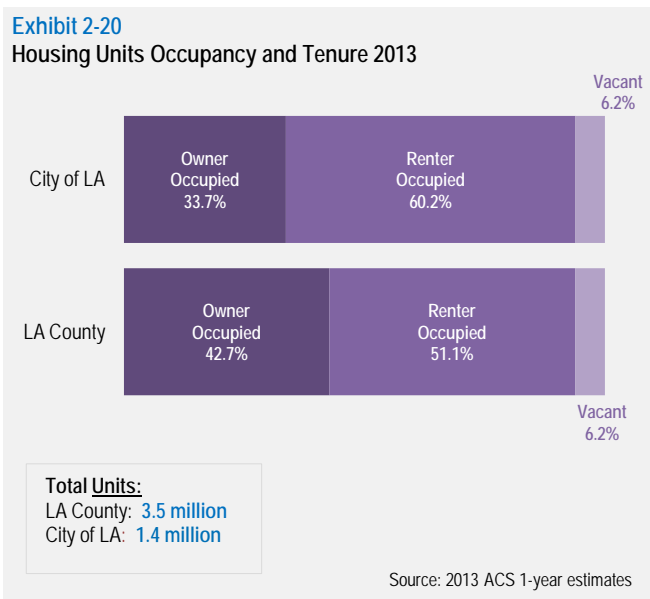
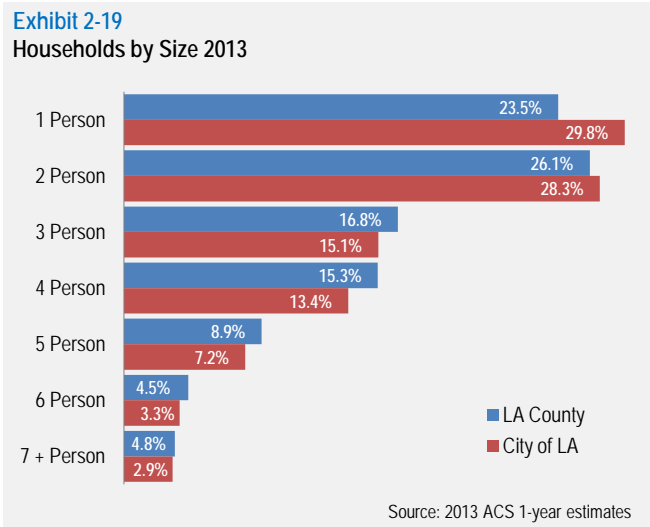
Housing

Housing represents the largest component of a household’s budget, and, if owned, is usually the family’s most valuable asset.

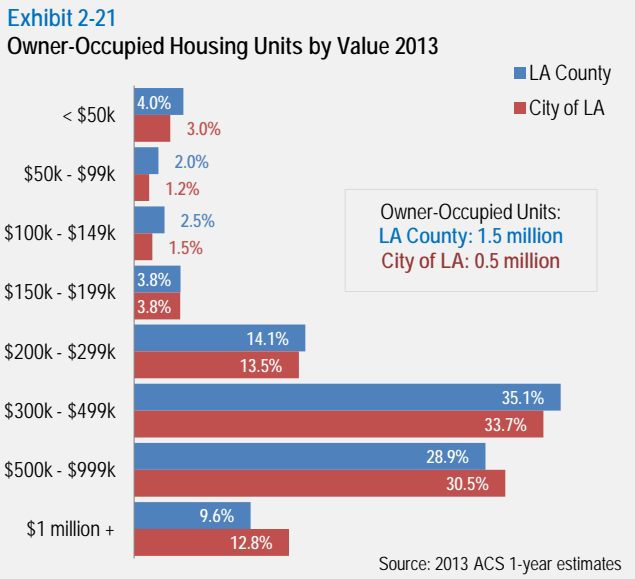
The tenure and occupancy status of homes, along with their values, provides information on their affordability. Often, higher levels of homeownership lead to neighborhood stability, since there is lower turnover of residents.

In 2013, there were 3.4 million housing units in Los Angeles County, 41 percent of which (1.4 million units) were located in the City of Los Angeles. The occupancy status and tenure of all housing units are shown in Exhibit 2-20.

Just over half of the housing stock in the county is rental property. There is a lower rate of home ownership in the City of Los Angeles compared to the County as a whole, with only a third of all housing units owner-occupied in the city, compared to 43 percent across all of Los Angeles County. The remaining vacant units account for approximately six percent of all housing units in both the city and countywide.



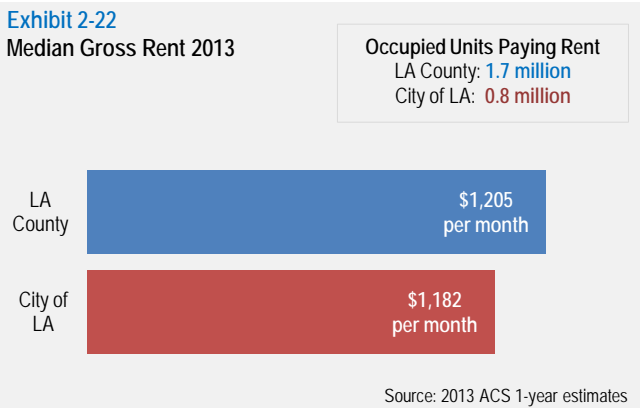
Median home values are used to compare the price of real estate across different areas and over periods of time. The median is deemed a reliable estimate as it is not affected by the presence of extremely high or low valued transactions, and is therefore used to compare real estate prices across different areas. The median home value in Los Angeles County was \$420,200 in 2013, which was lower than the \$451,200 median in the City of Los Angeles, yet higher than the statewide median of \$373,100.



Owner-Occupied Units

Approximately 43 percent of the housing stock in Los Angeles County and 34 percent of housing stock in the City of Los Angeles are owner-occupied. The value of these homes varies from less than \$50,000 to millions of dollars (Exhibit 2-21).

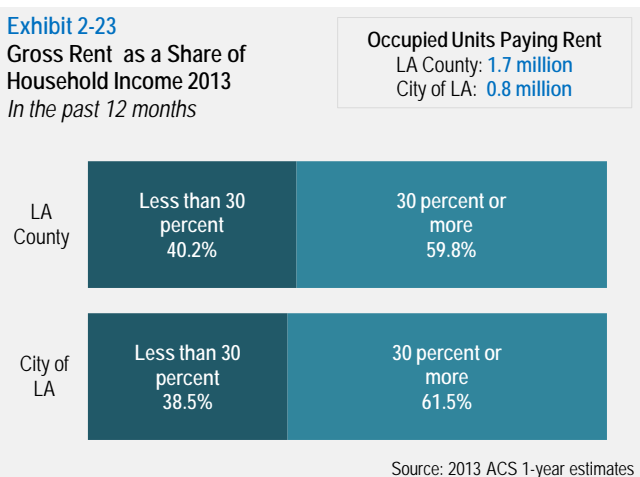
One third of the owner-occupied housing stock, or 35 percent and 34 percent in the county and city respectively, falls within the price range of \$300,000 to \$499,000, with close to another third, 30 percent in the county and 31 percent in the city, valued between \$500,000 and \$999,000. An additional 10 percent of units in the county are valued at \$1 million and above, while the share of high valued units in the city is even higher with 13 percent. Housing units valued below \$250,000 account for 12 percent of total housing stock in Los Angeles County, and only ten percent in the City of Los Angeles.



Renter-Occupied Units

More than half (51 percent) of the housing stock in Los Angeles County and 60 percent of housing stock in the City of Los Angeles are occupied by renters (Exhibit 2-20). Exhibit 2-22 displays the median gross rent of occupied housing units paying rent in Los Angeles County and the City of Los Angeles in 2013.

As shown in the following section, money spent on housing is typically the largest expenditure made in a household budget, on average comprising more than one-third of household expenditures. A common guideline is that housing account for only about 30 percent of the total household budget to assure affordability, leaving the remaining 70 percent available for other personal and household expenses.



Residents in the county and city appear to have a difficult time adhering to this guideline. In both the city and the county, only about 40 percent of occupied units paying rent in 2013 paid rent that equaled less than 30 percent of their income, while approximately 60 percent paid a higher percentage of household income on rent.

This can be interpreted as a high cost of living relative to other areas, or, alternatively, as a large portion of the resident population with lower annual earnings. ❖

2.6 Income and Poverty

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population’s standard of living. This is an indicator of the earning potential of the residents, as differentiated from household income which aggregates the overall income (including non-job-related incomes) for all members of the household. It can help identify areas that may need targeted services or programs.

Detailed (individual) information for job-related earnings is not available in order to protect confidentiality; however, aggregated data is available. Exhibit 2-24 shows the job-related earnings for working residents in Los Angeles County and in the City of Los Angeles for 2013. Note that these are earnings from jobs regardless of where the jobs are located.

Approximately 28 percent of working residents in Los Angeles County earn more than \$65,000 per year. The majority of working residents earn between \$15,000 and \$65,000 annually. Residents earning between \$15,000 and \$35,000 and between \$35,000 and \$65,000 account for 34 percent and 30 percent respectively. Residents who earned less than \$15,000 per year represented exactly eight percent of the total.

In the City of Los Angeles, 26 percent of working residents earn more than \$65,000 per year and residents who earned less than \$15,000 per year represented exactly ten percent of the total. As at the county level, the majority of working residents of the city earn between \$15,000 and \$65,000 annually. Working residents earning \$100,000 or more annually account for just less than 14 percent of all employed residents in both geographies.

Per capita income is the aggregation of all sources of income within an area (including job earnings, transfer payments and other sources of income) divided by the total population, resulting in the average income per person.

Per capita income in the City of Los Angeles is estimated at \$27,778 in 2013, while countywide it is slightly lower at \$27,488 (Exhibit 2-25). The projected change from 2013 to 2019 is expected be 8.6 percent in the city and 11.1 percent in the county, raising nominal per capita income to \$30,177 and \$30,543 respectively by 2019.

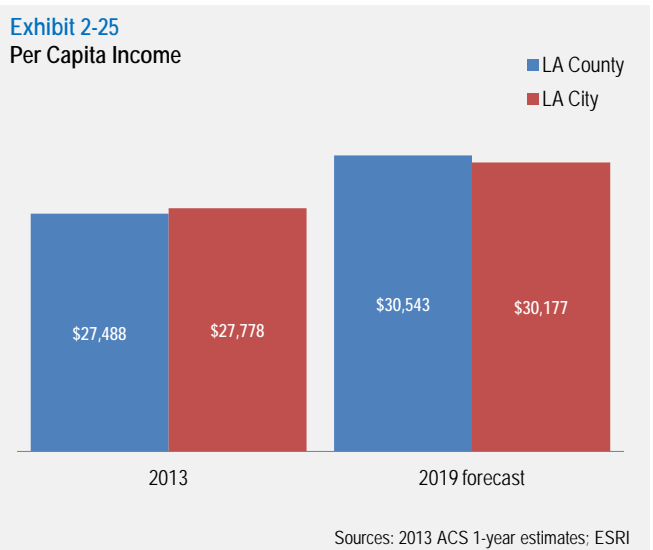
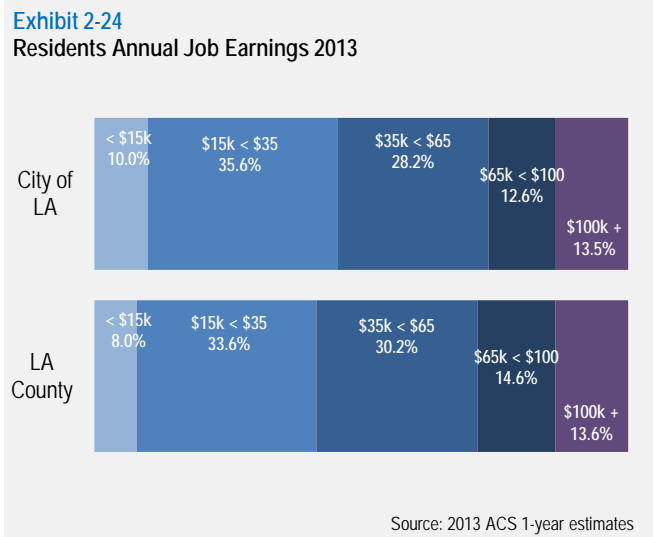


Exhibit 2-26
Households by Income 2013

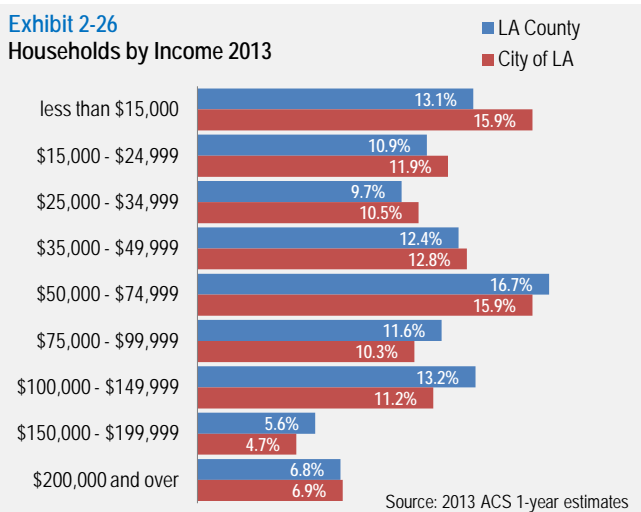
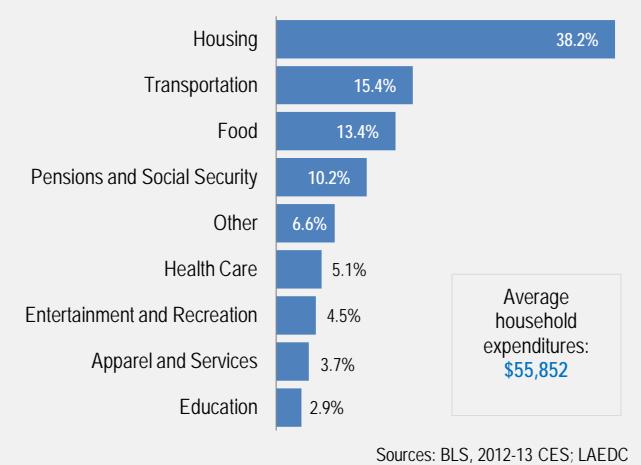


Exhibit 2-27
Household Budget Expenditures
Los Angeles MSA 2012-13



Median household income is the midpoint value of all household income levels within an area, dividing them into two equal groups. Where average income figures can be skewed by the presence of a few extremely high or low values, the median income figure is not, and therefore is viewed as more representative of an area's income. Median household income in Los Angeles County in 2013 was estimated to be \$54,529 while in the City of Los Angeles it was slightly lower with \$48,466.

Almost half (46 percent) of households in Los Angeles County earn less than \$50,000 per year, and 12 percent earn over \$150,000 per year (Exhibit 2-26). In the City of Los Angeles, 51 percent of households earn less than

\$50,000 per year, and 12 percent earn over \$150,000 per year.

Household expenditures are related to household incomes, not only in magnitude but also in composition. Households with lower incomes tend to spend a larger percentage on necessities such as food and rent and have less disposable income for luxury items such as travel and leisure activities, especially relevant for regions with much higher average household incomes.

In 2012-2013, household expenditures in Los Angeles Metropolitan Statistical Area, which includes Los Angeles County, averaged \$55,852. Exhibit 2-27 displays a breakdown of these expenditures by broad category. (This data is not available at the city level.)

As noted above, on average, more than 38 percent of household expenditures were allocated to housing, with another 15.4 percent paid towards transportation and 13.4 percent for food. The category "Other" includes personal care products, insurance, apparel and other services not previously listed.

Poverty Status

Poverty is a relative measure of income inequality. The poverty status of an individual, household or family is determined using a set of thresholds established by the Census Bureau, typically a level of income proportional to the area's median and incorporating the number of individuals in the unit being measured (i.e. household, family). The established thresholds do not vary geographically. They are revised annually to reflect changes in inflation.

Those who live below poverty level face additional challenges as they lack the resources necessary to maintain a certain quality of life; they do not have the same choices and options in regards to nutrition, health care, housing, education, safety, transportation and such.

There are several ways to look at poverty, including poverty in households, individual poverty and poverty in families.

It was noted above that of the 3.2 million households in LA County, 1.3 million of which were located in the City of Los Angeles, the share of those households whose income fell below the poverty level within the prior twelve months were 17.4 percent and 20.9 percent respectively.

Families and Poverty

Poverty for families takes into account the number of people in a family unit and the total income that that unit earns. A family unit consists of two or more people living in the same housing unit that are related by birth, marriage or adoption. This is distinct from households in that households include all persons living in a housing unit regardless of relatedness.

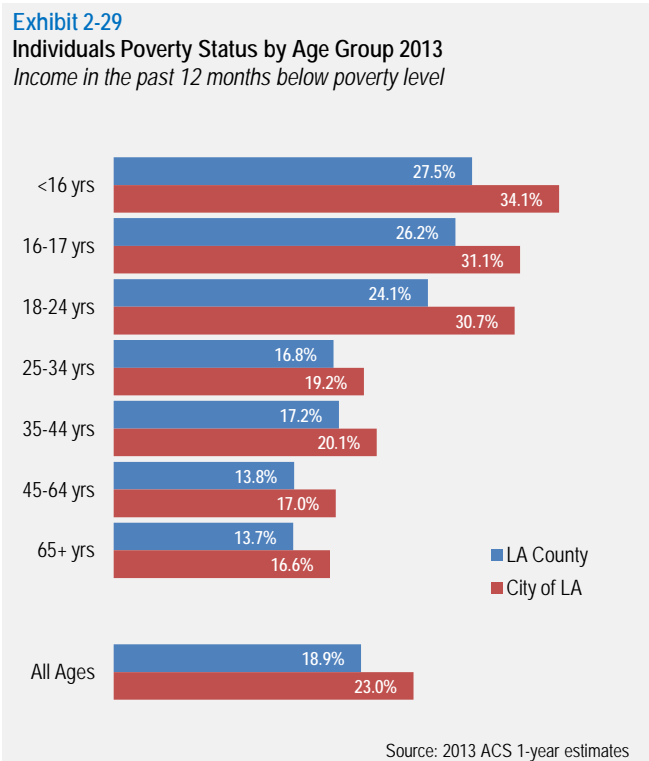
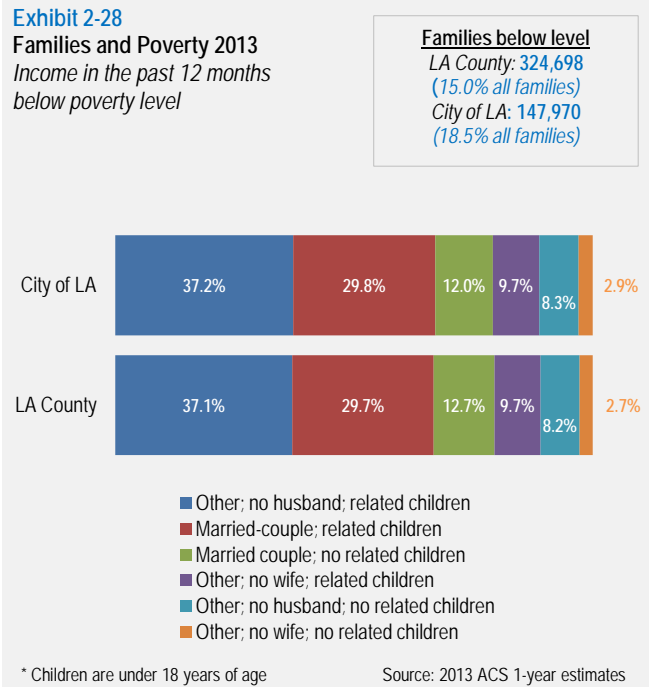
Of the 2.17 million families in Los Angeles County in 2013, approximately 324,700 have had their incomes fall below the poverty level in the 12 months prior; in the City of Los Angeles nearly 148,000 of the 799,350 total families had their incomes fall below the poverty level within the prior year.

Exhibit 2-16 shows the distribution of family type whose income has fallen below the poverty level by type of family in Los Angeles County and the City of Los Angeles. Of all families living below the poverty level in the city and countywide, in both geographies, single mothers with children under the age of 18 years head 37 percent. Families headed by a married couple account for 42 percent of all families living under the poverty level, the majority of whom have children under the age of 18 years. Single father families with related children under the age of 18 years account for just less than ten percent of all families whose income has fallen below poverty level in the previous year.

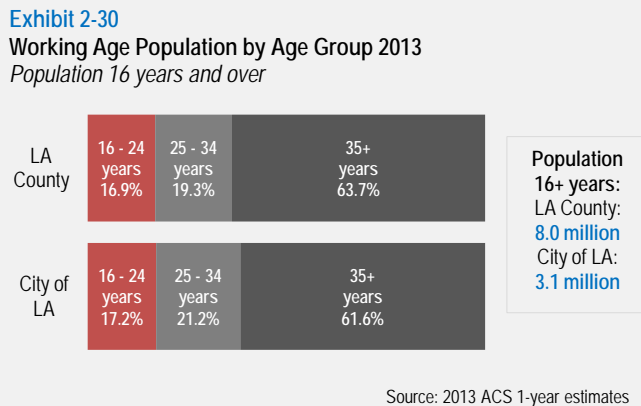
Poverty of Individuals

If a family's total income is under the dollar value of the appropriate poverty threshold, then all individual members of that family are considered to be in poverty. If the total income of an individual or unrelated persons living in a household falls below the value of the threshold, all of those individuals are also considered to be in poverty. The total number of individuals living below the poverty level is the sum of people in families and the number of unrelated individuals with incomes in the prior year below the threshold. This is the basis of the individual poverty rate.

The individual poverty rate varies by age group (Exhibit 2-29). The individual poverty rate for all age groups is higher in the City of Los Angeles compared to the county as a whole. In both geographies, the highest individual poverty rates are visible in the youngest age groups, under 16 years, 16 to 17 years and 18 to 24 years, each has a rate in excess of 24 percent of its cohort. ❖

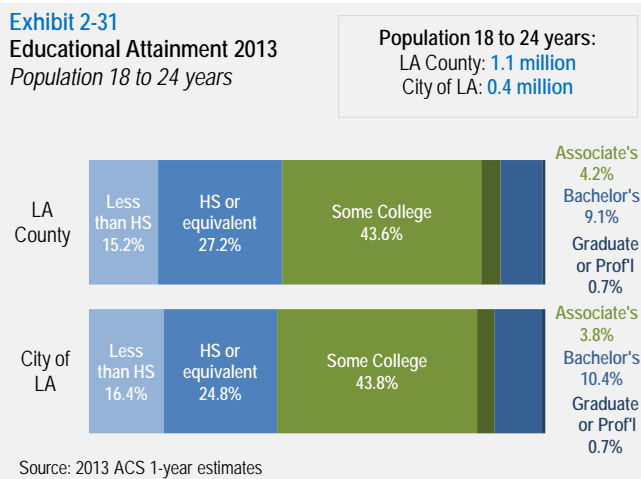


2.7 Population Aged 16 to 24 Years



As new entrants into the job market, the population aged 16 to 24 years may lack knowledge on what is required to be successful in their job search, they may lack workforce experience in general, and they may lack skills that are easily obtained through training that can increase employment opportunities.

A significant portion of the working aged population in the City of Los Angeles and the County of Los Angeles as a whole are young working-aged individuals between the ages of 16 years to 24 years. They represent 17.2 percent of the total working aged population of 16 years and older in the City and 16.9 percent countywide (Exhibit 2-3).



Educational Attainment and Enrollment

The educational attainment for the population ages 16 to 24 years are predominantly low levels as individuals are still in the process of completing their education, whether that be secondary school or postsecondary education (Exhibit 2-31). Individuals aged 16 to 17 years are most likely still in the process of completing their high school education. The most predominant level of educational attainment in the 16 to 24 years of age group was some college without a degree, with its share in the city and the county both just under 44 percent.

Young adults ages 18 to 22 are typically in the process of obtaining their college degree, therefore, it is reasonable to assume that there would be a low representation of higher levels of educational attainment in the population for which it is being examined here (ages 18 to 24 years). Only 11.1 percent of this cohort in 2013 had the education level of a bachelor's degree or higher in the City of Los Angeles and 9.8 percent in Los Angeles County as a whole.

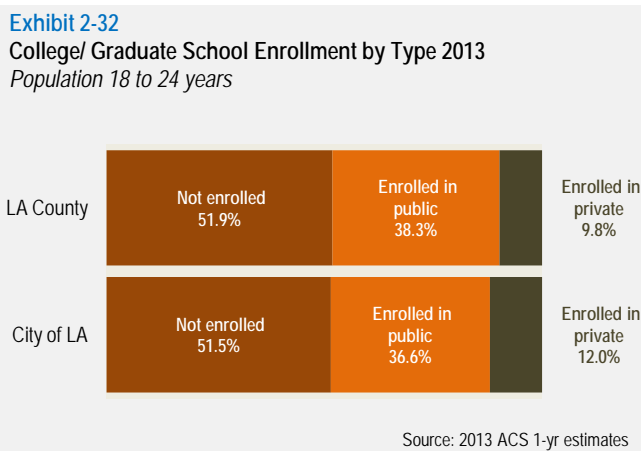


Exhibit 2-32 shows the percentage of the population ages 18 to 24 years that were enrolled in school at a college, university or graduate school in 2013 in the City of Los Angeles and the County as a whole.

Approximately half of this cohort is currently enrolled in school and in the process of obtaining a higher level of education in both geographies.

Poverty Status

As seen above, lower levels of educational attainment are associated with low earnings and increased rates of poverty. This applies to this younger cohort as well (Exhibit 2-33).

The share of individuals whose income has fallen below the poverty threshold in the previous twelve months is higher among children and young working age adults in both the City of Los Angeles and Los Angeles County as a whole. Individual poverty rates exceed 30 percent in all three of the youngest age groups in the city and roughly a quarter of all individuals in each respective age group have fallen below the poverty level in the county. The poverty rate in every age group is slightly higher in the City of Los Angeles compared to the rates countywide.

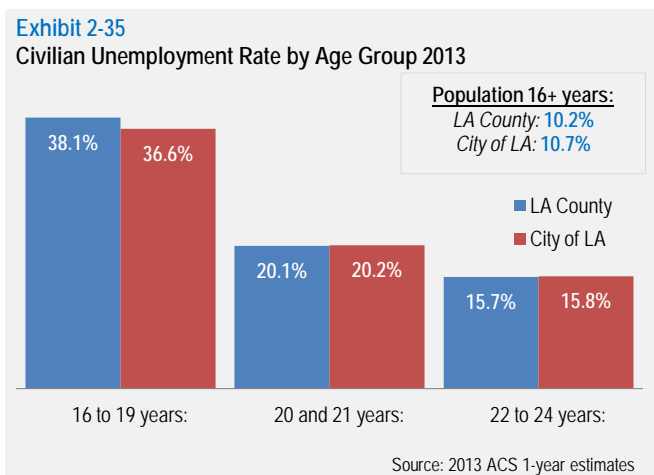
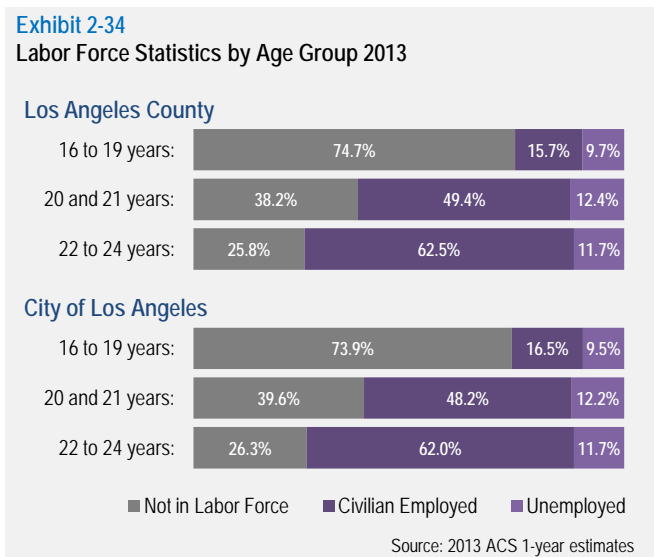
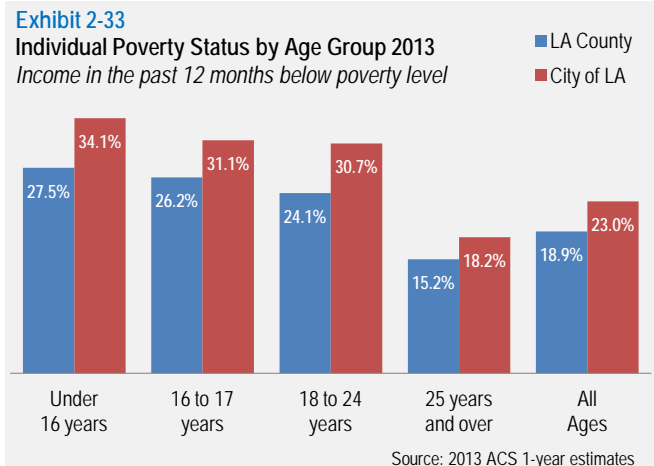
Poverty rates decline as the population gets older; more of these individuals have completed their education and have entered the workforce full-time.

Labor Force

Labor force participation for those aged 16 to 24 years varies greatly according with their age (Exhibit 2-34). Many younger individuals, age 16 to 19 years, have not completed high school and thus they are classified as not in labor force since fewer are seeking employment opportunities. The population aged 22 to 24 years has the highest share of employed in this population subset (ages 16 to 24 years), as many of these individuals have completed high school and the first levels of their postsecondary education and have entered into the workforce.

The civilian unemployment rate is the ratio of individuals classified as unemployed to the civilian labor force. The civilian unemployment rate in 2013 by age group for this population subset (ages 16 to 24 years) is displayed in Exhibit 2-35.

The youngest of this population subset has the highest unemployment rate in both the city and the county, most likely attributable to the large portion of these individuals (about three fourths of the cohort) classified as not in labor force. Unemployment rates decline significantly in the next two groups, ages 20 to 21 years and ages 22 to 24 years, as more of these individuals have completed their education are entering the workforce. ❖



3 EMPLOYMENT, INDUSTRY AND JOBS

Labor market analysis provides an understanding of the resident population, its participation in the job market, and how well workers are matched to the jobs needed by firms in regional industries.

3.1 Labor Force

Employment and employment growth are fundamentally based on labor force growth, which is a consequence of both changes in population and in labor force participation rates. Population levels and growth were reviewed above; here, the focus is on the component of the population that is able, willing and looking for work.

The labor force is defined as the population of working-aged individuals (16 years and older) in an area who are currently employed or who are unemployed but still actively seeking work. Individuals not actively looking for work are excluded from the count, including students, retirees, stay-at-home parents and workers who have stopped seeking employment.

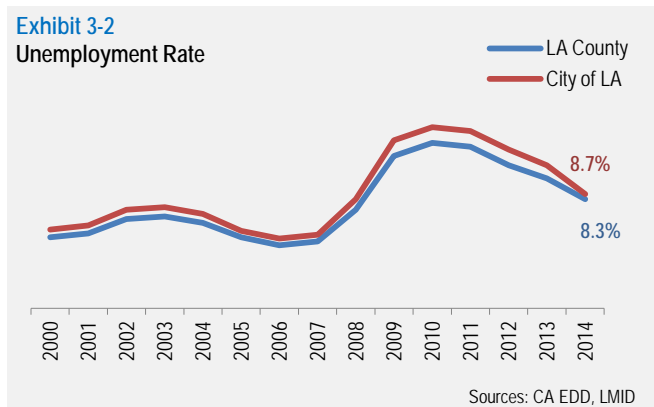
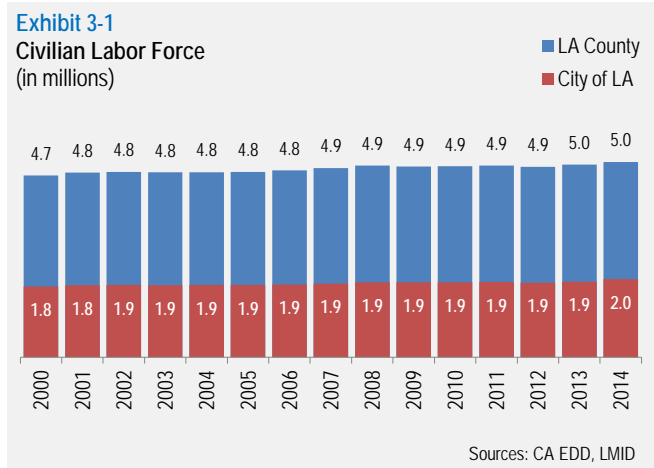
From 2007 through 2012, the labor force in Los Angeles County has hovered around 4.9 million, increasing to 5.0 million in 2013 and 2014. The labor force in the City of Los Angeles remained at 1.9 million from 2002 through 2013, increasing to 2.0 million in 2014.

The labor force participation rate is the ratio of the labor force (both those employed and those unemployed) to the total working-age population in a specified area. This is estimated to be 62.2 percent in Los Angeles County in 2013 (the most recent year that this data is available), compared to 62.0 percent in the City of Los Angeles.

Participation rates of older workers (aged 55 and over), while lower than average, has been rising since 1980. This is expected to continue increasing as future boomers remain in the labor force rather than retiring.

Unemployment

The unemployment rate measures the number of individuals who are unemployed and actively seeking work as a share of the total labor force.



From 4.8 percent in 2006 (the lowest rate in more than 30 years), unemployment in Los Angeles County reached a peak of 12.6 percent in 2010, improving since and currently standing at 8.3 percent.

The unemployment rate in the City has been consistently higher than in the county as a whole, from its lowest level of 5.3 in 2006 to a peak of 13.8 percent in 2010—almost one percentage point higher than the county. The unemployment rate in the City currently stands at 8.7 percent, just 0.4 percentage points above the county rate. ❖

3.2 Current Employment by Industry

To investigate the potential for employment opportunities in the county, an understanding of existing employment is needed. Here, we consider employment opportunities provided by firms in the region.

In general, both Los Angeles County and the City of Los Angeles reflect the national pattern of being largely service-oriented, with services accounting for almost three-fourths of all nonfarm employment (Exhibit 3-3). Government employment (including local, state and federal government employment) accounts for 13 percent of nonfarm county employment and more than 18 percent of all city employment.

Among the service industries, educational and health services is the largest, accounting for over 17 percent of employment, followed by professional and business services, leisure and hospitality, and retail trade.

At a more disaggregated level, the largest private sector industry in terms of employment in Los Angeles County in 2013 was food services and drinking places, providing 320,530 jobs (Exhibit 3-4). This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services and drinking establishments—and is consistently the largest single industry by employment in the county. More than 85 percent of this industry’s employment was in restaurants.

The second largest industry was professional and technical services, providing 280,830 jobs. This industry is large and diverse, and includes a variety of professions such as legal, accounting, architectural, engineering, computer design, advertising, environmental consulting, commercial photography, veterinary services and more.

Other significant industries in the county include administrative and support services (which includes temporary employment), social assistance, ambulatory health care services such as doctors’ and dentists’ offices, motion pictures and sound recording industries and hospitals, together providing more than 635,000 jobs.

This distribution of jobs across industries is broadly similar at the city level. A complete list of employment by industry for the county and the city is provided in Exhibits A-1 and A-2 in the appendix. ❖

Exhibit 3-3

**Industrial Profile 2013
(% of Total Employment)**

	LA County	City of LA
Total Nonfarm Payroll Employment	100.0%	100.0%
Good Producing Industries:	12.0%	8.7%
Natural Resources and Mining	0.1%	0.1%
Construction	2.8%	2.4%
Manufacturing – Durable Goods	5.0%	2.9%
Manufacturing – Nondurable Goods	4.0%	3.4%
Service Providing Industries	75.0%	73.2%
Wholesale Trade	5.4%	4.4%
Retail Trade	10.0%	8.7%
Transportation, Warehousing, Utilities	3.7%	3.4%
Information	4.8%	4.1%
Financial Activities	5.2%	5.9%
Professional and Business Services	14.7%	14.6%
Educational and Health Services	17.1%	17.5%
Leisure and Hospitality	10.8%	10.7%
Other Services	3.5%	3.8%
Government	13.0%	18.1%

Sources: California Employment Development Department (CEW); LAEDC

Exhibit 3-4

**Top 20 Private Sector Industries by Employment
Los Angeles County 2013**

NAICS	Industry	Employment	% of total
722	Food services and drinking places	320,530	7.9
541	Professional and technical services	280,830	6.9
561	Administrative and support services	246,370	6.0
624	Social assistance	217,070	5.3
621	Ambulatory health care services	190,020	4.7
512	Motion picture and sound recording	190,020	2.9
622	Hospitals	108,850	2.7
611	Educational services	104,400	2.6
423	Wholesale: Durable goods	98,420	2.4
424	Wholesale: Nondurable goods	97,180	2.4
445	Retail: Food and beverage stores	90,780	2.2
238	Specialty trade contractors	73,890	1.8
623	Nursing and residential care facilities	73,650	1.8
452	Retail: General merchandise stores	71,060	1.7
522	Credit intermediation	69,720	1.7
551	Management of companies	57,450	1.4
531	Real estate	54,170	1.3
448	Retail: Clothing and accessories	52,950	1.3
812	Personal and laundry services	49,990	1.2
336	Manufacturing: Transportation equipment	47,000	1.2

Sources: California Employment Development Department (CEW); LAEDC

3.3 Industry Competitiveness

While large employing industries are valuable in their ability to provide job opportunities for local residents, other industries, while still small in terms of employment, may be important for promoting economic growth. These industries are likely to be exposed to the larger global market, and if they are competitive with their counterparts elsewhere, they can gain market share by growing their companies and creating jobs.

Competitiveness in this sense is measured using relative employment shares. An industry with a presence in Los Angeles that is larger (as a percentage of total employment in the county) than its presence elsewhere would indicate that Los Angeles has a concentration of this industry and is evidence of the region having a competitive advantage.

For example, if 4 percent of employment in the county is in the motion picture industry, while across the United States only 1 percent is employed in that industry, then the location quotient for the motion picture industry in Los Angeles is 4. A location quotient of 1.2 or higher is considered a threshold for demonstrating competitiveness.

The industry with the highest location quotient in Los Angeles County in 2013 was apparel manufacturing, with a location quotient of 10.6 compared to the national average (Exhibit 3-5). Motion picture and sound recording industries is a close second with a location quotient of 10.4. These industries are undeniably those in which the region has a competitive advantage.

Competitive industries include manufacturing industries. Although manufacturing employment is on a sectoral decline across the nation, Los Angeles remains a relatively concentrated center of manufacturing across many product lines, including textiles, leather products, transportation equipment, primary metals, and fabricated metal products.

The City of Los Angeles exhibits competitive strength across most of the same industries at the county level, but there are some differences. Industries in which the city is competitive but the County is not are shown in italics at the bottom of the exhibit. These include: museums and historical sites; couriers and messengers; securities, contracts and investments; religious, grantmaking and civic organizations; and professional and technical services.

Exhibit 3-5
Top Competitive Industries 2013
(Location Quotients v. US)

NAICS	Industry	LA County	City of LA
315	Manufacturing: Apparel	10.6	11.4
512	Motion picture and sound recording	10.4	7.1
711	Performing arts and spectator sports	2.5	3.1
316	Manufacturing: Leather products	2.3	1.4
488	Support activities for transportation	2.3	1.9
624	Social assistance	2.3	2.5
515	Broadcasting (except internet)	2.2	4.1
313	Manufacturing: Textile mills	2.0	2.0
519	Other information services	1.7	1.3
424	Wholesale: Nondurable goods	1.6	1.6
483	Water transportation	1.6	1.1
525	Funds, trusts, and other financial	1.5	2.9
324	Manufacturing: Petroleum and coal products	1.4	1.0
533	Lessors of nonfinancial intangible assets	1.4	1.1
481	Air transportation	1.4	3.0
314	Manufacturing: Textile product mills	1.3	1.1
611	Educational services	1.3	1.6
448	Retail: Clothing and accessories	1.3	1.1
337	Manufacturing: Furniture	1.3	0.8
531	Real estate	1.2	1.4
812	Personal and laundry services	1.2	1.4
532	Rental and leasing services	1.2	1.4
334	Manufacturing: Computer / electronic prods	1.2	0.9
712	<i>Museums, historical sites, zoos and parks</i>	1.1	2.0
492	<i>Couriers and messengers</i>	1.1	1.4
523	<i>Securities, contracts and investments</i>	0.9	1.3
813	<i>Religious/grantmaking/civic/professional orgs</i>	1.0	1.3
541	<i>Professional and technical services</i>	1.1	1.3
453	<i>Retail: Miscellaneous stores</i>	1.1	1.2

Sources: California Employment Development Department; LAEDC

A complete list of all industries is provided in Exhibit A-3 in the appendix. ❖

3.4 Industry Clusters

An alternate method of viewing the industrial makeup of the region is through industry clusters. Clusters are geographic concentrations of firms in similar industries that are more likely to compete and collaborate more efficiently, driving demand for their supplier industries and encouraging the growth of specialized labor and local infrastructure.

Industries are classified into two types of clusters using definitions developed by Professor Michael Porter of the Institute for Strategy and Competitiveness at Harvard Business School and now published by the Cluster Mapping project (CMP). These are: (1) *Local industry clusters*, which provide goods and services to the resident population, and have limited exposure to other markets; and (2) *Traded industry clusters*, which are comprised of industries that are more highly-concentrated in a few regions, and provide the potential for economic growth and wealth generation through exports to external markets.

Approximately 54 percent of all employment in Los Angeles County is in local industry clusters, such as health services, local commercial services and local hospitality establishments (Exhibit 2-8). Almost 33 percent is in traded industry clusters, such as trade, entertainment, business services and fashion.

The largest traded industry cluster in Los Angeles County in 2013 was trade, employing approximately 264,470 workers, followed by business services, with 243,200 workers, and entertainment, with more than 141,800 employed (Exhibit 3-7). Overall, more than 1.3 million jobs were involved in traded industry clusters.

Of the fifteen largest traded industry clusters in the county, seven have location quotients greater than one, reflecting the county’s competitive strength in a wide variety of industries.

Local industry clusters provide sixty-five percent more jobs than traded industry clusters (Exhibit 3-8). The largest clusters in Los Angeles County are health services, with almost 395,000 jobs, local hospitality establishments with 348,000 jobs, and local commercial services, with 279,000 jobs. ❖

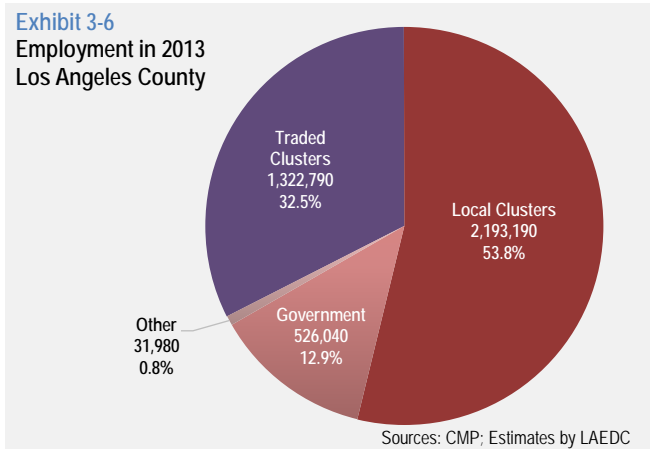


Exhibit 3-7
Largest Traded Industry Clusters in Los Angeles County in 2013
(By employment)

	Employment	LQ
Trade ¹	264,470	1.2
Business Services	243,200	1.0
Entertainment ²	141,830	8.2
Education and Knowledge Creation	85,140	1.2
Hospitality and Tourism	78,070	0.9
Fashion ³	61,540	4.3
Marketing, Design and Publishing	57,370	1.4
Aerospace Vehicles and Defense	61,540	2.9
Financial Services	55,120	0.9
Food Processing and Manufacturing	29,200	0.9
Information Technology / Analytical Instruments	24,110	0.7
All Other Traded Clusters	225,750	
Total Traded Cluster Employment	1,322,790	1.1

¹ Includes Transportation and Logistics, Distribution and Electronic Commerce and Water Transportation ² Includes Music and Sound Recording, Performing Arts and Video Production and Distribution ³ Includes Apparel, Footwear, Jewelry and Precious Metals, Leather and Related Products, and Textiles
 Sources: CMP; CA EDD; BLS; Estimates by LAEDC

Exhibit 3-8
Largest Local Industry Clusters in Los Angeles County in 2013
(By employment)

	Employment
Health Services	394,950
Local Hospitality Establishments	348,230
Local Commercial Services	279,060
Community and Civic Organizations	233,430
Real Estate, Const. and Development	195,170
All Other Local Clusters	742,330
Total Local Cluster Employment	2,193,190

Sources: CMP; CA EDD; BLS; Estimates by LAEDC

3.5 Regional Industry Employment Forecast

Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy. Here we present the industry employment forecast for Los Angeles County.

Recovery from the Great Recession has been disappointing (Exhibit 3-9). Instead of robust job growth after the devastating decline of 2009 and 2010, anemic employment growth began in 2011 with a year-over-year gain of 0.6 percent. Employment continued its recovery in 2012 and 2013 but has continued to be modest.

Recovery of all jobs lost during the recession did not occur until 2015 (Exhibit 3-10). Still, this does not take into account the job *growth* needed to accommodate labor force growth.

Most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry’s decline during the recession. For example, construction employment fell steeply in 2008, 2009 and 2010. Its recovery in the near term is expected to be much stronger than the average, as it recovers from these deep losses.

The expected employment growth in individual sectors at the county level is shown in Exhibit 3-11. While these growth rates are expected to apply at the city level as well, the projected job creation will differ given the different mix of industries in the two regions. ❖

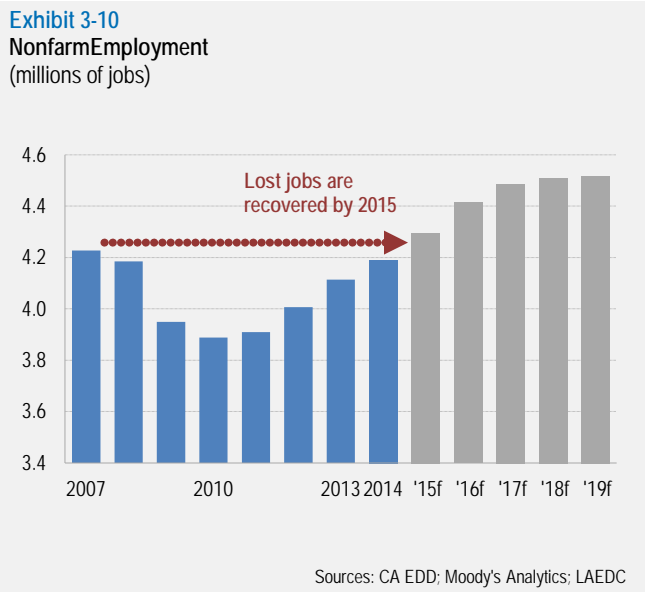
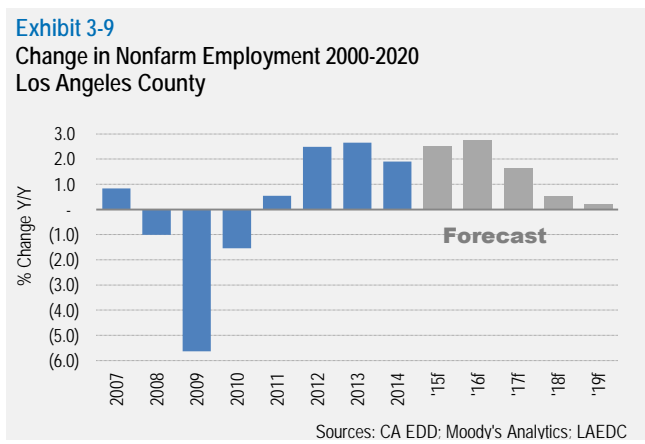


Exhibit 3-11
Industry Employment Growth 2014-2019
(Los Angeles County)

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.5%	322.0
Good Producing Industries:		
Natural Resources and Mining	(1.4%)	-0.3
Construction	1.8%	11.9
Manufacturing – Durable Goods	0.1%	2.1
Manufacturing – Nondurable Goods	(0.0%)	-1.2
Service Providing Industries	1.8%	287.6
Wholesale Trade	0.8%	8.6
Retail Trade	0.7%	14.7
Transportation, Warehousing, Utilities	0.7%	5.5
Information	1.4%	14.7
Financial Activities	1.2%	13.1
Professional and Business Services	2.1%	67.8
Educational and Health Services	2.7%	105.6
Leisure and Hospitality	2.3%	54.7
Other Services	0.5%	4.0
Government	0.8%	20.6

Sources: California Employment Development Department; LAEDC

3.6 Job Creation Potential

Projected growth rates of industries and their current size together determine the potential for an industry’s job creation. A small industry growing quickly may add jobs but the absolute number of jobs added will be smaller than a large industry growing slowly.

Between 2014 and 2019, the economy is expected to add 322,000 new jobs in nonfarm industries across the county, and 126,000 new jobs in the City of Los Angeles.

The industry with the largest expected new job creation potential is the administrative and support services industry, expected to add 52,250 jobs between 2014 and 2019 in the county and 18,620 jobs in the city. This is largely a result of the increase in temporary employment services, which accounts for 40 percent of the industry. Other large segments include security services and janitorial/landscape services.

The industry with the second largest expected employment gains is food services and drinking places, projected to add 42,380 jobs between 2014 and 2019 in the county and 16,300 in the city. This is a very large industry that includes restaurants of all service types, including fast food, full service, catering and mobile food service, as well as bars and nightclubs.

Combined health care services provided by hospitals, ambulatory health care services, nursing and residential care facilities and social assistance are together projected to add 94,140 jobs from 2014 to 2019 in the county and 36,230 in the city. As noted above, these are expected to continue growing.

Local government is projected to add 13,020 jobs countywide and 6,840 in the city, mostly in educational services, as population growth demands more local services.

Fourth on the list is professional and technical services, a large and diverse industry with relatively high growth potential. Also on the list are accommodations, motion pictures and sound recording, specialty trade contractors, educational services and retail industries.

Taken together, these thirty industries are expected to add more than 304,000 new jobs during the period from 2014 to 2019 in Los Angeles County and almost 119,000 new jobs in the City of Los Angeles, approximately 95 percent of all jobs forecasted to be added in each region.

Exhibit 3-12
Projected New Job Creation 2014-2019

NAICS	Industry	LA County	City of LA
561	Administrative and support services	52,250	18,620
722	Food services and drinking places	42,380	16,300
624	Social assistance	34,660	14,890
621	Ambulatory health care services	30,340	11,420
622	Hospitals	17,380	5,510
93	Local government	13,020	6,840
541	Professional and technical services	12,700	5,420
623	Nursing and residential care facilities	11,760	4,410
611	Educational services	10,440	4,840
92	State government	7,930	5,930
238	Specialty trade contractors	6,650	2,160
721	Accommodation	5,580	2,210
522	Credit intermediation	5,480	2,030
445	Retail: Food and beverage stores	5,470	2,010
512	Motion pictures and sound recording	5,330	1,420
519	Other information services	4,900	1,500
452	Retail: General merchandise	4,370	1,250
524	Insurance carriers	3,400	1,510
713	Amusements, gambling and recreation	3,380	860
425	Wholesale electronic markets	3,280	1,180
424	Wholesale: Nondurable goods	3,040	1,150
337	Manufacturing: Furniture	3,020	790
236	Construction of buildings	2,720	970
812	Personal and laundry services	2,630	1,120
237	Heavy / civil engineering construction	2,540	680
423	Wholesale: Durable goods	2,280	590
334	Manufacturing: Computer / electronics	1,980	580
448	Retail: Clothing and accessories	1,880	660
523	Securities, contracts, investments	1,840	1,060
531	Real estate	1,750	800

Source: Estimates by LAEDC

A complete list of job creation in all industries in the county and the city is provided in Exhibits A-4 and A-5 in the appendix. ❖

3.7 Identifying Target Industries

Economic development efforts are organized around several priorities. Among these are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries which may drive economic growth and prosperity, population-serving industries will provide the largest number of jobs in terms of job creation, since although they may grow slowly they are large.

Hence, while targeting industry clusters is a useful economic development strategy, it is the industries that form the industry clusters that we use to estimate the occupational needs.

In recognition of these sometimes overlapping, sometimes competing goals, we identify industries to target for specific economic and workforce development interventions based on their association with industry clusters, their job creation potential and growth outlook. These are (in order of relevant NAICS):

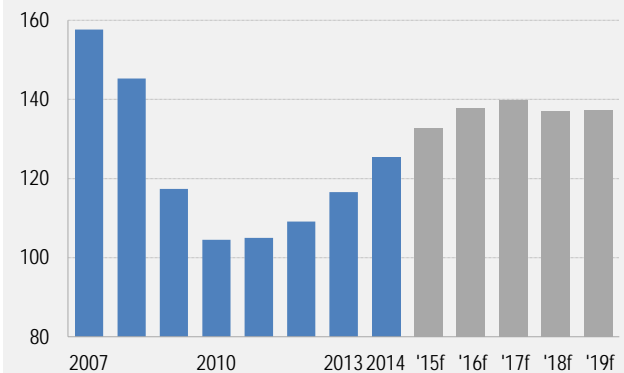
- ▶ Construction industries (NAICS 236, 237, 238)
- ▶ Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339)
- ▶ Trade and logistics (NAICS 42x, 48x, 49x)
- ▶ Entertainment (NAICS 511, 512, 515, 518, 519)
- ▶ Health services (NAICS 621, 622, 623)
- ▶ Leisure and hospitality (NAICS 721, 722)

These industries are discussed individually below, including employment projections at the industry level and the types of occupations that they are most likely to employ.

Construction Industries

As the housing market recovers, construction industries are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years, and will be needed to meet pent-up demand. In addition, many of the existing infrastructure projects currently planned will come on line, employing thousands of workers in highway, transit, infrastructure and other projects. Finally, continuing incentives and mandates related to energy efficiency and greening of existing buildings have the potential to drive employment in retrofitting and energy efficient implementations. Together, the sector is projected to add almost 12,000 jobs between 2014 and 2019 in Los Angeles County and 3,810 jobs in the City of Los Angeles.

Exhibit 3-13
Construction Employment
(Los Angeles County)
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-14
Top Occupations in Construction Industry
(by % of Industry Employment)

SOC	Occupational Title
47-2031	Carpenters
47-2061	Construction laborers
47-2111	Electricians
47-2152	Plumbers, pipefitter and steamfitters
47-1011	Construction trades supervisors
49-9021	Heating, air conditioning and refrigeration mechanics
47-2141	Painters, construction and maintenance
43-9061	Office clerks, general
47-2073	Operating engineers and other construction equipment operators
11-9021	Construction managers

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Manufacturing (Selected Products)

Employment in manufacturing as a whole has been on a long term decline over the past two decades, but is expected to show some improvement from current levels. The distinction must be made between durable goods and nondurable goods manufacturing. Overall, *durable goods manufacturing* will experience anemic growth as labor substitution and replacement by capital increases output at the expense of employment gains. *Nondurable goods manufacturing* will continue to be challenged as low-cost competition from lower income countries will drive these industries from the area.

Nevertheless, several manufacturing industries continue to be promising targets for employment growth in the county based on upon their linkage to important traded industry clusters. These clusters include Fashion, Aerospace, Information Technology and Analytical instruments and Biomedical Devices (discussed below). Fabricated metals manufacturing is also a component industry of these important clusters and an important regional industry.

Many of these jobs are highly-skilled jobs that are highly-compensated, but many include positions that require workers with community college degrees or technical training. In addition, the expected retirement of aging skilled craftsman in some specialized manufacturing industries presents opportunities for apprenticeships, new entrants, and those moving up the career ladder.

Exhibit 3-15
Manufacturing Employment (Los Angeles County)
 (thousands of jobs)

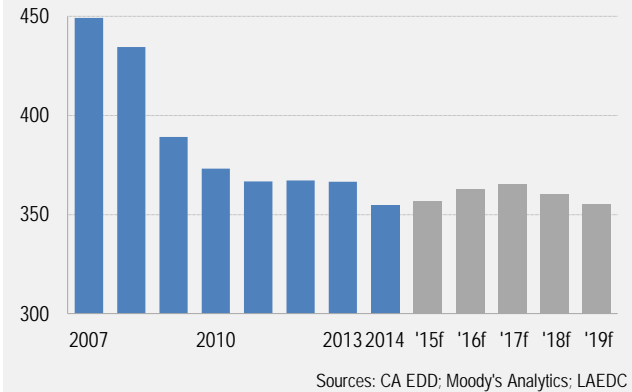


Exhibit 3-16
Top Occupations in Fashion (NAICS 313, 314, 315, 316)
 (by % of Industry Employment)

SOC	Occupational Title
51-6031	Sewing machine operators
51-6062	Textile knitting and weaving machine setters, operators, tenders
51-6064	Textile winding and twisting machine setters, operators, tenders
51-9061	Inspectors, testers, sorters, samplers and weighers
51-6061	Textile bleaching and dyeing machine operators and tenders
51-6062	Textile cutting machine setters, operators and tenders
53-7062	Laborers and freight, stock and material movers, hand
51-9198	Helpers, production workers
53-7064	Packers and packagers, hand

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Exhibit 3-17
Top Occupations in Other Manufacturing (NAICS 334, 336, 339)
 (by % of Industry Employment)

SOC	Occupational Title
51-2092	Team assemblers
51-4121	Welders, cutters, solderers and brazers
51-9061	Inspectors, testers, sorters, samplers and weighers
51-4041	Machinists
17-2112	Industrial engineers
51-2011	Aircraft structure, surfaces, rigging and systems assemblers
51-7011	Computer-controlled machine tool operators
51-2099	Assemblers and fabricators, all other
51-4031	Cutting, punching and press machine setters, operators, tenders
17-3023	Electrical and electronics engineering technicians
51-9081	Dental laboratory technicians

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Trade and Logistics

Trade-related employment is the region’s largest traded industry cluster, one in which the region has competitive advantage, and one that will continue to dominate our export-oriented economic activity.

However, challenges exist to continued employment growth. The warehousing industry has become increasingly efficient and centralized and requires extremely large parcels of land, which are not available in Los Angeles County—expansion is moving to the Inland Empire. Transportation, however, will continue to grow as the ports of San Pedro Bay handle increasing trade volumes and as goods are delivered to inland warehouses.

Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly.

The sector will add approximately 138,800 jobs from 2014 to 2019 in Los Angeles County, of which 51,300 will be in the City of Los Angeles. Many of these jobs can be filled by workers with lower levels of education and little work experience.

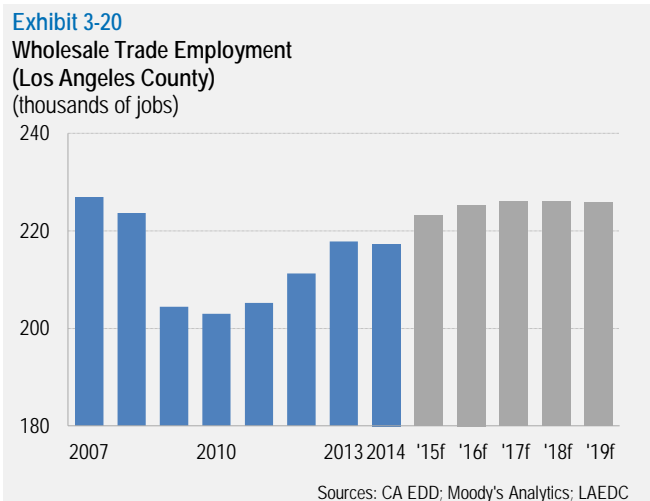
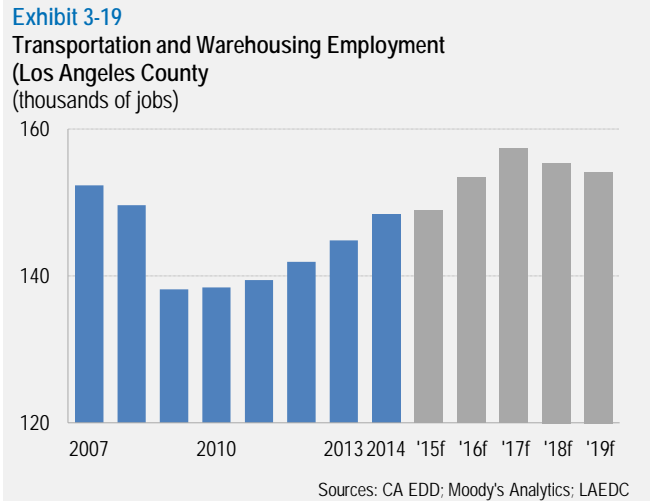


Exhibit 3-18
Top Occupations in Transportation / Warehousing (NAICS 48, 49)
 (by % of Industry Employment)

SOC	Occupational Title
53-3032	Heavy and tractor-trailer truck drivers
53-7062	Laborers and freight, stock and material movers, hand
53-3022	Bus drivers, school or special client
53-7051	Industrial truck and tractor operators
43-4181	Reservation and transportation ticket agents and travel clerks
53-3041	Taxi drivers and chauffeurs
43-5081	Stock clerks and order fillers
53-3033	Light truck or delivery services
43-5011	Cargo and freight agents
53-7064	Packers and packagers, hand
49-3031	Bus and truck mechanics and diesel engine specialists

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Exhibit 3-21
Top Occupations in Wholesale Trade (NAICS 42)
 (by % of Industry Employment)

SOC	Occupational Title
41-4021	Sales representatives, wholesale and manufacturing
53-7062	Laborers and freight, stock and material movers, hand
43-4051	Customer service representatives
43-5081	Stock clerks and order fillers
43-9061	Office clerks, general
43-5071	Shipping, receiving and traffic clerks
53-3031	Drivers/sales workers
53-3033	Light truck or delivery services drivers
43-3031	Bookkeeping, accounting and auditing clerks
53-3032	Heavy and tractor-trailer truck drivers

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Entertainment Industry and Related Industries

As the region’s signature traded industry cluster, the entertainment industry continues to generate employment opportunities for a range of occupations. This industry includes not only motion picture and television production, but also sound recording industries, pre- and post-production work, performing arts, and independent artists and performers, and has a variety of workforce needs in its direct supply chain as well.

This industry has connections across a spectrum of others, including marketing, publishing, information technology, software publishers (including video gaming) and online publishing and services. Together, these form a critical mass of creative industries and workers, which become a magnet for firms engaged in supporting and encouraging these activities. This is evidenced by these industries’ high location quotients.

The broader industry sector known as Information (NAICS 51) includes not only the motion picture production, broadcasting, publishing and new media industries. This sector will grow at an average annual of 1.4 percent per year, at almost the same rate as the overall nonfarm economy. The motion picture industry has recovered since the recession, assisted by incentives received through the California Film and Television Tax Credit Program. Traditional publishing industries will continue to decline as internet publishing and broadcasting will continue to grow, bringing new employment opportunities. Overall, the information sector is forecast to add 14,680 new jobs between 2014 and 2019 in the county and 4,960 in the city.

Exhibit 3-22

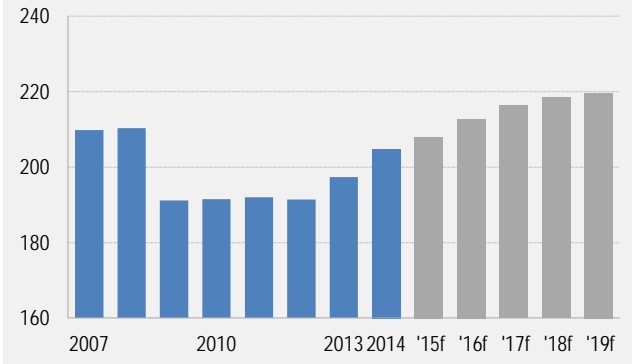
**Top Occupations in Information (NAICS 51)
(by % of Industry Employment)**

SOC	Occupational Title
49-2022	Telecommunications equipment installers and repairers
15-1132	Software developers, applications
27-3041	Editors
41-3011	Advertising sales agents
43-4051	Customer service representatives
43-3099	Sales representatives, services, all other
41-3011	Advertising sales agents
27-2012	Producers and directors
27-3022	Reporters and correspondents
15-1131	Computer programmers
15-1133	Software developers, systems software

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Exhibit 3-23

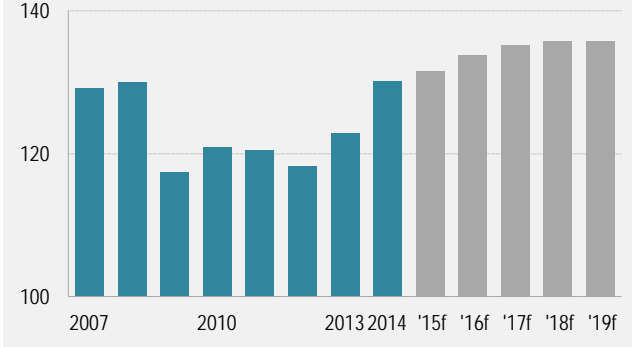
**Information Employment
(Los Angeles County)
(thousands of jobs)**



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-24

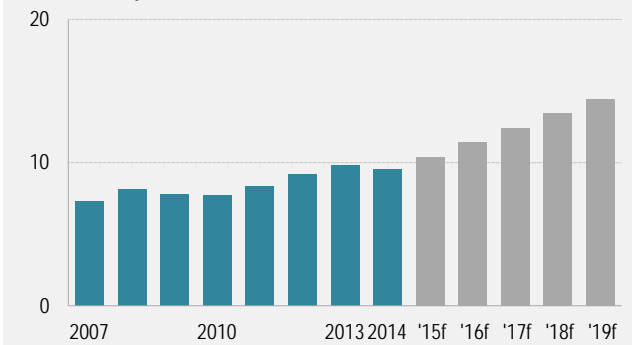
**Motion Pictures and Sound Recording Employment
(Los Angeles County)
(thousands of jobs)**



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-25

**Other Information Employment
(Los Angeles County)
(thousands of jobs)**



Sources: CA EDD; Moody's Analytics; LAEDC

Professional and Business Services

The professional and business services sector is a large, diverse sector which includes professional, scientific and technical services, company management (headquarters locations), and administrative, support and waste services industries. Most of these firms provide services to other businesses in Los Angeles County.

These activities typically require a high degree of expertise and training, and can be highly-compensated. However, there is a wide range of occupations within these industries that can be filled by workers with some college training, some technical training, or on-the-job experience, such as clerical positions, receptionists, draftsmen, legal assistants, bookkeepers, accounting clerks, and so on.

Employment in the sector is forecast to grow at an average annual rate of 2.1 percent, assisted in large part by the rapid growth in administrative services (which includes temporary employment).

Overall, the sector will add more than 65,700 new jobs between 2014 and 2019, of which 24,300 will be in the City of Los Angeles.

Exhibit 3-27
Professional and Technical Services Employment (Los Angeles County)
(thousands of jobs)

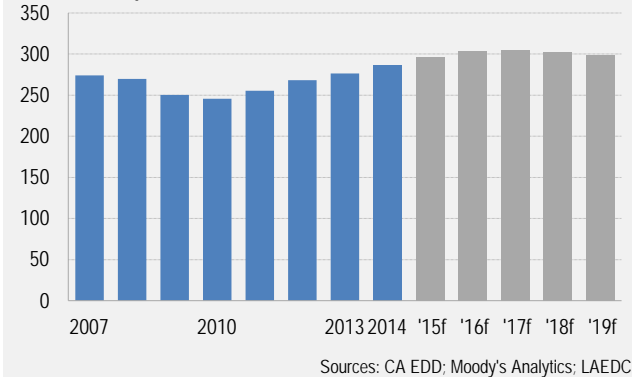


Exhibit 3-28
Administrative and Support Services Employment (Los Angeles County)
(thousands of jobs)

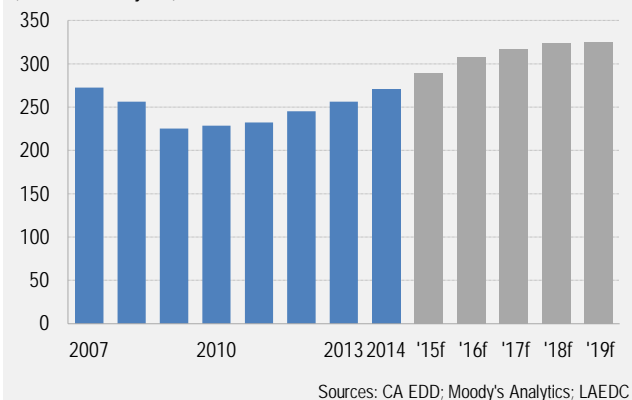


Exhibit 3-26
Top Occupations in Professional / Technical Services (NAICS 54)
(by % of Industry Employment)

SOC	Occupational Title
13-2011	Accountants and auditors
23-1011	Lawyers
15-1132	Software developers, applications
43-9061	Office clerks, general
43-6014	Secretaries and administrative assistants, except legal, medical
13-1111	Management analysts
11-1021	General and operations managers
23-2011	Paralegals and legal assistants
15-1121	Computer systems analysts
43-3031	Bookkeeping, accounting and auditing clerks
43-6012	Legal secretaries

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Exhibit 3-29
Top Occupations in Administrative Services (NAICS 561)
(by % of Industry Employment)

SOC	Occupational Title
37-2011	Janitors and cleaners, except maids and housekeepers
33-9032	Security guards
53-7062	Laborers and freight, stock and material movers, hand
37-3011	Landscaping and groundskeeping workers
43-4051	Customer service representatives
43-9061	Office clerks, general
51-2092	Team assemblers
43-6014	Secretaries and administrative assistants, except legal, medical
53-7064	Packers and packages, hand
41-9041	Telemarketers

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Health Services

This is a large and growing industry sector which includes establishments providing health care, including: ambulatory health care services such as doctors’ offices, dentistry practices, medical laboratories and home health care services; hospitals; nursing and residential care facilities; and social assistance. These are large industries with high growth potential given the ongoing demographic shift, the advancement of medical technology and increased coverage through the American Care Act. The industry employs workers with a variety of skills and educational requirements, with career pathways that are achievable through stackable certificates. This sector is expected to add more than 94,000 new jobs from 2014 to 2019 in Los Angeles County and more than 36,000 in the City of Los Angeles.

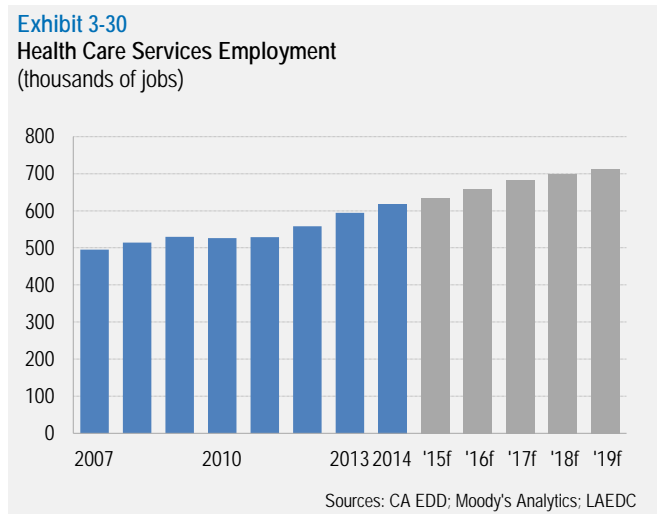


Exhibit 3-31
Top Occupations in Health Services
(by % of Industry Employment)

SOC	Occupational Title
29-1141	Registered nurses
31-1014	Nursing assistants
39-9021	Personal care aides
31-1011	Home health aides
29-2061	Licensed practical and licensed vocational nurses
43-6013	Medical secretaries
39-9011	Childcare workers
31-9091	Dental assistants
29-2021	Dental hygienists
43-9061	Office clerks, general

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Leisure and Hospitality

One of the region’s major industry clusters, hospitality and tourism will continue to provide employment opportunities for a wide range of job entrants and incumbent workers. Food services is a large industry with a wide range of establishments serving food and beverages to customers. They include full-service restaurants, limited-service eating places, food service contractors (such as caterers), mobile food services, and drinking places. It is projected to add almost 55,000 new jobs from 2014 to 2019 in the county and more than 21,000 in the City of Los Angeles.

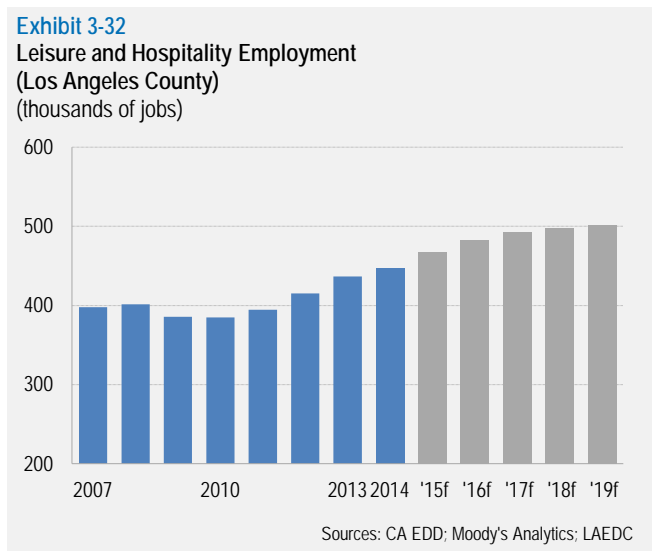


Exhibit 3-33
Top Occupations in Industry
(by % of Industry Employment)

SOC	Occupational Title
35-3021	Combined food and preparation and serving workers
35-3031	Waiters and waitresses
35-2014	Cooks, restaurant
35-1012	Supervisors of food preparation and serving workers
35-2011	Cooks, fast food
35-2021	Food preparation workers
37-2012	Maids and housekeeping cleaners
35-3011	Bartenders
35-9021	Dishwashers
41-2011	Cashiers
43-4081	Hotel, motel and resort desk clerks
39-3091	Amusement and recreation attendants

Sources: BLS: Occupational Employment Statistics Survey, May 2014

4 OCCUPATIONAL ANALYSIS

Understanding how industries are expected to grow or decline and estimating their job creation potential provides one aspect of the overall workforce needs. The more important aspect, however, is the composition of those expected jobs and their educational attainment and skills needs. In this section, we convert industry job creation projections into occupational projections.

4.1 Current Occupational Profile

Occupations are commonly classified using the Standard Occupational Classification (SOC) system, developed by the Bureau of Labor Statistics. This system classifies all workers into one of 840 detailed occupations with similar job duties, skills, education and training. These detailed occupations are not generally industry-specific but are common to many industries. For example, retail salespersons are employed in a full spectrum of industries.

Detailed occupations are aggregated into 23 major groups, which include broad descriptive categories such as production occupations, management occupations and business and financial operations occupations.

The occupational profile of Los Angeles County is shown in Exhibit 6-1. These are the occupations of the jobs that are located in Los Angeles County. (This data is not available at the City level.)

There is a diversity of occupations, as would be expected from such a large economy. The largest occupational group is office and administrative support, accounting for 17.7 percent of all jobs in the region. This is followed by sales occupations, accounting for approximately 10 percent. These two occupational groups represent a variety of detailed occupations that are employed across many industries. The third largest occupational group, food preparation and serving occupations, accounted for 9.2 percent of all jobs. These are more likely to be found in restaurants and other food services establishments.

Healthcare occupations, including both practitioners and support occupations, account for 7.4 percent of jobs in Los Angeles County.

Exhibit 4-1
Occupational Profile 2013
(% of Employment)

SOC	Occupational Group	
11-0000	Management occupations	5.7%
13-0000	Business and financial operations	5.6%
15-0000	Computer and mathematical science	2.4%
17-0000	Architecture and engineering	1.7%
19-0000	Life, physical and social science	0.9%
21-0000	Community and social services	1.6%
23-0000	Legal occupations	1.0%
25-0000	Education, training and library	5.7%
27-0000	Arts, design, entertainment, sports, media	3.6%
29-0000	Healthcare practitioners and technical	5.0%
31-0000	Healthcare support	2.4%
33-0000	Protective services	2.7%
35-0000	Food preparation and serving	9.2%
37-0000	Building/grounds cleaning and maintenance	2.7%
39-0000	Personal care and service	2.7%
41-0000	Sales and related	10.4%
43-0000	Office and administrative support	17.7%
45-0000	Farming, fishing and forestry	0.1%
47-0000	Construction and extraction	2.5%
49-0000	Installation, maintenance and repair	3.0%
51-0000	Production	6.5%
53-0000	Transportation/material moving	7.2%
Total		100.0%

Sources: BLS: Occupational Employment Statistics Survey, May 2014

Blue-collar occupations, such as those in construction, protective services, production and transportation, account for almost 27 percent of all jobs, a measure of how important these sectors are to the region's economy. ❖

4.2 Projected Occupational Needs

The growth of industries in the region will precipitate the growth of particular occupations. The overall net growth of an occupation is a consequence of its contribution to industries that are growing and to industries that are declining. This may result in an occupation experiencing no or little growth as workers that had been employed in a failing industry shift to similar roles in industries that are growing, or as workers in certain occupations are replaced with improved technologies or processes.

In addition to the growth and decline of industries, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of replacement. Replacement trends depend on several factors. The age profile of the existing workforce can portend high replacement rates, such as occurs in many manufacturing industries as highly-skilled craftsmen are reaching retirement age and younger workers have not been trained or received apprenticeships to replace them. Occupations that enable current workers to gain valuable skills through on-the-job training will encourage them to move into higher-skilled occupations and leave jobs opening for those with less experience. Industries that are undergoing technological change may find that new processes require fewer workers, leaving fewer openings available as workers retire or leave for other positions.

The Census Bureau estimates replacement needs by industry and occupation through detailed surveys of employers and households. These take into account industry changes, the age of the current workforce within each industry and occupation, and the nature of the career path. These estimates are an important component of occupational job openings and workforce development needs, since the retirement and promotion of individuals leave openings for newer entrants and those moving up the career ladder to assume.

Projected new openings are calculated by applying the industry occupational composition to the detailed industry employment forecast, and occupational forecasts are aggregated across industries.

Projected job openings by major occupational group in Los Angeles County are presented in Exhibit 6-2.

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

Within each occupational group are 840 detailed occupations. Detailed occupations are differentiated according to jobs skills, abilities and work experience required. They are not generally industry specific but are common to several industries. For example, retail salespersons are employed in a full spectrum of industries.

Exhibit 4-2
Occupational Growth in Los Angeles County 2014-2019
(Δ Employment)

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	14,130	25,810	39,940
13-0000	Business and financial	13,440	23,520	36,960
15-0000	Computer and mathematical	8,100	7,740	15,840
17-0000	Architecture and engineering	2,790	7,790	10,580
19-0000	Life, physical, social science	2,130	5,210	7,330
21-0000	Community and social services	9,200	8,060	17,260
23-0000	Legal occupations	1,960	3,720	5,680
25-0000	Education, training and library	13,030	22,510	35,540
27-0000	Arts, entertainment, sports	6,110	18,850	24,960
29-0000	Healthcare practitioners	26,720	20,230	46,950
31-0000	Healthcare support	16,500	9,180	25,680
33-0000	Protective services	10,500	13,400	23,900
35-0000	Food preparation and serving	45,210	63,460	108,670
37-0000	Building/grounds maintenance	17,300	13,400	30,700
39-0000	Personal care and service	20,850	18,610	39,460
41-0000	Sales and related	20,480	62,990	83,470
43-0000	Office and administrative	50,090	74,190	124,280
45-0000	Farming, fishing and forestry	130	730	860
47-0000	Construction and extraction	9,920	8,830	18,750
49-0000	Installation, maint / repair	6,530	13,160	19,690
51-0000	Production	7,940	24,190	32,030
53-0000	Transportation/material moving	15,960	34,530	50,490
Total*		322,000	480,000	802,000

* May not sum due to rounding
Source: Estimates by LAEDC

Exhibit 4-3 presents the top 25 detailed occupations by projected job openings (new jobs and replacement jobs) between 2014 and 2019. These twenty occupations will account for almost 40 percent of all job openings in all occupations.

The largest number of openings will be found in occupations related to the largest major occupational groups: waiters and waitresses, and combined food preparation and serving workers, which are both in the food preparation and serving occupational group; cashiers and retail salespersons, which are in the sales occupational group; and mail clerks and customer service representatives, which are in office and administrative support occupational group.

Other occupations with large numbers of openings expected over the next five years are registered nurses, laborers and freight movers, janitors and cleaners, and counter attendants.

A complete list of all occupational projections for Los Angeles County is in Exhibit A-6 in the appendix.

Exhibit 4-3**Occupational Growth in Los Angeles County 2014-2019
Top 25 Detailed Occupations
(Δ Employment)**

SOC	Detailed Occupation	New Jobs	Replacement	Total *
35-3021	Combined food preparation and serving workers	11,410	14,980	26,390
41-2011	Cashiers	5,370	18,930	24,300
41-2031	Retail salespersons	3,670	20,600	24,270
35-3031	Waiters and waitresses	9,380	14,780	24,160
53-7062	Laborers and freight, stock, and material movers, hand	5,380	12,230	17,610
43-9061	Office clerks, general	7,160	9,570	16,730
29-1111	Registered nurses	9,050	6,800	15,850
39-9021	Personal care aides	9,720	5,400	15,120
43-4051	Customer service representatives	6,550	7,590	14,140
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	7,990	5,390	13,380
43-5081	Stock clerks and order fillers	2,990	8,380	11,370
11-1021	General and operations managers	4,360	6,300	10,660
13-2011	Accountants and auditors	2,210	6,830	9,040
43-1011	First-line supervisors of office and administrative support workers	3,320	5,670	8,990
33-9032	Security guards	5,180	3,800	8,980
39-9011	Childcare workers	4,370	4,520	8,890
43-6014	Secretaries and administrative assistants	4,950	3,640	8,590
31-1014	Nursing assistants	5,280	2,950	8,230
35-2021	Food preparation workers	2,770	4,950	7,720
37-3011	Landscaping and groundskeeping workers	3,990	3,190	7,180
35-2014	Cooks, restaurant	4,240	2,800	7,040
37-2012	Maids and housekeeping cleaners	3,330	3,610	6,940
43-4171	Receptionists and information clerks	3,190	3,410	6,600
25-9041	Teacher assistants	2,490	4,030	6,520
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	2,200	4,130	6,330
Total*		130,530	184,480	315,010

* May not sum due to rounding
Source: Estimates by LAEDC

Education and Skills Requirements

Careful examination of the detailed occupations that will provide the most job openings in the next five years as shown in Exhibit 4-4 reveal that many of these occupations require lower levels of education and training. The expected openings for these job market participants are especially important to understand given the capabilities of the local labor supply.

The education and work experience needed for an entry level position in each of the top twenty occupations is shown in Exhibit 4-4.

Exhibit 4-4**Median Wage and Entry Level Requirements for
Top 25 Detailed Occupations 2014-2019**

SOC	Detailed Occupation	Median Annual Wage	Entry Level		
			Educ	Work Exp	OJT
35-3021	Combined food preparation and serving workers	\$ 18,890	8	None	ST
41-2011	Cashiers	19,270	8	None	ST
41-2031	Retail salespersons	22,070	8	None	ST
35-3031	Waiters and waitresses	19,510	8	None	ST
53-7062	Laborers and freight, stock, and material movers, hand	23,890	8	None	ST
43-9061	Office clerks, general	30,210	7	None	ST
29-1111	Registered nurses	95,040	4	None	None
39-9021	Personal care aides	20,710	8	None	ST
43-4051	Customer service representatives	35,310	7	None	ST
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	24,280	8	None	ST
43-5081	Stock clerks and order fillers	22,850	8	None	ST
11-1021	General and operations managers	106,070	3	<5 yrs	None
13-2011	Accountants and auditors	70,550	3	None	None
43-1011	First-line supervisors of office and administrative support workers	56,050	7	<5 yrs	None
33-9032	Security guards	23,600	7	None	ST
39-9011	Childcare workers	21,940	7	None	ST
43-6014	Secretaries and administrative assistants	37,020	7	None	ST
31-1014	Nursing assistants	27,820	5	None	None
35-2021	Food preparation workers	19,360	8	None	ST
37-3011	Landscaping and groundskeeping workers	24,070	8	None	ST
35-2014	Cooks, restaurant	22,820	8	<5 yrs	MT
37-2012	Maids and housekeeping cleaners	23,000	8	None	ST
43-4171	Receptionists and information clerks	28,670	7	None	ST
25-9041	Teacher assistants	29,120	6	None	None
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	50,170	7	None	MT

ST=short term; MT=moderate-term
Source: Estimates by LAEDC

Entry level education requirements are as follows: 3=Bachelor's degree; 4=Associate's degree; 5=Post-secondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; and 8=Less than high school. Short-term on-the-job training is training of less than one month. Moderate on-the-job training is training from 1 to 12 months.

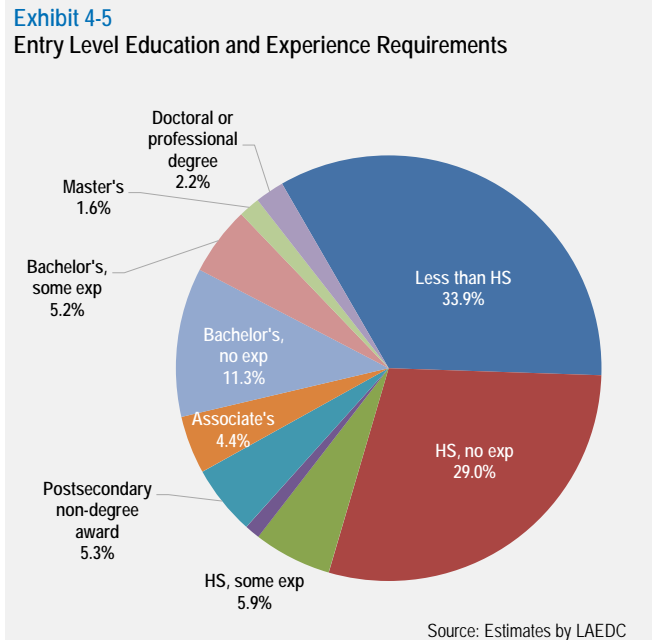
Most occupations in the exhibit require a high school diploma or less and no work experience. The median wages shown for each occupation reflect the degree of preparation and skills levels needed, as most of them are below the average wage paid to workers in Los Angeles County.

A complete list of all occupational projections for Los Angeles County and their entry level educational and work experience requirements are provided in Exhibit A-6 in the appendix.

Exhibit 4-5 presents the entry level education and training requirements across all occupational projections for the county.

More than one-third of the projected openings for the next five years require workers without a high school diploma and no work experience. Another 29 percent will require workers with a high school diploma (or equivalent) and with no work experience. Together, these represent entry level jobs for unskilled workers across industries and occupations.

Of the remaining projected openings, 11 percent will be suitable for new graduates with a bachelor’s degree, 4.4 percent for workers with associate’s degrees and 5.4 percent for certificated post-secondary candidates. ❖



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APPENDIX

Exhibit A-1

Private Sector Industry Employment
Los Angeles County 2013

NAICS	Industry	Employment	% of total
211	Oil and gas extraction	2,294	0.1%
212	Mining, except oil and gas	363	0.0%
213	Support activities for mining	1,942	0.1%
221	Utilities	12,128	0.3%
236	Construction of buildings	27,980	0.8%
237	Heavy and civil engineering construction	13,516	0.4%
238	Specialty trade contractors	73,894	2.1%
311	Food manufacturing	38,425	1.1%
312	Beverage and tobacco prod manufacturing	5,240	0.1%
313	Textile mills	6,986	0.2%
314	Textile product mills	4,567	0.1%
315	Apparel manufacturing	46,202	1.3%
316	Leather and allied product manufacturing	2,095	0.1%
321	Wood product manufacturing	2,932	0.1%
322	Paper manufacturing	6,786	0.2%
323	Printing and related support activities	14,557	0.4%
324	Petroleum and coal prods manufacturing	4,780	0.1%
325	Chemical manufacturing	19,909	0.6%
326	Plastics and rubber prods manufacturing	13,452	0.4%
327	Nonmetallic mineral prod manufacturing	5,444	0.2%
331	Primary metal manufacturing	6,935	0.2%
332	Fabricated metal product manufacturing	43,289	1.2%
333	Machinery manufacturing	16,771	0.5%
334	Computer / electronic prod manufacturing	39,196	1.1%
335	Electrical equipment and appliance mfg.	9,329	0.3%
336	Transportation equipment manufacturing	47,001	1.3%
337	Furniture and related prod manufacturing	13,642	0.4%
339	Miscellaneous manufacturing	18,728	0.5%
423	Merchant wholesalers, durable goods	98,455	2.8%
424	Merchant wholesalers, nondurable goods	97,260	2.8%
425	Electronic markets and agents	21,731	0.6%
441	Motor vehicle and parts dealers	42,263	1.2%
442	Furniture and home furnishings stores	12,717	0.4%
443	Electronics and appliance stores	16,849	0.5%
444	Building material and garden supply stores	23,590	0.7%
445	Food and beverage stores	90,810	2.6%
446	Health and personal care stores	29,690	0.8%
447	Gasoline stations	11,086	0.3%
448	Clothing and clothing accessories stores	52,992	1.5%
451	Sporting, hobby, book / music stores	15,706	0.4%
452	General merchandise stores	71,073	2.0%
453	Miscellaneous store retailers	25,834	0.7%
454	Nonstore retailers	10,901	0.3%
481	Air transportation	18,915	0.5%
482	Rail transportation	25	0.0%
483	Water transportation	3,211	0.1%

NAICS	Industry	Employment	% of total
484	Truck transportation	26,668	0.8%
485	Transit and ground passenger transport	12,933	0.4%
486	Pipeline transportation	586	0.0%
487	Scenic and sightseeing transportation	685	0.0%
488	Support activities for transportation	41,836	1.2%
491	Postal service	168	0.0%
492	Couriers and messengers	18,618	0.5%
493	Warehousing and storage	15,318	0.4%
511	Publishing industries, except internet	14,273	0.4%
512	Motion picture and sound recording	119,404	3.4%
515	Broadcasting, except internet	19,238	0.5%
517	Telecommunications	25,453	0.7%
518	Data processing, hosting, related services	5,599	0.2%
519	Other information services	9,858	0.3%
521	Monetary authorities - central bank	227	0.0%
522	Credit intermediation and related activities	69,723	2.0%
523	Securities, commodities, investments	23,414	0.7%
524	Insurance carriers and related activities	43,249	1.2%
525	Funds, trusts, and other financial vehicles	167	0.0%
531	Real estate	54,223	1.5%
532	Rental and leasing services	19,264	0.5%
533	Lessors of nonfinancial intangible assets	1006	0.0%
541	Professional and technical services	281,019	8.0%
551	Management of companies / enterprises	57,371	1.6%
561	Administrative and support services	246,697	7.0%
562	Waste mgmt and remediation services	9,723	0.3%
611	Educational services	104,008	3.0%
621	Ambulatory health care services	190,245	5.4%
622	Hospitals	108,491	3.1%
623	Nursing and residential care facilities	73,668	2.1%
624	Social assistance	217,139	6.2%
711	Performing arts and spectator sports	32,028	0.9%
712	Museums, historical sites, zoos, and parks	4,576	0.1%
713	Amusements, gambling, and recreation	36,714	1.0%
721	Accommodation	42,167	1.2%
722	Food services and drinking places	320,740	9.1%
811	Repair and maintenance	36,568	1.0%
812	Personal and laundry services	50,019	1.4%
813	Membership associations and orgs	41,169	1.2%

Sources: California Employment Development Department; LAEDC

Exhibit A-2

Private Sector Industry Employment
City of Los Angeles 2013

NAICS	Industry	Employment	% of total
211	Oil and gas extraction	509	0.0%
212	Mining, except oil and gas	142	0.0%
213	Support activities for mining	616	0.0%
221	Utilities	2,420	0.2%
236	Construction of buildings	9,971	0.8%
237	Heavy and civil engineering construction	3,703	0.3%
238	Specialty trade contractors	23,972	1.9%
311	Food manufacturing	9,473	0.7%
312	Beverage and tobacco prod manufacturing	2,198	0.2%
313	Textile mills	2,803	0.2%
314	Textile product mills	1,417	0.1%
315	Apparel manufacturing	19,303	1.5%
316	Leather and allied product manufacturing	481	0.0%
321	Wood product manufacturing	773	0.1%
322	Paper manufacturing	544	0.0%
323	Printing and related support activities	4,760	0.4%
324	Petroleum and coal prods manufacturing	1,331	0.1%
325	Chemical manufacturing	8,322	0.6%
326	Plastics and rubber prods manufacturing	2,409	0.2%
327	Nonmetallic mineral prod manufacturing	1,760	0.1%
331	Primary metal manufacturing	604	0.0%
332	Fabricated metal product manufacturing	10,690	0.8%
333	Machinery manufacturing	2,464	0.2%
334	Computer / electronic prod manufacturing	11,582	0.9%
335	Electrical equipment and appliance mfg.	1,942	0.2%
336	Transportation equipment manufacturing	5,385	0.4%
337	Furniture and related prod manufacturing	3,550	0.3%
339	Miscellaneous manufacturing	6,300	0.5%
423	Merchant wholesalers, durable goods	25,376	2.0%
424	Merchant wholesalers, nondurable goods	36,611	2.9%
425	Electronic markets and agents	7,748	0.6%
441	Motor vehicle and parts dealers	11,325	0.9%
442	Furniture and home furnishings stores	4,365	0.3%
443	Electronics and appliance stores	5,806	0.5%
444	Building material and garden supply stores	8,540	0.7%
445	Food and beverage stores	33,274	2.6%
446	Health and personal care stores	10,633	0.8%
447	Gasoline stations	4,131	0.3%
448	Clothing and clothing accessories stores	18,631	1.5%
451	Sporting, hobby, book / music stores	4,735	0.4%
452	General merchandise stores	20,334	1.6%
453	Miscellaneous store retailers	11,223	0.9%
454	Nonstore retailers	3,912	0.3%
481	Air transportation	16,080	1.3%
482	Rail transportation	-	-
483	Water transportation	838	0.1%

NAICS	Industry	Employment	% of total
484	Truck transportation	4,835	0.4%
485	Transit and ground passenger transport	4,937	0.4%
486	Pipeline transportation	181	0.0%
487	Scenic and sightseeing transportation	317	0.0%
488	Support activities for transportation	13,441	1.0%
491	Postal service	80	0.0%
492	Couriers and messengers	8,744	0.7%
493	Warehousing and storage	1,695	0.1%
511	Publishing industries, except internet	6,649	0.5%
512	Motion picture and sound recording	31,698	2.5%
515	Broadcasting, except internet	13,772	1.1%
517	Telecommunications	8,537	0.7%
518	Data processing, hosting, related services	1,079	0.1%
519	Other information services	3,010	0.2%
521	Monetary authorities - central bank	167	0.0%
522	Credit intermediation and related activities	25,887	2.0%
523	Securities, commodities, investments	13,519	1.1%
524	Insurance carriers and related activities	19,239	1.5%
525	Funds, trusts, and other financial vehicles	123	0.0%
531	Real estate	24,726	1.9%
532	Rental and leasing services	8,769	0.7%
533	Lessors of nonfinancial intangible assets	306	0.0%
541	Professional and technical services	119,867	9.4%
551	Management of companies / enterprises	19,461	1.5%
561	Administrative and support services	87,792	6.9%
562	Waste mgmt and remediation services	1,857	0.1%
611	Educational services	48,366	3.8%
621	Ambulatory health care services	71,512	5.6%
622	Hospitals	34,498	2.7%
623	Nursing and residential care facilities	27,629	2.2%
624	Social assistance	93,250	7.3%
711	Performing arts and spectator sports	15,339	1.2%
712	Museums, historical sites, zoos, and parks	3,319	0.3%
713	Amusements, gambling, and recreation	9,268	0.7%
721	Accommodation	16,697	1.3%
722	Food services and drinking places	123,298	9.6%
811	Repair and maintenance	12,515	1.0%
812	Personal and laundry services	21,332	1.7%
813	Membership associations and orgs	19,908	1.6%

Sources: California Employment Development Department; LAEDC

Exhibit A-3**Competitiveness of Private Sector Industries 2013
(Location Quotients v. US)**

NAICS	Industry	LA County	LA City
211	Oil and gas extraction	0.4	0.2
212	Mining, except oil and gas	0.1	0.1
213	Support activities for mining	0.2	0.1
221	Utilities	0.7	0.4
236	Construction of buildings	0.7	0.7
237	Heavy and civil engineering construction	0.5	0.4
238	Specialty trade contractors	0.7	0.6
311	Food manufacturing	0.9	0.5
312	Beverage and tobacco prod manufacturing	0.9	0.9
313	Textile mills	2.0	2.0
314	Textile product mills	1.3	1.1
315	Apparel manufacturing	10.6	11.4
316	Leather and allied product manufacturing	2.3	1.4
321	Wood product manufacturing	0.3	0.2
322	Paper manufacturing	0.6	0.1
323	Printing and related support activities	1.1	0.9
324	Petroleum and coal prods manufacturing	1.4	1.0
325	Chemical manufacturing	0.8	0.9
326	Plastics and rubber prods manufacturing	0.7	0.3
327	Nonmetallic mineral prod manufacturing	0.5	0.4
331	Primary metal manufacturing	0.6	0.1
332	Fabricated metal product manufacturing	1.0	0.6
333	Machinery manufacturing	0.5	0.2
334	Computer / electronic prod manufacturing	1.2	0.9
335	Electrical equipment and appliance mfg.	0.8	0.4
336	Transportation equipment manufacturing	1.0	0.3
337	Furniture and related prod manufacturing	1.3	0.8
339	Miscellaneous manufacturing	1.1	0.9
423	Merchant wholesalers, durable goods	1.1	0.8
424	Merchant wholesalers, nondurable goods	1.6	1.6
425	Electronic markets and agents	0.8	0.7
441	Motor vehicle and parts dealers	0.8	0.5
442	Furniture and home furnishings stores	0.9	0.8
443	Electronics and appliance stores	1.1	1.0
444	Building material and garden supply stores	0.6	0.6
445	Food and beverage stores	1.0	1.0
446	Health and personal care stores	1.0	0.9
447	Gasoline stations	0.4	0.4
448	Clothing and clothing accessories stores	1.3	1.1
451	Sporting, hobby, book / music stores	0.9	0.7
452	General merchandise stores	0.8	0.6
453	Miscellaneous store retailers	1.1	1.2
454	Nonstore retailers	0.8	0.7
481	Air transportation	1.4	3.0
482	Rail transportation	1.1	0.0
483	Water transportation	1.6	1.1

Exhibit A-3(cont'd)

NAICS	Industry	LA County	LA City
484	Truck transportation	0.6	0.3
485	Transit and ground passenger transport	1.0	0.9
486	Pipeline transportation	0.4	0.4
487	Scenic and sightseeing transportation	0.8	0.9
488	Support activities for transportation	2.3	1.9
491	Postal service	1.0	1.2
492	Couriers and messengers	1.1	1.4
493	Warehousing and storage	0.7	0.2
511	Publishing industries, except internet	0.6	0.8
512	Motion picture and sound recording	10.4	7.1
515	Broadcasting, except internet	2.2	4.1
517	Telecommunications	1.0	0.9
518	Data processing, hosting, related services	0.7	0.3
519	Other information services	1.7	1.3
521	Monetary authorities - central bank	0.4	0.8
522	Credit intermediation and related activities	0.9	0.8
523	Securities, commodities, investments	0.9	1.3
524	Insurance carriers and related activities	0.7	0.8
525	Funds, trusts, and other financial vehicles	1.5	2.9
531	Real estate	1.2	1.4
532	Rental and leasing services	1.2	1.4
533	Lessors of nonfinancial intangible assets	1.4	1.1
541	Professional and technical services	1.1	1.3
551	Management of companies / enterprises	0.9	0.8
561	Administrative and support services	1.0	0.9
562	Waste mgmt and remediation services	0.9	0.4
611	Educational services	1.3	1.6
621	Ambulatory health care services	1.0	0.9
622	Hospitals	0.8	0.6
623	Nursing and residential care facilities	0.8	0.7
624	Social assistance	2.3	2.5
711	Performing arts and spectator sports	2.5	3.1
712	Museums, historical sites, zoos, and parks	1.1	2.0
713	Amusements, gambling, and recreation	0.8	0.5
721	Accommodation	0.7	0.8
722	Food services and drinking places	1.0	1.0
811	Repair and maintenance	1.0	0.9
812	Personal and laundry services	1.2	1.4
813	Membership associations and orgs	1.0	1.3

Sources: California Employment Development Department; estimates by LAEDC

Exhibit A-4

Projected New Job Creation 2014-2019
Los Angeles County

NAICS	Industry	Number of New Jobs	Annual Average Percent Change
211	Oil and gas extraction	(165)	(0.5)
212	Mining, except oil and gas	(26)	(0.5)
213	Support activities for mining	(140)	(0.5)
221	Utilities	(102)	(0.7)
236	Construction of buildings	2,715	3.3
237	Heavy and civil engineering construction	2,537	3.5
238	Specialty trade contractors	6,651	2.4
311	Food manufacturing	(1,896)	(1.4)
312	Beverage and tobacco prod manufacturing	(70)	(0.1)
313	Textile mills	(20)	(0.4)
314	Textile product mills	(61)	(4.9)
315	Apparel manufacturing	(1,831)	(1.9)
316	Leather and allied product manufacturing	142	(2.7)
321	Wood product manufacturing	189	(3.0)
322	Paper manufacturing	41	(0.5)
323	Printing and related support activities	663	0.0
324	Petroleum and coal prods manufacturing	276	0.8
325	Chemical manufacturing	1,524	1.1
326	Plastics and rubber prods manufacturing	1,175	1.1
327	Nonmetallic mineral prod manufacturing	118	(3.8)
331	Primary metal manufacturing	37	(0.1)
332	Fabricated metal product manufacturing	1,182	0.4
333	Machinery manufacturing	(537)	(0.3)
334	Computer / electronic prod manufacturing	1,975	(0.0)
335	Electrical equipment and appliance mfg.	(67)	(0.3)
336	Transportation equipment manufacturing	(6,215)	(2.8)
337	Furniture and related prod manufacturing	3,022	3.6
339	Miscellaneous manufacturing	1,172	1.2
423	Merchant wholesalers, durable goods	2,283	0.0
424	Merchant wholesalers, nondurable goods	3,040	0.8
425	Electronic markets and agents	3,283	2.3
441	Motor vehicle and parts dealers	922	0.6
442	Furniture and home furnishings stores	(998)	(1.2)
443	Electronics and appliance stores	(407)	(0.5)
444	Building material and garden supply stores	526	1.0
445	Food and beverage stores	5,474	1.6
446	Health and personal care stores	1,698	1.0
447	Gasoline stations	237	0.4
448	Clothing and clothing accessories stores	1,876	1.1
451	Sporting, hobby, book / music stores	600	0.6
452	General merchandise stores	4,368	1.4
453	Miscellaneous store retailers	(810)	(0.7)
454	Nonstore retailers	1,208	2.2
481	Air transportation	762	1.0
482	Rail transportation	2	1.0
483	Water transportation	129	1.0

NAICS	Industry	Number of New Jobs	Annual Average Percent Change
484	Truck transportation	1,071	1.0
485	Transit and ground passenger transport	521	1.0
486	Pipeline transportation	24	1.0
487	Scenic and sightseeing transportation	28	1.0
488	Support activities for transportation	1,683	1.0
491	Postal service	(1)	(0.3)
492	Couriers and messengers	750	1.0
493	Warehousing and storage	617	1.0
511	Publishing industries, except internet	491	0.1
512	Motion picture and sound recording	5,331	1.7
515	Broadcasting, except internet	1,692	1.2
517	Telecommunications	1,153	1.1
518	Data processing, hosting, related services	1,112	4.0
519	Other information services	4,900	6.7
521	Monetary authorities - central bank	7	1.1
522	Credit intermediation and related activities	5,479	1.1
523	Securities, commodities, investments	1,837	1.1
524	Insurance carriers and related activities	3,398	1.1
525	Funds, trusts, and other financial vehicles	24	1.1
531	Real estate	1,746	0.9
532	Rental and leasing services	620	0.9
533	Lessors of nonfinancial intangible assets	32	0.9
541	Professional and technical services	12,698	1.3
551	Management of companies / enterprises	768	0.9
561	Administrative and support services	52,252	4.0
562	Waste mgmt and remediation services	2,061	4.0
611	Educational services	10,441	2.0
621	Ambulatory health care services	30,339	3.0
622	Hospitals	17,379	3.0
623	Nursing and residential care facilities	11,759	3.0
624	Social assistance	34,659	3.0
711	Performing arts and spectator sports	2,945	1.4
712	Museums, historical sites, zoos, and parks	422	1.4
713	Amusements, gambling, and recreation	3,384	1.4
721	Accommodation	5,575	2.5
722	Food services and drinking places	42,383	2.5
811	Repair and maintenance	(25)	(0.1)
812	Personal and laundry services	2,631	1.6
813	Membership associations and orgs	892	0.5

Source: Estimates by LAEDC

Exhibit A-5

Projected New Job Creation 2014-2019
City of Los Angeles

NAICS	Industry	Number of New Jobs	Annual Average Percent Change
211	Oil and gas extraction	(37)	(0.5)
212	Mining, except oil and gas	(10)	(0.5)
213	Support activities for mining	(44)	(0.5)
221	Utilities	(20)	(0.7)
236	Construction of buildings	968	3.3
237	Heavy and civil engineering construction	682	3.5
238	Specialty trade contractors	2,158	2.4
311	Food manufacturing	(468)	(1.4)
312	Beverage and tobacco prod manufacturing	(29)	(0.1)
313	Textile mills	(8)	(0.4)
314	Textile product mills	(19)	(4.9)
315	Apparel manufacturing	(766)	(1.9)
316	Leather and allied product manufacturing	33	(2.7)
321	Wood product manufacturing	50	(3.0)
322	Paper manufacturing	3	(0.5)
323	Printing and related support activities	217	0.0
324	Petroleum and coal prods manufacturing	77	0.8
325	Chemical manufacturing	636	1.1
326	Plastics and rubber prods manufacturing	211	1.1
327	Nonmetallic mineral prod manufacturing	38	(3.8)
331	Primary metal manufacturing	3	(0.1)
332	Fabricated metal product manufacturing	292	0.4
333	Machinery manufacturing	(79)	(0.3)
334	Computer / electronic prod manufacturing	584	(0.0)
335	Electrical equipment and appliance mfg.	(14)	(0.3)
336	Transportation equipment manufacturing	(712)	(2.8)
337	Furniture and related prod manufacturing	786	3.6
339	Miscellaneous manufacturing	395	1.2
423	Merchant wholesalers, durable goods	589	0.0
424	Merchant wholesalers, nondurable goods	1,145	0.8
425	Electronic markets and agents	1,172	2.3
441	Motor vehicle and parts dealers	247	0.6
442	Furniture and home furnishings stores	(343)	(1.2)
443	Electronics and appliance stores	(140)	(0.5)
444	Building material and garden supply stores	191	1.0
445	Food and beverage stores	2,006	1.6
446	Health and personal care stores	609	1.0
447	Gasoline stations	88	0.4
448	Clothing and clothing accessories stores	660	1.1
451	Sporting, hobby, book / music stores	181	0.6
452	General merchandise stores	1,250	1.4
453	Miscellaneous store retailers	(352)	(0.7)
454	Nonstore retailers	434	2.2
481	Air transportation	648	1.0
482	Rail transportation	2	1.0
483	Water transportation	34	1.0

NAICS	Industry	Number of New Jobs	Annual Average Percent Change
484	Truck transportation	195	1.0
485	Transit and ground passenger transport	199	1.0
486	Pipeline transportation	7	1.0
487	Scenic and sightseeing transportation	13	1.0
488	Support activities for transportation	541	1.0
491	Postal service	(1)	(0.3)
492	Couriers and messengers	352	1.0
493	Warehousing and storage	68	1.0
511	Publishing industries, except internet	229	0.1
512	Motion picture and sound recording	1,416	1.7
515	Broadcasting, except internet	1,213	1.2
517	Telecommunications	387	1.1
518	Data processing, hosting, related services	215	4.0
519	Other information services	1,497	6.7
521	Monetary authorities - central bank	7	1.1
522	Credit intermediation and related activities	2,034	1.1
523	Securities, commodities, investments	1,062	1.1
524	Insurance carriers and related activities	1,512	1.1
525	Funds, trusts, and other financial vehicles	24	1.1
531	Real estate	797	0.9
532	Rental and leasing services	283	0.9
533	Lessors of nonfinancial intangible assets	10	0.9
541	Professional and technical services	5,420	1.3
551	Management of companies / enterprises	260	0.9
561	Administrative and support services	18,619	4.0
562	Waste mgmt and remediation services	394	4.0
611	Educational services	4,837	2.0
621	Ambulatory health care services	11,418	3.0
622	Hospitals	5,508	3.0
623	Nursing and residential care facilities	4,411	3.0
624	Social assistance	14,889	3.0
711	Performing arts and spectator sports	1,415	1.4
712	Museums, historical sites, zoos, and parks	306	1.4
713	Amusements, gambling, and recreation	855	1.4
721	Accommodation	2,208	2.5
722	Food services and drinking places	16,304	2.5
811	Repair and maintenance	(9)	(0.1)
812	Personal and laundry services	1,123	1.6
813	Membership associations and orgs	432	0.5

Source: Estimates by LAEDC

Exhibit A-6

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Entry Level			On-the-Job Training to Attain Competency	Median Annual Wage
				Total Openings	Education	Work Exp		
11-1011	Chief Executives	531	1,070	1,601	3	≥5 years	None	N/A
11-1021	General and Operations Managers	4,360	6,295	10,655	3	<5 years	None	106,070
11-1031	Legislators	127	45	172	3	<5 years	None	68,700
11-2011	Advertising and Promotions Managers	70	300	370	3	<5 years	None	124,810
11-2021	Marketing Managers	367	785	1,152	3	≥5 years	None	138,050
11-2022	Sales Managers	573	1,710	2,283	3	<5 years	None	108,320
11-2031	Public Relations and Fundraising Managers	122	215	337	3	≥5 years	None	95,530
11-3011	Administrative Services Managers	604	780	1,384	3	<5 years	None	88,720
11-3021	Computer and Information Systems Managers	701	655	1,356	3	≥5 years	None	138,870
11-3031	Financial Managers	973	1,960	2,933	3	≥5 years	None	136,740
11-3051	Industrial Production Managers	63	460	523	3	≥5 years	None	94,720
11-3061	Purchasing Managers	73	230	303	3	≥5 years	None	101,290
11-3071	Transportation, Storage, and Distribution Managers	131	445	576	7	≥5 years	None	82,530
11-3111	Compensation and Benefits Managers	30	70	100	3	≥5 years	None	110,860
11-3121	Human Resources Managers	231	495	726	3	≥5 years	None	115,050
11-3131	Training and Development Managers	59	85	144	3	≥5 years	None	114,920
11-9013	Farmers, Ranchers, and Other Agricultural Managers	1	225	226	7	≥5 years	None	N/A
11-9021	Construction Managers	442	845	1,287	3	None	MT OJT	98,650
11-9031	Education Administrators, Preschool and Childcare	434	290	724	3	<5 years	None	48,880
11-9032	Education Administrators, Elementary and Secondary	199	700	899	2	≥5 years	None	105,620
11-9033	Education Administrators, Postsecondary	109	610	719	2	≥5 years	None	96,760
11-9039	Education Administrators, All Other	51	155	206	3	<5 years	None	97,020
11-9041	Architectural and Engineering Managers	186	800	986	3	≥5 years	None	148,760
11-9051	Food Service Managers	717	1,240	1,957	7	<5 years	None	45,720
11-9061	Funeral Service Managers	16	15	31	4	<5 years	None	57,180
11-9071	Gaming Managers	9	0	9	7	≥5 years	MT OJT	82,890
11-9081	Lodging Managers	86	200	286	7	<5 years	None	49,450
11-9111	Medical and Health Services Managers	1,086	910	1,996	3	None	None	115,660
11-9121	Natural Sciences Managers	93	105	198	3	≥5 years	None	140,020
11-9141	Property, Real Estate, and Community Association	236	1,310	1,546	7	<5 years	None	60,850
11-9151	Social and Community Service Managers	739	385	1,124	3	≥5 years	None	74,370
11-9161	Emergency Management Directors	22	10	32	3	≥5 years	None	111,130
11-9199	Managers, All Other	693	2,405	3,098	7	<5 years	None	119,070
13-1011	Agents and Business Managers of Artists,	77	570	647	3	<5 years	None	88,620
13-1021	Buyers and Purchasing Agents, Farm Products	12	25	37	7	None	LT OJT	64,570
13-1022	Wholesale and Retail Buyers, Except Farm Products	127	745	872	7	None	LT OJT	49,770
13-1023	Purchasing Agents, Except Wholesale, Retail, and	364	845	1,209	7	None	LT OJT	66,010
13-1031	Claims Adjusters, Examiners, and Investigators	475	940	1,415	7	None	LT OJT	66,870
13-1032	Insurance Appraisers, Auto Damage	21	30	51	5	None	MT OJT	68,960
13-1041	Compliance Officers	540	670	1,210	3	None	MT OJT	74,300
13-1051	Cost Estimators	342	765	1,107	3	None	None	63,420
13-1071	Human Resources Specialists	1,347	1,130	2,477	3	None	None	62,360
13-1075	Labor Relations Specialists	65	255	320	3	None	None	86,130
13-1081	Logisticians	124	170	294	3	None	None	82,150
13-1111	Management Analysts	1,122	1,655	2,777	3	<5 years	None	85,980
13-1121	Meeting, Convention, and Event Planners	223	155	378	3	None	None	52,190
13-1131	Fundraisers	154	155	309	3	None	None	66,390
13-1141	Compensation, Benefits, and Job Analysis	162	255	417	3	None	None	67,570

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Educ-ation	Work Exp		
13-1151	Training and Development Specialists	582	485	1,067	3	<5 years	None	57,800
13-1161	Market Research Analysts and Marketing Specialists	982	1,260	2,242	3	None	None	63,860
13-1199	Business Operations Specialists, All Other	1,932	2,220	4,152	7	None	None	72,990
13-2011	Accountants and Auditors	2,215	6,825	9,040	3	None	None	70,550
13-2021	Appraisers and Assessors of Real Estate	113	85	198	3	None	LT OJT	83,340
13-2031	Budget Analysts	93	555	648	3	None	None	81,830
13-2041	Credit Analysts	124	230	354	3	None	None	69,870
13-2051	Financial Analysts	457	985	1,442	3	None	None	91,180
13-2052	Personal Financial Advisors	400	520	920	3	None	None	81,980
13-2053	Insurance Underwriters	146	280	426	3	None	MT OJT	68,000
13-2061	Financial Examiners	69	135	204	3	None	MT OJT	75,810
13-2071	Credit Counselors	52	85	137	3	None	MT OJT	44,280
13-2072	Loan Officers	600	635	1,235	3	None	MT OJT	83,120
13-2081	Tax Examiners and Collectors, and Revenue Agents	147	265	412	3	None	MT OJT	75,270
13-2082	Tax Preparers	106	335	441	7	None	MT OJT	39,840
13-2099	Financial Specialists, All Other	268	255	523	3	None	MT OJT	60,280
15-1121	Computer Systems Analysts	990	950	1,940	3	None	None	91,390
15-1122	Information Security Analysts	141	170	311	3	<5 years	None	99,720
15-1131	Computer Programmers	598	1,075	1,673	3	None	None	88,220
15-1132	Software Developers, Applications	1,784	1,000	2,784	3	None	None	102,310
15-1133	Software Developers, Systems Software	667	825	1,492	3	None	None	118,620
15-1134	Web Developers	393	435	828	4	None	None	66,230
15-1141	Database Administrators	241	210	451	3	<5 years	None	90,020
15-1142	Network and Computer Systems Administrators	769	775	1,544	3	None	None	79,850
15-1143	Computer Network Architects	260	340	600	3	≥5 years	None	111,730
15-1151	Computer User Support Specialists	1,227	1,135	2,362	6	None	MT OJT	52,510
15-1152	Computer Network Support Specialists	343	280	623	4	None	None	68,760
15-1199	Computer Occupations, All Other	404	255	659	3	None	None	78,050
15-2011	Actuaries	32	50	82	3	None	LT OJT	95,720
15-2021	Mathematicians	4	0	4	2	None	None	111,660
15-2031	Operations Research Analysts	138	165	303	3	None	None	82,120
15-2041	Statisticians	48	80	128	2	None	None	82,570
17-1011	Architects, Except Landscape and Naval	143	495	638	3	None	I/R	81,080
17-1012	Landscape Architects	46	30	76	3	None	I/R	92,700
17-1021	Cartographers and Photogrammetrists	21	20	41	3	None	None	70,820
17-1022	Surveyors	70	60	130	3	<5 years	None	86,940
17-2011	Aerospace Engineers	-34	570	536	3	None	None	123,640
17-2031	Biomedical Engineers	38	75	113	3	None	None	86,630
17-2041	Chemical Engineers	55	85	140	3	None	None	82,980
17-2051	Civil Engineers	486	920	1,406	3	None	None	96,300
17-2061	Computer Hardware Engineers	147	0	147	3	None	None	105,870
17-2071	Electrical Engineers	177	520	697	3	None	None	107,420
17-2072	Electronics Engineers, Except Computer	197	805	1,002	3	None	None	103,360
17-2081	Environmental Engineers	96	185	281	3	None	None	103,710
17-2111	Health and Safety Engineers, Except Mining Safety	38	85	123	3	None	None	99,140
17-2112	Industrial Engineers	77	890	967	3	None	None	97,580
17-2121	Marine Engineers and Naval Architects	6	0	6	3	None	None	N/A
17-2131	Materials Engineers	9	170	179	3	None	None	100,460
17-2141	Mechanical Engineers	161	990	1,151	3	None	None	94,160

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
17-2151	Mining and Geological Engineers, Including Mining	5	0	5	3	None	None	*
17-2161	Nuclear Engineers	17	0	17	3	None	None	N/A
17-2171	Petroleum Engineers	1	90	91	3	None	None	117,670
17-2199	Engineers, All Other	186	300	486	3	None	None	100,440
17-3011	Architectural and Civil Drafters	151	180	331	4	None	None	59,290
17-3012	Electrical and Electronics Drafters	38	100	138	4	None	None	55,400
17-3013	Mechanical Drafters	36	65	101	4	None	None	49,840
17-3019	Drafters, All Other	29	40	69	4	None	None	54,240
17-3021	Aerospace Engineering and Operations Technicians	-3	85	82	4	None	None	72,810
17-3022	Civil Engineering Technicians	138	130	268	4	None	None	71,570
17-3023	Electrical and Electronics Engineering Technicians	182	365	547	4	None	None	61,340
17-3024	Electro-Mechanical Technicians	14	40	54	4	None	None	43,670
17-3025	Environmental Engineering Technicians	34	30	64	4	None	None	56,280
17-3026	Industrial Engineering Technicians	41	130	171	4	None	None	60,760
17-3027	Mechanical Engineering Technicians	32	110	142	4	None	None	58,460
17-3029	Engineering Technicians, Except Drafters, All Other	73	185	258	4	None	None	64,710
17-3031	Surveying and Mapping Technicians	85	35	120	7	None	MT OJT	73,070
19-1011	Animal Scientists	2	0	2	3	None	None	N/A
19-1012	Food Scientists and Technologists	-1	105	104	3	None	None	63,740
19-1013	Soil and Plant Scientists	22	0	22	3	None	None	73,550
19-1021	Biochemists and Biophysicists	49	135	184	1	None	None	94,000
19-1022	Microbiologists	39	85	124	3	None	None	80,410
19-1023	Zoologists and Wildlife Biologists	38	70	108	3	None	None	55,480
19-1029	Biological Scientists, All Other	63	0	63	3	None	None	78,080
19-1031	Conservation Scientists	39	0	39	3	None	None	83,970
19-1032	Foresters	16	0	16	3	None	None	63,850
19-1041	Epidemiologists	12	0	12	3	None	None	47,410
19-1042	Medical Scientists, Except Epidemiologists	193	630	823	1	None	None	90,590
19-1099	Life Scientists, All Other	19	20	39	3	None	None	87,140
19-2011	Astronomers	3	0	3	3	None	None	135,280
19-2012	Physicists	29	75	104	1	None	None	108,120
19-2021	Atmospheric and Space Scientists	21	0	21	3	None	None	107,630
19-2031	Chemists	163	380	543	3	None	None	63,030
19-2032	Materials Scientists	9	45	54	3	None	None	92,570
19-2041	Environmental Scientists and Specialists, Including	167	350	517	3	None	None	82,880
19-2042	Geoscientists, Except Hydrologists and Geographers	31	135	166	3	None	None	103,970
19-2043	Hydrologists	12	0	12	3	None	None	N/A
19-2099	Physical Scientists, All Other	37	55	92	3	None	None	104,710
19-3011	Economists	31	75	106	2	None	None	101,420
19-3022	Survey Researchers	23	45	68	2	None	None	58,690
19-3031	Clinical, Counseling, and School Psychologists	309	1,160	1,469	1	None	I/R	68,710
19-3039	Psychologists, All Other	36	35	71	2	None	I/R	101,270
19-3041	Sociologists	3	20	23	2	None	None	73,530
19-3051	Urban and Regional Planners	76	425	501	2	None	None	71,680
19-3091	Anthropologists and Archeologists	13	10	23	2	None	None	64,160
19-3092	Geographers	2	0	2	3	None	None	N/A
19-3093	Historians	6	0	6	3	None	None	47,960
19-3094	Political Scientists	11	0	11	3	None	None	80,020
19-3099	Social Scientists and Related Workers, All Other	62	105	167	3	None	None	83,990

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
19-4011	Agricultural and Food Science Technicians	9	100	109	4	None	MT OJT	31,040
19-4021	Biological Technicians	130	220	350	3	None	None	47,280
19-4031	Chemical Technicians	106	140	246	4	None	MT OJT	41,690
19-4041	Geological and Petroleum Technicians	4	20	24	4	None	MT OJT	54,450
19-4051	Nuclear Technicians	2	0	2	4	None	MT OJT	N/A
19-4061	Social Science Research Assistants	39	105	144	4	None	None	38,820
19-4091	Environmental Science and Protection Technicians,	66	120	186	4	None	None	46,450
19-4092	Forensic Science Technicians	32	100	132	3	None	MT OJT	83,360
19-4093	Forest and Conservation Technicians	68	115	183	4	None	None	37,870
19-4099	Life, Physical, and Social Science Technicians, All	135	325	460	4	None	None	43,640
21-1011	Substance Abuse and Behavioral Disorder Counselors	425	270	695	7	None	MT OJT	33,050
21-1012	Educational, Guidance, School, and Vocational	473	1,125	1,598	2	None	None	62,590
21-1013	Marriage and Family Therapists	202	230	432	2	None	I/R	45,320
21-1014	Mental Health Counselors	693	270	963	2	None	I/R	41,590
21-1015	Rehabilitation Counselors	790	340	1,130	2	None	None	28,510
21-1019	Counselors, All Other	127	140	267	2	None	None	40,890
21-1021	Child, Family, and School Social Workers	1,459	1,065	2,524	3	None	None	48,620
21-1022	Healthcare Social Workers	670	395	1,065	2	None	None	62,380
21-1023	Mental Health and Substance Abuse Social Workers	568	330	898	3	None	None	52,570
21-1029	Social Workers, All Other	232	400	632	3	None	None	61,590
21-1091	Health Educators	203	220	423	3	None	None	47,840
21-1092	Probation Officers and Correctional Treatment	216	500	716	3	None	ST OJT	72,530
21-1093	Social and Human Service Assistants	2,328	1,630	3,958	7	None	ST OJT	31,920
21-1094	Community Health Workers	261	215	476	7	None	ST OJT	37,930
21-1099	Community and Social Service Specialists, All Other	431	335	766	2	None	None	48,550
21-2011	Clergy	93	230	323	3	None	MT OJT	52,690
21-2021	Directors, Religious Activities and Education	20	215	235	3	<5 years	None	44,210
21-2099	Religious Workers, All Other	8	150	158	3	None	None	63,090
23-1011	Lawyers	1,103	2,400	3,503	1	None	None	158,160
23-1012	Judicial Law Clerks	27	75	102	1	None	None	68,970
23-1021	Administrative Law Judges, Adjudicators, and Hearing	33	50	83	1	<5 years	ST OJT	88,600
23-1022	Arbitrators, Mediators, and Conciliators	15	0	15	1	<5 years	MT OJT	56,270
23-1023	Judges, Magistrate Judges, and Magistrates	65	35	100	1	≥5 years	ST OJT	N/A
23-2011	Paralegals and Legal Assistants	468	665	1,133	4	None	None	61,070
23-2091	Court Reporters	66	90	156	5	None	ST OJT	98,030
23-2093	Title Examiners, Abstractors, and Searchers	86	175	261	7	None	ST OJT	43,000
23-2099	Legal Support Workers, All Other	100	230	330	7	None	ST OJT	54,520
25-1011	Business Teachers, Postsecondary	70	160	230	1	None	None	84,930
25-1021	Computer Science Teachers, Postsecondary	29	85	114	1	None	None	92,630
25-1022	Mathematical Science Teachers, Postsecondary	44	135	179	1	None	None	82,180
25-1031	Architecture Teachers, Postsecondary	6	0	6	1	None	None	74,630
25-1032	Engineering Teachers, Postsecondary	30	85	115	1	None	None	110,300
25-1041	Agricultural Sciences Teachers, Postsecondary	8	10	18	1	None	None	101,970
25-1042	Biological Science Teachers, Postsecondary	42	90	132	1	None	None	93,350
25-1043	Forestry and Conservation Science Teachers,	2	0	2	1	None	None	N/A
25-1051	Atmospheric, Earth, Marine, and Space Sciences	9	60	69	1	None	None	84,160
25-1052	Chemistry Teachers, Postsecondary	18	35	53	1	None	None	105,480
25-1053	Environmental Science Teachers, Postsecondary	4	0	4	1	None	None	104,320
25-1054	Physics Teachers, Postsecondary	11	35	46	1	None	None	97,940

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Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2011-2017 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
25-1061	Anthropology and Archeology Teachers,	5	10	15	1	None	None	88,560
25-1062	Area, Ethnic, and Cultural Studies Teachers,	7	20	27	1	None	None	78,130
25-1063	Economics Teachers, Postsecondary	11	20	31	1	None	None	110,010
25-1064	Geography Teachers, Postsecondary	4	0	4	1	None	None	100,170
25-1065	Political Science Teachers, Postsecondary	14	40	54	1	None	None	87,710
25-1066	Psychology Teachers, Postsecondary	31	115	146	1	None	None	79,080
25-1067	Sociology Teachers, Postsecondary	14	20	34	1	None	None	79,180
25-1069	Social Sciences Teachers, Postsecondary, All Other	9	55	64	1	None	None	89,420
25-1071	Health Specialties Teachers, Postsecondary	154	315	469	1	<5 years	None	91,190
25-1072	Nursing Instructors and Teachers, Postsecondary	54	95	149	2	<5 years	None	86,350
25-1081	Education Teachers, Postsecondary	49	120	169	1	None	None	64,180
25-1082	Library Science Teachers, Postsecondary	4	0	4	1	None	None	102,030
25-1111	Criminal Justice and Law Enforcement Teachers,	12	20	32	1	None	None	79,020
25-1112	Law Teachers, Postsecondary	13	0	13	1	None	None	120,140
25-1113	Social Work Teachers, Postsecondary	9	0	9	2	None	None	N/A
25-1121	Art, Drama, and Music Teachers, Postsecondary	81	315	396	2	None	None	74,680
25-1122	Communications Teachers, Postsecondary	24	85	109	1	None	None	82,740
25-1123	English Language and Literature Teachers,	62	155	217	1	None	None	75,200
25-1124	Foreign Language and Literature Teachers,	25	105	130	1	None	None	74,550
25-1125	History Teachers, Postsecondary	19	35	54	1	None	None	80,820
25-1126	Philosophy and Religion Teachers, Postsecondary	19	40	59	1	None	None	88,850
25-1191	Graduate Teaching Assistants	104	240	344	3	None	None	N/A
25-1192	Home Economics Teachers, Postsecondary	3	10	13	2	None	None	80,660
25-1193	Recreation and Fitness Studies Teachers,	15	55	70	1	None	None	83,530
25-1194	Vocational Education Teachers, Postsecondary	122	245	367	3	<5 years	None	52,320
25-1199	Postsecondary Teachers, All Other	156	0	156	2	None	None	65,230
25-2011	Preschool Teachers, Except Special Education	3,176	2,055	5,231	4	None	None	29,460
25-2012	Kindergarten Teachers, Except Special Education	208	535	743	3	None	I/R	61,090
25-2021	Elementary School Teachers, Except Special	1,144	3,665	4,809	3	None	I/R	73,450
25-2022	Middle School Teachers, Except Special and	542	1,240	1,782	3	None	I/R	69,100
25-2023	Career/Technical Education Teachers, Middle School	11	0	11	3	None	I/R	55,140
25-2031	Secondary School Teachers, Except Special and	795	3,390	4,185	3	None	I/R	73,010
25-2032	Career/Technical Education Teachers, Secondary	71	135	206	3	<5 years	I/R	75,580
25-2051	Special Education Teachers, Preschool	98	105	203	3	None	I/R	72,150
25-2052	Special Education Teachers, Kindergarten and	216	245	461	3	None	I/R	69,170
25-2053	Special Education Teachers, Middle School	79	125	204	3	None	I/R	67,630
25-2054	Special Education Teachers, Secondary School	122	315	437	3	None	I/R	68,590
25-2059	Special Education Teachers, All Other	70	0	70	3	None	I/R	78,660
25-3011	Adult Basic and Secondary Education and Literacy	116	255	371	3	None	I/R	75,810
25-3021	Self-Enrichment Education Teachers	369	735	1,104	7	<5 years	None	34,300
25-3097	Teachers and Instructors, All Other, Except Substitute	411	0	411	3	None	I/R	49,770
25-3098	Substitute Teachers	724	1,705	2,429	3	None	I/R	41,790
25-4011	Archivists	23	30	53	2	None	None	46,760
25-4012	Curators	27	35	62	2	None	None	63,580
25-4013	Museum Technicians and Conservators	26	50	76	3	None	None	49,320
25-4021	Librarians	335	300	635	2	None	None	71,940
25-4031	Library Technicians	291	545	836	5	None	None	43,530
25-9011	Audio-Visual and Multimedia Collections Specialists	8	10	18	3	<5 years	None	43,280
25-9021	Farm and Home Management Advisors	10	0	10	2	≥5 years	None	N/A

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2011-2017 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
25-9031	Instructional Coordinators	234	200	434	2	≥5 years	None	76,070
25-9041	Teacher Assistants	2,493	4,025	6,518	6	None	None	29,120
25-9099	Education, Training, and Library Workers, All Other	140	0	140	6	None	None	29,300
27-1011	Art Directors	93	790	883	3	≥5 years	None	108,830
27-1012	Craft Artists	19	95	114	7	None	LT OJT	67,680
27-1013	Fine Artists, Including Painters, Sculptors, and	45	505	550	7	None	LT OJT	58,700
27-1014	Multimedia Artists and Animators	184	1,750	1,934	3	None	MT OJT	80,520
27-1019	Artists and Related Workers, All Other	16	25	41	7	None	LT OJT	65,270
27-1021	Commercial and Industrial Designers	31	245	276	3	None	None	59,300
27-1022	Fashion Designers	-2	650	648	3	None	None	67,080
27-1023	Floral Designers	-5	95	90	7	None	MT OJT	27,950
27-1024	Graphic Designers	369	1,605	1,974	3	None	None	51,390
27-1025	Interior Designers	48	315	363	3	None	None	53,220
27-1026	Merchandise Displayers and Window Trimmers	118	245	363	7	None	MT OJT	31,200
27-1027	Set and Exhibit Designers	63	195	258	3	None	None	57,630
27-1029	Designers, All Other	22	185	207	3	None	None	50,900
27-2011	Actors	550	0	550	7	None	None	N/A
27-2012	Producers and Directors	789	3,880	4,669	3	<5 years	None	101,480
27-2021	Athletes and Sports Competitors	60	90	150	7	None	LT OJT	61,900
27-2022	Coaches and Scouts	290	790	1,080	3	None	None	45,390
27-2023	Umpires, Referees, and Other Sports Officials	41	85	126	7	None	MT OJT	19,640
27-2031	Dancers	51	170	221	7	None	LT OJT	*
27-2032	Choreographers	11	55	66	7	≥5 years	LT OJT	N/A
27-2041	Music Directors and Composers	41	95	136	3	<5 years	None	57,050
27-2042	Musicians and Singers	174	600	774	7	None	LT OJT	*
27-2099	Entertainers and Performers, Sports and Related	106	175	281	7	None	None	*
27-3011	Radio and Television Announcers	174	160	334	3	None	None	37,060
27-3012	Public Address System and Other Announcers	33	90	123	7	None	ST OJT	25,430
27-3021	Broadcast News Analysts	24	65	89	3	None	None	73,100
27-3022	Reporters and Correspondents	177	270	447	3	None	None	37,190
27-3031	Public Relations Specialists	469	530	999	3	None	None	64,820
27-3041	Editors	304	495	799	3	<5 years	None	62,170
27-3042	Technical Writers	111	210	321	3	<5 years	ST OJT	71,580
27-3043	Writers and Authors	167	1,355	1,522	3	None	MT OJT	*
27-3091	Interpreters and Translators	104	175	279	3	None	ST OJT	64,720
27-3099	Media and Communication Workers, All Other	192	855	1,047	7	None	ST OJT	46,420
27-4011	Audio and Video Equipment Technicians	299	470	769	5	None	ST OJT	47,550
27-4012	Broadcast Technicians	149	290	439	4	None	ST OJT	53,140
27-4013	Radio Operators	3	0	3	4	None	ST OJT	N/A
27-4014	Sound Engineering Technicians	124	280	404	5	None	ST OJT	57,790
27-4021	Photographers	116	265	381	7	None	LT OJT	57,320
27-4031	Camera Operators, Television, Video, and Motion	158	110	268	3	None	None	58,320
27-4032	Film and Video Editors	273	325	598	3	None	None	85,590
27-4099	Media and Communication Equipment Workers, All	123	265	388	7	None	ST OJT	69,940
29-1011	Chiropractors	137	85	222	1	None	None	126,740
29-1021	Dentists, General	443	490	933	1	None	None	128,650
29-1022	Oral and Maxillofacial Surgeons	23	0	23	1	None	None	N/A
29-1023	Orthodontists	28	25	53	1	None	I/R	183,540
29-1024	Prosthodontists	3	0	3	1	None	None	N/A

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
29-1029	Dentists, All Other Specialists	20	10	30	1	None	I/R	122,760
29-1031	Dietitians and Nutritionists	207	130	337	3	None	I/R	72,260
29-1041	Optometrists	132	190	322	1	None	None	104,950
29-1051	Pharmacists	627	820	1,447	1	None	None	135,220
29-1061	Anesthesiologists	131	0	131	1	None	None	*
29-1062	Family and General Practitioners	505	0	505	1	None	None	*
29-1063	Internists, General	199	190	389	1	None	I/R	177,250
29-1064	Obstetricians and Gynecologists	93	100	193	1	None	I/R	184,860
29-1065	Pediatricians, General	132	165	297	1	None	I/R	180,900
29-1066	Psychiatrists	98	260	358	1	None	I/R	181,160
29-1067	Surgeons	173	140	313	1	None	I/R	*
29-1069	Physicians and Surgeons, All Other	1,149	1,160	2,309	1	None	I/R	*
29-1071	Physician Assistants	360	0	360	1	None	I/R	93,900
29-1081	Podiatrists	38	35	73	1	None	I/R	56,230
29-1122	Occupational Therapists	416	155	571	2	None	None	90,090
29-1123	Physical Therapists	800	530	1,330	1	None	None	89,520
29-1124	Radiation Therapists	57	30	87	4	None	None	94,000
29-1125	Recreational Therapists	64	35	99	3	None	None	55,170
29-1126	Respiratory Therapists	372	305	677	4	None	None	74,890
29-1127	Speech-Language Pathologists	344	175	519	2	None	None	78,730
29-1128	Exercise Physiologists	23	5	28	3	None	None	72,510
29-1129	Therapists, All Other	50	115	165	3	None	None	35,010
29-1131	Veterinarians	97	175	272	1	None	None	99,840
29-1141	Registered Nurses	9,046	6,800	15,846	4	None	None	95,040
29-1151	Nurse Anesthetists	146	30	176	2	None	None	174,630
29-1161	Nurse Midwives	20	0	20	2	None	None	128,070
29-1171	Nurse Practitioners	485	205	690	2	None	None	114,960
29-1181	Audiologists	42	0	42	2	None	None	87,790
29-1199	Health Diagnosing and Treating Practitioners, All Other	106	200	306	2	None	None	60,950
29-2011	Medical and Clinical Laboratory Technologists	546	400	946	3	None	None	80,070
29-2012	Medical and Clinical Laboratory Technicians	582	680	1,262	4	None	None	41,630
29-2021	Dental Hygienists	901	680	1,581	4	None	None	105,270
29-2031	Cardiovascular Technologists and Technicians	170	80	250	4	None	None	63,700
29-2032	Diagnostic Medical Sonographers	217	80	297	4	None	None	86,300
29-2033	Nuclear Medicine Technologists	70	30	100	4	None	None	97,700
29-2034	Radiologic Technologists	688	310	998	4	None	None	70,590
29-2035	Magnetic Resonance Imaging Technologists	120	40	160	4	<5 years	None	86,140
29-2041	Emergency Medical Technicians and Paramedics	864	540	1,404	5	None	None	27,600
29-2051	Dietetic Technicians	92	40	132	4	None	None	30,820
29-2052	Pharmacy Technicians	757	385	1,142	7	None	MT OJT	36,450
29-2053	Psychiatric Technicians	202	90	292	5	None	ST OJT	53,620
29-2054	Respiratory Therapy Technicians	32	10	42	4	None	MT OJT	72,770
29-2055	Surgical Technologists	343	135	478	5	None	None	53,210
29-2056	Veterinary Technologists and Technicians	143	70	213	4	None	None	36,110
29-2057	Ophthalmic Medical Technicians	162	35	197	5	None	None	43,260
29-2061	Licensed Practical and Licensed Vocational Nurses	2,692	2,405	5,097	5	None	None	50,100
29-2071	Medical Records and Health Information Technicians	656	600	1,256	5	None	None	40,910
29-2081	Opticians, Dispensing	224	275	499	7	None	LT OJT	37,010
29-2091	Orthotists and Prosthetists	19	20	39	2	None	I/R	57,240

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
29-2092	Hearing Aid Specialists	14	0	14	3	None	ST OJT	54,150
29-2099	Health Technologists and Technicians, All Other	343	200	543	7	None	None	41,410
29-9011	Occupational Health and Safety Specialists	104	250	354	3	None	ST OJT	72,280
29-9012	Occupational Health and Safety Technicians	21	25	46	7	None	MT OJT	37,880
29-9091	Athletic Trainers	62	40	102	3	None	None	42,430
29-9092	Genetic Counselors	7	0	7	3	None	None	90,540
29-9099	Healthcare Practitioners and Technical Workers, All	125	245	370	3	None	None	55,550
31-1011	Home Health Aides	4,595	965	5,560	8	None	ST OJT	22,650
31-1013	Psychiatric Aides	232	70	302	7	None	ST OJT	27,440
31-1014	Nursing Assistants	5,275	2,950	8,225	5	None	None	27,820
31-1015	Orderlies	163	125	288	7	None	ST OJT	32,940
31-2011	Occupational Therapy Assistants	131	40	171	4	None	None	68,640
31-2012	Occupational Therapy Aides	35	30	65	7	None	ST OJT	28,330
31-2021	Physical Therapist Assistants	315	110	425	4	None	None	67,770
31-2022	Physical Therapist Aides	201	145	346	7	None	ST OJT	27,490
31-9011	Massage Therapists	251	200	451	5	None	None	37,880
31-9091	Dental Assistants	1,422	1,080	2,502	5	None	None	36,070
31-9092	Medical Assistants	2,506	2,235	4,741	5	None	None	31,920
31-9093	Medical Equipment Preparers	168	125	293	7	None	MT OJT	37,790
31-9094	Medical Transcriptionists	263	120	383	5	None	None	52,440
31-9095	Pharmacy Aides	79	195	274	7	None	ST OJT	22,900
31-9096	Veterinary Assistants and Laboratory Animal	107	195	302	7	None	ST OJT	27,580
31-9097	Phlebotomists	450	320	770	5	None	None	35,950
31-9099	Healthcare Support Workers, All Other	302	280	582	7	None	None	37,450
33-1011	First-Line Supervisors of Correctional Officers	114	25	139	7	<5 years	MT OJT	88,110
33-1012	First-Line Supervisors of Police and Detectives	231	145	376	7	<5 years	MT OJT	133,010
33-1021	First-Line Supervisors of Fire Fighting and Prevention	141	60	201	5	<5 years	MT OJT	163,810
33-1099	First-Line Supervisors of Protective Service Workers,	250	290	540	7	<5 years	None	42,490
33-2011	Firefighters	756	1,000	1,756	5	None	LT OJT	80,150
33-2021	Fire Inspectors and Investigators	26	30	56	7	≥5 years	MT OJT	103,460
33-3011	Bailiffs	38	0	38	7	None	MT OJT	N/A
33-3012	Correctional Officers and Jailers	1,102	495	1,597	7	None	MT OJT	55,040
33-3021	Detectives and Criminal Investigators	251	350	601	7	<5 years	MT OJT	107,640
33-3031	Fish and Game Wardens	13	0	13	7	None	MT OJT	N/A
33-3041	Parking Enforcement Workers	18	55	73	7	None	ST OJT	45,110
33-3051	Police and Sheriff's Patrol Officers	1,452	3,845	5,297	7	None	MT OJT	87,620
33-3052	Transit and Railroad Police	6	25	31	7	None	ST OJT	N/A
33-9011	Animal Control Workers	29	30	59	7	None	MT OJT	49,590
33-9021	Private Detectives and Investigators	92	190	282	7	<5 years	MT OJT	54,060
33-9031	Gaming Surveillance Officers and Gaming	25	10	35	7	None	ST OJT	30,900
33-9032	Security Guards	5,175	3,800	8,975	7	None	ST OJT	23,600
33-9092	Lifeguards, Ski Patrol, and Other Recreational	285	1,290	1,575	7	None	ST OJT	28,300
33-9093	Transportation Security Screeners	103	330	433	7	None	ST OJT	38,780
33-9099	Protective Service Workers, All Other	209	1,430	1,639	7	None	ST OJT	35,600
35-1011	Chefs and Head Cooks	412	285	697	7	≥5 years	None	37,760
35-1012	First-Line Supervisors of Food Preparation and	3,138	3,085	6,223	7	<5 years	None	30,690
35-2011	Cooks, Fast Food	2,026	2,700	4,726	8	None	ST OJT	18,880
35-2012	Cooks, Institution and Cafeteria	1,290	700	1,990	8	None	ST OJT	28,760
35-2014	Cooks, Restaurant	4,241	2,795	7,036	8	<5 years	MT OJT	22,820

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
35-2015	Cooks, Short Order	638	325	963	8	None	ST OJT	22,160
35-2019	Cooks, All Other	60	75	135	8	None	MT OJT	28,240
35-2021	Food Preparation Workers	2,766	4,955	7,721	8	None	ST OJT	19,360
35-3011	Bartenders	2,058	2,515	4,573	8	None	ST OJT	19,480
35-3021	Combined Food Preparation and Serving Workers,	11,414	14,980	26,394	8	None	ST OJT	18,890
35-3022	Counter Attendants, Cafeteria, Food Concession, and	1,919	3,045	4,964	8	None	ST OJT	19,180
35-3031	Waiters and Waitresses	9,379	14,780	24,159	8	None	ST OJT	19,510
35-3041	Food Servers, Nonrestaurant	878	940	1,818	8	None	ST OJT	22,640
35-9011	Dining Room and Cafeteria Attendants and Bartender	1,495	4,145	5,640	8	None	ST OJT	18,820
35-9021	Dishwashers	1,885	3,700	5,585	8	None	ST OJT	18,730
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee	1,452	3,930	5,382	8	None	None	19,050
35-9099	Food Preparation and Serving Related Workers, All	155	505	660	8	None	ST OJT	20,700
37-1011	First-Line Supervisors of Housekeeping and Janitorial	639	670	1,309	7	<5 years	None	41,390
37-1012	First-Line Supervisors of Landscaping, Lawn Service,	468	180	648	7	<5 years	None	40,920
37-2011	Janitors and Cleaners, Except Maids and	7,988	5,395	13,383	8	None	ST OJT	24,280
37-2012	Maids and Housekeeping Cleaners	3,325	3,610	6,935	8	None	ST OJT	23,000
37-2019	Building Cleaning Workers, All Other	81	15	96	8	None	ST OJT	28,340
37-2021	Pest Control Workers	414	320	734	7	None	MT OJT	29,190
37-3011	Landscaping and Groundskeeping Workers	3,987	3,195	7,182	8	None	ST OJT	24,070
37-3012	Pesticide Handlers, Sprayers, and Applicators,	98	15	113	7	None	MT OJT	29,190
37-3013	Tree Trimmers and Pruners	227	0	227	7	None	MT OJT	31,750
37-3019	Grounds Maintenance Workers, All Other	70	0	70	8	None	ST OJT	30,640
39-1011	Gaming Supervisors	62	70	132	7	<5 years	None	42,590
39-1021	First-Line Supervisors of Personal Service Workers	786	550	1,336	7	<5 years	None	40,240
39-2011	Animal Trainers	18	255	273	7	None	MT OJT	41,050
39-2021	Nonfarm Animal Caretakers	249	270	519	8	None	ST OJT	21,590
39-3011	Gaming Dealers	243	240	483	7	None	ST OJT	18,710
39-3012	Gaming and Sports Book Writers and Runners	44	15	59	7	None	ST OJT	20,320
39-3019	Gaming Service Workers, All Other	25	0	25	7	None	ST OJT	27,870
39-3021	Motion Picture Projectionists	82	50	132	8	None	ST OJT	21,130
39-3031	Ushers, Lobby Attendants, and Ticket Takers	915	1,050	1,965	8	None	ST OJT	18,890
39-3091	Amusement and Recreation Attendants	645	1,690	2,335	8	None	ST OJT	23,440
39-3092	Costume Attendants	41	205	246	7	None	ST OJT	49,490
39-3093	Locker Room, Coatroom, and Dressing Room	43	275	318	7	None	ST OJT	23,480
39-3099	Entertainment Attendants and Related Workers, All	12	0	12	7	None	ST OJT	21,670
39-4011	Embalmers	7	15	22	5	None	ST OJT	51,170
39-4021	Funeral Attendants	67	45	112	7	None	ST OJT	28,520
39-4031	Morticians, Undertakers, and Funeral Directors	48	45	93	4	None	LT OJT	37,800
39-5011	Barbers	26	370	396	5	None	None	20,190
39-5012	Hairdressers, Hairstylists, and Cosmetologists	646	1,290	1,936	5	None	None	22,190
39-5091	Makeup Artists, Theatrical and Performance	21	40	61	5	None	None	62,940
39-5092	Manicurists and Pedicurists	153	230	383	5	None	None	18,690
39-5093	Shampooers	32	0	32	5	None	None	21,220
39-5094	Skincare Specialists	87	55	142	5	None	None	32,290
39-6011	Baggage Porters and Bellhops	109	195	304	7	None	ST OJT	22,280
39-6012	Concierges	81	65	146	7	None	MT OJT	31,280
39-7011	Tour Guides and Escorts	108	160	268	7	None	MT OJT	25,670
39-7012	Travel Guides	12	85	97	7	None	MT OJT	34,950
39-9011	Childcare Workers	4,365	4,520	8,885	7	None	ST OJT	21,940

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
39-9021	Personal Care Aides	9,724	5,400	15,124	8	None	ST OJT	20,710
39-9031	Fitness Trainers and Aerobics Instructors	477	375	852	7	None	ST OJT	45,520
39-9032	Recreation Workers	1,049	590	1,639	3	None	None	24,090
39-9041	Residential Advisors	492	280	772	7	None	ST OJT	31,980
39-9099	Personal Care and Service Workers, All Other	164	185	349	7	None	ST OJT	26,690
41-1011	First-Line Supervisors of Retail Sales Workers	1,221	4,480	5,701	7	<5 years	None	38,550
41-1012	First-Line Supervisors of Non-Retail Sales Workers	489	730	1,219	7	<5 years	None	56,550
41-2011	Cashiers	5,365	18,930	24,295	8	None	ST OJT	19,270
41-2012	Gaming Change Persons and Booth Cashiers	53	0	53	8	None	ST OJT	N/A
41-2021	Counter and Rental Clerks	588	2,965	3,553	8	None	ST OJT	23,090
41-2022	Parts Salespersons	136	675	811	8	None	MT OJT	27,880
41-2031	Retail Salespersons	3,670	20,600	24,270	8	None	ST OJT	22,070
41-3011	Advertising Sales Agents	502	930	1,432	7	None	MT OJT	65,770
41-3021	Insurance Sales Agents	605	1,230	1,835	7	None	MT OJT	51,530
41-3031	Securities, Commodities, and Financial Services Sales	643	1,475	2,118	3	None	MT OJT	65,710
41-3041	Travel Agents	393	290	683	7	None	MT OJT	33,110
41-3099	Sales Representatives, Services, All Other	2,230	3,985	6,215	7	None	ST OJT	52,470
41-4011	Sales Representatives, Wholesale and Manufacturing,	533	970	1,503	3	None	MT OJT	73,710
41-4012	Sales Representatives, Wholesale and Manufacturing,	2,199	4,130	6,329	7	None	MT OJT	50,170
41-9011	Demonstrators and Product Promoters	192	0	192	8	None	ST OJT	25,630
41-9012	Models	5	20	25	8	None	None	44,270
41-9021	Real Estate Brokers	48	135	183	7	<5 years	None	66,550
41-9022	Real Estate Sales Agents	215	300	515	7	None	LT OJT	51,730
41-9031	Sales Engineers	101	230	331	3	None	MT OJT	97,520
41-9041	Telemarketers	1,094	435	1,529	8	None	ST OJT	26,770
41-9091	Door-to-Door Sales Workers, News and Street	14	65	79	7	None	ST OJT	21,970
41-9099	Sales and Related Workers, All Other	188	415	603	7	None	None	32,360
43-1011	First-Line Supervisors of Office and Administrative	3,318	5,670	8,988	7	<5 years	None	56,050
43-2011	Switchboard Operators, Including Answering Service	356	360	716	7	None	ST OJT	30,020
43-2021	Telephone Operators	22	70	92	7	None	ST OJT	19,400
43-3011	Bill and Account Collectors	1,236	2,010	3,246	7	None	MT OJT	37,330
43-3021	Billing and Posting Clerks	1,474	1,605	3,079	7	None	ST OJT	35,630
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,268	2,300	5,568	7	None	MT OJT	40,150
43-3041	Gaming Cage Workers	43	40	83	7	None	ST OJT	30,140
43-3051	Payroll and Timekeeping Clerks	381	600	981	7	None	MT OJT	44,350
43-3061	Procurement Clerks	116	380	496	7	None	MT OJT	40,740
43-3071	Tellers	1,095	3,235	4,330	7	None	ST OJT	27,000
43-3099	Financial Clerks, All Other	78	220	298	7	None	ST OJT	42,760
43-4011	Brokerage Clerks	115	135	250	7	None	MT OJT	49,760
43-4021	Correspondence Clerks	18	0	18	7	None	MT OJT	40,370
43-4031	Court, Municipal, and License Clerks	305	250	555	7	None	MT OJT	43,310
43-4041	Credit Authorizers, Checkers, and Clerks	94	60	154	7	None	ST OJT	39,570
43-4051	Customer Service Representatives	6,549	7,590	14,139	7	None	ST OJT	35,310
43-4061	Eligibility Interviewers, Government Programs	316	770	1,086	7	None	MT OJT	44,240
43-4071	File Clerks	446	755	1,201	7	None	ST OJT	30,410
43-4081	Hotel, Motel, and Resort Desk Clerks	694	930	1,624	7	None	ST OJT	23,500
43-4111	Interviewers, Except Eligibility and Loan	541	645	1,186	7	None	ST OJT	35,450
43-4121	Library Assistants, Clerical	357	585	942	7	None	ST OJT	24,110
43-4131	Loan Interviewers and Clerks	456	135	591	7	None	ST OJT	43,370

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
43-4141	New Accounts Clerks	109	210	319	7	None	MT OJT	39,080
43-4151	Order Clerks	326	1,260	1,586	7	None	ST OJT	30,820
43-4161	Human Resources Assistants, Except Payroll and	332	495	827	7	None	ST OJT	41,960
43-4171	Receptionists and Information Clerks	3,192	3,410	6,602	7	None	ST OJT	28,670
43-4181	Reservation and Transportation Ticket Agents and	354	425	779	7	None	ST OJT	39,280
43-4199	Information and Record Clerks, All Other	358	505	863	7	None	ST OJT	41,190
43-5011	Cargo and Freight Agents	181	840	1,021	7	None	ST OJT	44,570
43-5021	Couriers and Messengers	181	265	446	7	None	ST OJT	31,010
43-5031	Police, Fire, and Ambulance Dispatchers	244	140	384	7	None	MT OJT	53,960
43-5032	Dispatchers, Except Police, Fire, and Ambulance	350	845	1,195	7	None	MT OJT	35,330
43-5041	Meter Readers, Utilities	70	115	185	7	None	ST OJT	45,100
43-5051	Postal Service Clerks	0	150	150	7	None	ST OJT	55,590
43-5052	Postal Service Mail Carriers	-1	1,490	1,489	7	None	ST OJT	57,210
43-5053	Postal Service Mail Sorters, Processors, and	0	170	170	7	None	ST OJT	54,520
43-5061	Production, Planning, and Expediting Clerks	450	1,490	1,940	7	None	MT OJT	45,080
43-5071	Shipping, Receiving, and Traffic Clerks	851	3,655	4,506	7	None	ST OJT	28,310
43-5081	Stock Clerks and Order Fillers	2,995	8,375	11,370	8	None	ST OJT	22,850
43-5111	Weighers, Measurers, Checkers, and Samplers,	156	345	501	7	None	ST OJT	24,390
43-6011	Executive Secretaries and Executive Administrative	1,538	1,745	3,283	7	<5 years	None	56,750
43-6012	Legal Secretaries	355	570	925	7	None	MT OJT	55,780
43-6013	Medical Secretaries	2,115	1,110	3,225	7	None	MT OJT	35,160
43-6014	Secretaries and Administrative Assistants, Except	4,948	3,645	8,593	7	None	ST OJT	37,020
43-9011	Computer Operators	135	90	225	7	None	MT OJT	43,000
43-9021	Data Entry Keyers	640	445	1,085	7	None	MT OJT	29,840
43-9022	Word Processors and Typists	191	205	396	7	None	ST OJT	38,710
43-9031	Desktop Publishers	25	30	55	4	None	ST OJT	46,840
43-9041	Insurance Claims and Policy Processing Clerks	435	955	1,390	7	None	MT OJT	38,920
43-9051	Mail Clerks and Mail Machine Operators, Except Postal	292	250	542	7	None	ST OJT	31,010
43-9061	Office Clerks, General	7,163	9,570	16,733	7	None	ST OJT	30,210
43-9071	Office Machine Operators, Except Computer	224	315	539	7	None	ST OJT	32,060
43-9081	Proofreaders and Copy Markers	24	30	54	3	None	None	42,030
43-9111	Statistical Assistants	33	30	63	3	None	None	40,750
43-9199	Office and Administrative Support Workers, All Other	540	2,675	3,215	7	None	ST OJT	24,310
45-1011	First-Line Supervisors of Farming, Fishing, and	11	35	46	7	<5 years	None	50,250
45-2011	Agricultural Inspectors	24	45	69	3	None	MT OJT	49,220
45-2041	Graders and Sorters, Agricultural Products	4	20	24	8	None	ST OJT	21,730
45-2091	Agricultural Equipment Operators	10	0	10	7	None	MT OJT	N/A
45-2092	Farmworkers and Laborers, Crop, Nursery, and	24	530	554	8	None	ST OJT	19,920
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	28	85	113	8	None	ST OJT	29,950
45-2099	Agricultural Workers, All Other	7	0	7	8	None	ST OJT	43,860
45-4011	Forest and Conservation Workers	14	10	24	7	None	MT OJT	16,800
47-1011	First-Line Supervisors of Construction Trades and	947	510	1,457	7	≥5 years	None	74,010
47-2011	Boilermakers	23	0	23	7	None	APP	85,500
47-2021	Brickmasons and Blockmasons	102	45	147	7	None	APP	61,530
47-2022	Stonemasons	20	0	20	7	None	APP	26,960
47-2031	Carpenters	1,323	1,085	2,408	7	None	APP	50,060
47-2041	Carpet Installers	16	0	16	8	None	ST OJT	23,410
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	8	0	8	8	None	MT OJT	51,970
47-2043	Floor Sanders and Finishers	7	0	7	8	None	MT OJT	37,240

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
47-2044	Tile and Marble Setters	49	130	179	8	None	LT OJT	37,600
47-2051	Cement Masons and Concrete Finishers	292	110	402	8	None	MT OJT	48,190
47-2053	Terrazzo Workers and Finishers	5	20	25	7	None	APP	51,270
47-2061	Construction Laborers	2,054	2,280	4,334	8	None	ST OJT	38,500
47-2071	Paving, Surfacing, and Tamping Equipment Operators	125	45	170	7	None	MT OJT	49,960
47-2072	Pile-Driver Operators	8	0	8	8	None	MT OJT	56,170
47-2073	Operating Engineers and Other Construction	703	350	1,053	7	None	MT OJT	79,410
47-2081	Drywall and Ceiling Tile Installers	154	185	339	8	None	MT OJT	57,550
47-2082	Tapers	29	30	59	8	None	MT OJT	53,200
47-2111	Electricians	902	1,045	1,947	7	None	APP	60,190
47-2121	Glaziers	61	105	166	7	None	APP	57,430
47-2131	Insulation Workers, Floor, Ceiling, and Wall	43	0	43	8	None	ST OJT	35,080
47-2132	Insulation Workers, Mechanical	50	0	50	8	None	ST OJT	40,760
47-2141	Painters, Construction and Maintenance	382	640	1,022	8	None	MT OJT	43,520
47-2142	Paperhangers	6	0	6	8	None	ST OJT	N/A
47-2151	Pipelayers	94	40	134	8	None	ST OJT	60,500
47-2152	Plumbers, Pipefitters, and Steamfitters	628	510	1,138	7	None	APP	60,630
47-2161	Plasterers and Stucco Masons	37	40	77	8	None	LT OJT	38,490
47-2171	Reinforcing Iron and Rebar Workers	33	0	33	8	None	MT OJT	57,100
47-2181	Roofers	174	240	414	8	None	MT OJT	47,010
47-2211	Sheet Metal Workers	185	215	400	7	None	APP	60,340
47-2221	Structural Iron and Steel Workers	111	150	261	7	None	APP	74,680
47-2231	Solar Photovoltaic Installers	9	0	9	8	None	ST OJT	N/A
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons,	41	50	91	8	None	ST OJT	23,720
47-3012	Helpers--Carpenters	79	30	109	8	None	ST OJT	30,140
47-3013	Helpers--Electricians	122	105	227	7	None	ST OJT	28,570
47-3014	Helpers--Painters, Paperhangers, Plasterers, and	20	45	65	8	None	ST OJT	28,740
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and	97	50	147	7	None	ST OJT	29,180
47-3016	Helpers--Roofers	20	0	20	8	None	ST OJT	N/A
47-3019	Helpers, Construction Trades, All Other	31	35	66	8	None	ST OJT	32,630
47-4011	Construction and Building Inspectors	180	220	400	7	≥5 years	MT OJT	84,760
47-4021	Elevator Installers and Repairers	33	50	83	7	None	APP	86,490
47-4031	Fence Erectors	35	70	105	7	None	MT OJT	36,100
47-4041	Hazardous Materials Removal Workers	188	100	288	7	None	MT OJT	38,260
47-4051	Highway Maintenance Workers	332	45	377	7	None	MT OJT	49,490
47-4061	Rail-Track Laying and Maintenance Equipment	16	0	16	7	None	MT OJT	N/A
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	100	30	130	8	None	MT OJT	34,840
47-4099	Construction and Related Workers, All Other	57	70	127	7	None	MT OJT	29,290
47-5011	Derrick Operators, Oil and Gas	-8	0	(8)	8	None	ST OJT	50,260
47-5012	Rotary Drill Operators, Oil and Gas	-9	40	31	8	None	MT OJT	77,080
47-5013	Service Unit Operators, Oil, Gas, and Mining	-21	60	39	8	None	MT OJT	48,550
47-5021	Earth Drillers, Except Oil and Gas	26	0	26	8	None	MT OJT	66,220
47-5071	Roustabouts, Oil and Gas	-7	55	48	8	None	MT OJT	45,400
49-1011	First-Line Supervisors of Mechanics, Installers, and	544	1,300	1,844	7	<5 years	None	71,590
49-2011	Computer, Automated Teller, and Office Machine	45	290	335	6	None	None	41,410
49-2021	Radio, Cellular, and Tower Equipment Installers and	16	25	41	4	None	MT OJT	64,860
49-2022	Telecommunications Equipment Installers and	358	470	828	5	None	MT OJT	55,540
49-2091	Avionics Technicians	7	60	67	4	None	None	64,890
49-2092	Electric Motor, Power Tool, and Related Repairers	9	40	49	5	None	LT OJT	46,040

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2011-2017 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
49-2093	Electrical and Electronics Installers and Repairers,	2	40	42	5	None	LT OJT	68,080
49-2094	Electrical and Electronics Repairers, Commercial and	80	70	150	5	None	LT OJT	53,350
49-2095	Electrical and Electronics Repairers, Powerhouse,	9	40	49	5	None	LT OJT	74,500
49-2096	Electronic Equipment Installers and Repairers, Motor	-4	15	11	5	None	ST OJT	34,640
49-2097	Electronic Home Entertainment Equipment Installers	16	80	96	5	None	None	32,420
49-2098	Security and Fire Alarm Systems Installers	278	235	513	7	None	MT OJT	44,370
49-3011	Aircraft Mechanics and Service Technicians	154	620	774	5	None	None	69,840
49-3021	Automotive Body and Related Repairers	24	325	349	7	None	MT OJT	36,660
49-3023	Automotive Service Technicians and Mechanics	308	1,890	2,198	7	None	LT OJT	34,020
49-3031	Bus and Truck Mechanics and Diesel Engine	282	545	827	7	None	LT OJT	53,560
49-3041	Farm Equipment Mechanics and Service Technicians	27	0	27	7	None	LT OJT	N/A
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	155	340	495	7	None	LT OJT	60,620
49-3043	Rail Car Repairers	14	30	44	7	None	LT OJT	40,980
49-3051	Motorboat Mechanics and Service Technicians	12	0	12	7	None	LT OJT	41,970
49-3052	Motorcycle Mechanics	7	40	47	7	None	LT OJT	45,440
49-3053	Outdoor Power Equipment and Other Small Engine	43	10	53	7	None	MT OJT	42,520
49-3091	Bicycle Repairers	10	40	50	7	None	MT OJT	22,590
49-3092	Recreational Vehicle Service Technicians	4	0	4	7	None	LT OJT	N/A
49-3093	Tire Repairers and Changers	58	255	313	7	None	ST OJT	30,320
49-9011	Mechanical Door Repairers	23	0	23	7	None	ST OJT	38,690
49-9012	Control and Valve Installers and Repairers, Except	36	165	201	7	None	MT OJT	66,450
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics	434	535	969	5	None	LT OJT	51,170
49-9031	Home Appliance Repairers	-3	0	(3)	7	None	ST OJT	36,090
49-9041	Industrial Machinery Mechanics	84	765	849	7	None	LT OJT	59,290
49-9043	Maintenance Workers, Machinery	38	135	173	7	None	MT OJT	39,090
49-9044	Millwrights	26	0	26	7	None	MT OJT	68,360
49-9051	Electrical Power-Line Installers and Repairers	126	220	346	7	None	LT OJT	100,390
49-9052	Telecommunications Line Installers and Repairers	211	470	681	7	None	LT OJT	66,820
49-9061	Camera and Photographic Equipment Repairers	5	0	5	7	None	MT OJT	43,340
49-9062	Medical Equipment Repairers	61	115	176	4	None	MT OJT	49,520
49-9063	Musical Instrument Repairers and Tuners	7	35	42	7	None	APP	*
49-9069	Precision Instrument and Equipment Repairers, All	15	55	70	7	None	LT OJT	67,500
49-9071	Maintenance and Repair Workers, General	2,360	2,605	4,965	7	None	LT OJT	39,790
49-9091	Coin, Vending, and Amusement Machine Servicers and	63	15	78	7	None	ST OJT	35,010
49-9094	Locksmiths and Safe Repairers	85	160	245	7	None	LT OJT	46,170
49-9096	Riggers	23	10	33	7	None	ST OJT	59,170
49-9097	Signal and Track Switch Repairers	4	0	4	5	None	MT OJT	N/A
49-9098	Helpers--Installation, Maintenance, and Repair	157	620	777	7	None	MT OJT	28,960
49-9099	Installation, Maintenance, and Repair Workers, All	304	495	799	7	None	MT OJT	32,070
51-1011	First-Line Supervisors of Production and Operating	400	1,100	1,500	5	<5 years	None	51,800
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems	-133	85	(48)	7	None	MT OJT	46,040
51-2021	Coil Winders, Tapers, and Finishers	3	30	33	7	None	ST OJT	23,150
51-2022	Electrical and Electronic Equipment Assemblers	304	315	619	7	None	ST OJT	26,730
51-2023	Electromechanical Equipment Assemblers	30	90	120	7	None	ST OJT	26,920
51-2031	Engine and Other Machine Assemblers	-51	0	(51)	7	None	ST OJT	35,580
51-2041	Structural Metal Fabricators and Fitters	21	300	321	7	None	MT OJT	36,360
51-2091	Fiberglass Laminators and Fabricators	-20	50	30	7	None	MT OJT	29,570
51-2092	Team Assemblers	942	1,660	2,602	7	None	MT OJT	24,320
51-2099	Assemblers and Fabricators, All Other	570	410	980	7	None	MT OJT	27,590

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replacement Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Education	Work Exp		
51-3011	Bakers	227	1,050	1,277	8	None	LT OJT	23,310
51-3021	Butchers and Meat Cutters	218	725	943	8	None	LT OJT	24,610
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	-84	415	331	8	None	ST OJT	20,100
51-3023	Slaughtering and Meat Packers	-92	0	(92)	8	None	MT OJT	24,340
51-3091	Food and Tobacco Roasting, Baking, and Drying	-9	40	31	8	None	MT OJT	24,800
51-3092	Food Batchmakers	-74	630	556	7	None	MT OJT	21,860
51-3093	Food Cooking Machine Operators and Tenders	-14	65	51	7	None	MT OJT	23,650
51-4011	Computer-Controlled Machine Tool Operators, Metal	-35	350	315	7	None	MT OJT	36,380
51-4012	Computer Numerically Controlled Machine Tool	11	95	106	7	None	LT OJT	60,250
51-4021	Extruding and Drawing Machine Setters, Operators,	63	150	213	7	None	MT OJT	27,440
51-4022	Forging Machine Setters, Operators, and Tenders,	5	85	90	7	None	MT OJT	33,280
51-4023	Rolling Machine Setters, Operators, and Tenders,	20	110	130	7	None	MT OJT	28,150
51-4031	Cutting, Punching, and Press Machine Setters,	171	155	326	7	None	MT OJT	26,180
51-4032	Drilling and Boring Machine Tool Setters, Operators,	-1	75	74	7	None	MT OJT	27,170
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool	2	370	372	7	None	MT OJT	28,680
51-4034	Lathe and Turning Machine Tool Setters, Operators,	9	170	179	7	None	MT OJT	36,270
51-4035	Milling and Planing Machine Setters, Operators, and	4	90	94	7	None	MT OJT	39,830
51-4041	Machinists	170	1,040	1,210	7	None	LT OJT	34,080
51-4051	Metal-Refining Furnace Operators and Tenders	2	15	17	7	None	MT OJT	40,230
51-4052	Pourers and Casters, Metal	1	15	16	7	None	MT OJT	25,710
51-4071	Foundry Mold and Coremakers	0	15	15	7	None	MT OJT	33,270
51-4072	Molding, Coremaking, and Casting Machine Setters,	136	190	326	7	None	MT OJT	23,710
51-4081	Multiple Machine Tool Setters, Operators, and	19	155	174	7	None	MT OJT	40,070
51-4111	Tool and Die Makers	-52	35	(17)	7	None	LT OJT	51,880
51-4121	Welders, Cutters, Solderers, and Brazers	147	675	822	7	None	MT OJT	35,640
51-4122	Welding, Soldering, and Brazing Machine Setters,	-43	130	87	7	None	MT OJT	28,110
51-4191	Heat Treating Equipment Setters, Operators, and	5	70	75	7	None	MT OJT	34,350
51-4192	Layout Workers, Metal and Plastic	-21	20	(1)	7	None	MT OJT	37,830
51-4193	Plating and Coating Machine Setters, Operators, and	27	110	137	7	None	MT OJT	30,260
51-4199	Metal Workers and Plastic Workers, All Other	57	60	117	7	None	MT OJT	34,740
51-5111	Prepress Technicians and Workers	51	145	196	5	None	None	41,210
51-5112	Printing Press Operators	227	495	722	7	None	MT OJT	34,050
51-5113	Print Binding and Finishing Workers	82	175	257	7	None	ST OJT	27,070
51-6011	Laundry and Dry-Cleaning Workers	508	960	1,468	8	None	ST OJT	20,800
51-6021	Pressers, Textile, Garment, and Related Materials	69	120	189	8	None	ST OJT	20,760
51-6031	Sewing Machine Operators	-585	655	70	8	None	ST OJT	18,920
51-6041	Shoe and Leather Workers and Repairers	21	0	21	7	None	MT OJT	22,770
51-6042	Shoe Machine Operators and Tenders	17	0	17	7	None	MT OJT	#N/A
51-6051	Sewers, Hand	-8	35	27	8	None	MT OJT	21,710
51-6052	Tailors, Dressmakers, and Custom Sewers	-2	155	153	8	None	MT OJT	29,940
51-6061	Textile Bleaching and Dyeing Machine Operators and	-8	160	152	7	None	ST OJT	21,500
51-6062	Textile Cutting Machine Setters, Operators, and	-33	185	152	7	None	MT OJT	24,150
51-6063	Textile Knitting and Weaving Machine Setters,	-42	90	48	7	None	MT OJT	22,380
51-6064	Textile Winding, Twisting, and Drawing Out Machine	1	20	21	7	None	MT OJT	23,110
51-6091	Extruding and Forming Machine Setters, Operators,	15	20	35	7	None	MT OJT	31,470
51-6092	Fabric and Apparel Patternmakers	-29	135	106	7	None	MT OJT	46,680
51-6093	Upholsterers	113	350	463	7	None	MT OJT	27,340
51-6099	Textile, Apparel, and Furnishings Workers, All Other	10	35	45	7	None	ST OJT	18,870
51-7011	Cabinetmakers and Bench Carpenters	536	75	611	7	None	MT OJT	35,430
51-7021	Furniture Finishers	79	35	114	7	None	ST OJT	26,470
51-7041	Sawing Machine Setters, Operators, and Tenders,	67	60	127	7	None	ST OJT	30,500

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

SOC Code	Occupational Title	New Openings	Replace-ment Needs	Total Openings	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
					Educ-ation	Work Exp		
51-7042	Woodworking Machine Setters, Operators, and	194	25	219	7	None	ST OJT	26,620
51-7099	Woodworkers, All Other	13	130	143	7	None	MT OJT	19,750
51-8012	Power Distributors and Dispatchers	6	25	31	7	None	LT OJT	101,530
51-8013	Power Plant Operators	15	205	220	7	None	LT OJT	83,890
51-8021	Stationary Engineers and Boiler Operators	56	110	166	7	None	LT OJT	70,200
51-8031	Water and Wastewater Treatment Plant and System	219	285	504	7	None	LT OJT	77,210
51-8091	Chemical Plant and System Operators	72	80	152	7	None	LT OJT	56,970
51-8092	Gas Plant Operators	2	65	67	7	None	LT OJT	72,000
51-8093	Petroleum Pump System Operators, Refinery	55	255	310	7	None	LT OJT	75,700
51-8099	Plant and System Operators, All Other	18	0	18	7	None	LT OJT	58,230
51-9011	Chemical Equipment Operators and Tenders	122	165	287	7	None	MT OJT	39,270
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still	16	135	151	7	None	MT OJT	44,980
51-9021	Crushing, Grinding, and Polishing Machine Setters,	5	45	50	7	None	MT OJT	31,180
51-9022	Grinding and Polishing Workers, Hand	26	275	301	8	None	MT OJT	22,900
51-9023	Mixing and Blending Machine Setters, Operators, and	121	475	596	7	None	MT OJT	27,650
51-9031	Cutters and Trimmers, Hand	19	150	169	8	None	ST OJT	24,610
51-9032	Cutting and Slicing Machine Setters, Operators, and	42	200	242	7	None	ST OJT	27,880
51-9041	Extruding, Forming, Pressing, and Compacting	56	115	171	7	None	MT OJT	27,270
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and	8	45	53	7	None	MT OJT	42,930
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	409	1,490	1,899	7	None	MT OJT	36,300
51-9071	Jewelers and Precious Stone and Metal Workers	31	155	186	7	None	LT OJT	34,830
51-9081	Dental Laboratory Technicians	85	205	290	7	None	MT OJT	37,760
51-9082	Medical Appliance Technicians	28	55	83	7	None	LT OJT	36,950
51-9083	Ophthalmic Laboratory Technicians	57	35	92	7	None	MT OJT	31,300
51-9111	Packaging and Filling Machine Operators and Tenders	536	1,435	1,971	7	None	MT OJT	22,770
51-9121	Coating, Painting, and Spraying Machine Setters,	77	220	297	7	None	MT OJT	26,960
51-9122	Painters, Transportation Equipment	-36	190	154	7	None	MT OJT	38,790
51-9123	Painting, Coating, and Decorating Workers	34	50	84	8	None	MT OJT	33,300
51-9141	Semiconductor Processors	48	100	148	4	None	MT OJT	31,130
51-9151	Photographic Process Workers and Processing	72	230	302	7	None	ST OJT	35,150
51-9191	Adhesive Bonding Machine Operators and Tenders	10	80	90	7	None	MT OJT	26,310
51-9192	Cleaning, Washing, and Metal Pickling Equipment	-4	80	76	8	None	MT OJT	27,500
51-9193	Cooling and Freezing Equipment Operators and	-7	25	18	7	None	MT OJT	26,460
51-9194	Etchers and Engravers	5	25	30	7	None	MT OJT	37,530
51-9195	Molders, Shapers, and Casters, Except Metal and	19	150	169	7	None	LT OJT	25,720
51-9196	Paper Goods Machine Setters, Operators, and Tenders	31	90	121	7	None	MT OJT	28,760
51-9197	Tire Builders	30	0	30	7	None	MT OJT	28,078
51-9198	Helpers--Production Workers	857	1,100	1,957	8	None	ST OJT	21,580
51-9199	Production Workers, All Other	573	540	1,113	7	None	MT OJT	24,160
53-1011	Aircraft Cargo Handling Supervisors	8	45	53	7	<5 years	None	50,200
53-1021	First-Line Supervisors of Helpers, Laborers, and	206	860	1,066	7	<5 years	None	45,610
53-1031	First-Line Supervisors of Transportation and Material-	294	845	1,139	7	<5 years	None	59,860
53-2011	Airline Pilots, Copilots, and Flight Engineers	127	345	472	3	<5 years	MT OJT	118,540
53-2012	Commercial Pilots	37	115	152	7	None	MT OJT	103,610
53-2021	Air Traffic Controllers	52	150	202	4	None	LT OJT	N/A
53-2022	Airfield Operations Specialists	11	25	36	7	None	LT OJT	59,360
53-2031	Flight Attendants	0	435	435	7	<5 years	MT OJT	41,920
53-3011	Ambulance Drivers and Attendants, Except Emergency	72	0	72	7	None	MT OJT	25,950
53-3021	Bus Drivers, Transit and Intercity	293	830	1,123	7	None	MT OJT	39,780
53-3022	Bus Drivers, School or Special Client	802	635	1,437	7	None	ST OJT	30,720
53-3031	Driver/Sales Workers	974	930	1,904	7	None	ST OJT	24,740

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-6 (cont'd)

Occupational Growth in Los Angeles County 2014-2019 with Job Requirements

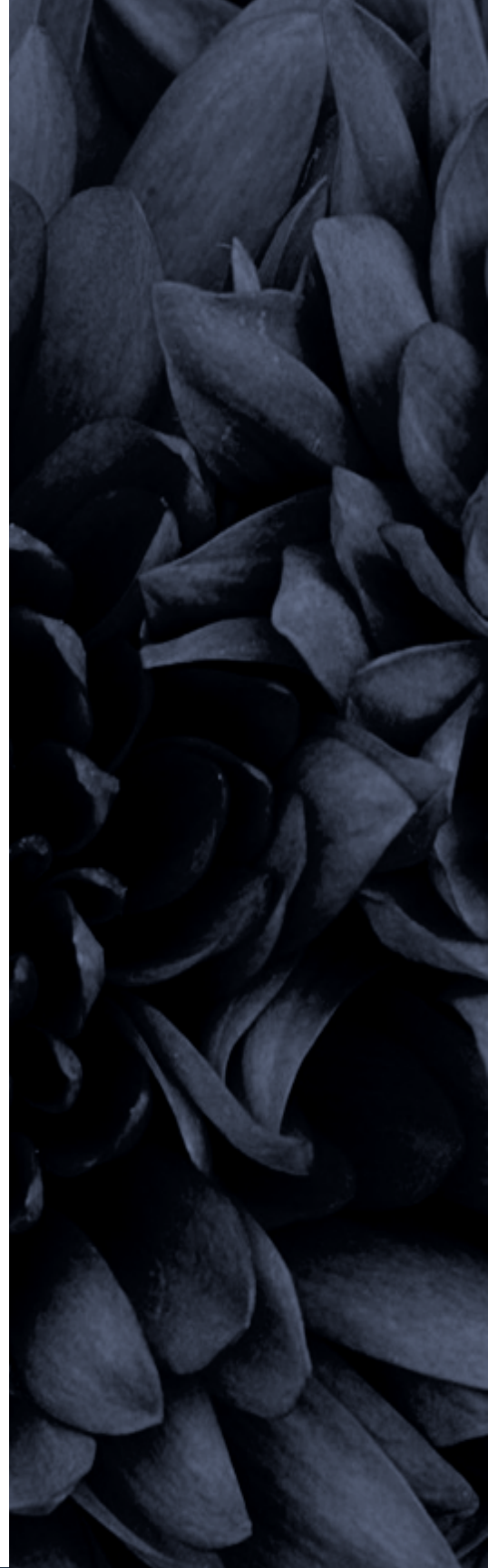
SOC Code	Occupational Title	New Openings	Replace-ment Needs	Entry Level			On-the-Job Training to Attain Competency	Median Annual Wage
				Total Openings	Educ-ation	Work Exp		
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,989	2,470	4,459	5	None	ST OJT	39,490
53-3033	Light Truck or Delivery Services Drivers	1,172	2,020	3,192	7	None	ST OJT	28,300
53-3041	Taxi Drivers and Chauffeurs	447	385	832	8	None	ST OJT	25,660
53-3099	Motor Vehicle Operators, All Other	127	285	412	7	None	ST OJT	57,050
53-4011	Locomotive Engineers	2	75	77	7	<5 years	MT OJT	N/A
53-4031	Railroad Conductors and Yardmasters	8	45	53	7	None	MT OJT	N/A
53-4041	Subway and Streetcar Operators	25	0	25	7	None	MT OJT	47,890
53-4099	Rail Transportation Workers, All Other	3	20	23	7	None	MT OJT	36,260
53-5011	Sailors and Marine Oilers	55	0	55	5	None	ST OJT	36,860
53-5021	Captains, Mates, and Pilots of Water Vessels	58	255	313	3	None	None	64,650
53-5022	Motorboat Operators	7	0	7	7	None	MT OJT	N/A
53-5031	Ship Engineers	20	0	20	5	None	ST OJT	63,250
53-6011	Bridge and Lock Tenders	7	0	7	7	None	MT OJT	N/A
53-6021	Parking Lot Attendants	293	2,725	3,018	8	None	ST OJT	20,220
53-6031	Automotive and Watercraft Service Attendants	61	155	216	8	None	ST OJT	27,190
53-6041	Traffic Technicians	15	0	15	8	None	ST OJT	N/A
53-6051	Transportation Inspectors	37	100	137	7	None	MT OJT	72,730
53-6061	Transportation Attendants, Except Flight Attendants	25	65	90	7	None	ST OJT	27,940
53-6099	Transportation Workers, All Other	76	340	416	7	None	ST OJT	37,860
53-7011	Conveyor Operators and Tenders	20	115	135	8	None	ST OJT	30,930
53-7021	Crane and Tower Operators	49	0	49	5	None	ST OJT	82,410
53-7032	Excavating and Loading Machine and Dragline	58	5	63	7	<5 years	MT OJT	42,440
53-7041	Hoist and Winch Operators	3	0	3	8	None	ST OJT	N/A
53-7051	Industrial Truck and Tractor Operators	756	1,830	2,586	8	None	ST OJT	38,790
53-7061	Cleaners of Vehicles and Equipment	176	1,870	2,046	8	None	ST OJT	20,430
53-7062	Laborers and Freight, Stock, and Material Movers,	5,377	12,230	17,607	8	None	ST OJT	23,890
53-7063	Machine Feeders and Offbearers	98	0	98	8	None	ST OJT	22,370
53-7064	Packers and Packagers, Hand	1,578	3,625	5,203	8	None	ST OJT	19,620
53-7072	Pump Operators, Except Wellhead Pumpers	7	0	7	8	None	ST OJT	42,790
53-7073	Wellhead Pumpers	-8	0	(8)	8	None	ST OJT	70,300
53-7081	Refuse and Recyclable Material Collectors	481	425	906	8	None	ST OJT	45,020
53-7121	Tank Car, Truck, and Ship Loaders	23	0	23	8	None	ST OJT	57,670
53-7199	Material Moving Workers, All Other	24	280	304	8	None	ST OJT	52,290

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS



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YEAR 16 WIB ANNUAL PLAN OVERVIEW

The City of Los Angeles Economic and Workforce Development Department (EWDD) manages the City's workforce development system and promotes public and private investments in economic development activities. These activities align with Mayor Eric Garcetti's goals to: *make* Los Angeles the best run big city in America; *promote* good jobs for Angelenos all across Los Angeles; *create* a more livable and sustainable city; *ensure* our communities are the safest in the nation; and *partner* with residents and civic groups to build a greater city.

The Annual Plan declares the priorities, strategies, challenges, funding sources and allocations, major activities, budget, and policies for the Workforce Development System. The EWDD receives federal, state, and local funds to administer the workforce programs operated by its Workforce Development System (WDS) service providers. In addition, the EWDD also receives funds from private entities and philanthropic organizations. The EWDD manages a network of service providers comprised of seventeen WorkSource Centers (WSC)¹ and sixteen YouthSource centers (YSC). These centers are located in strategic areas throughout the City, where they provide diverse workforce development services for City residents and businesses. The WDS includes not only the WSC and YSC, but also a network of partners that are committed to improving the employment and educational outcomes for its customers. These partners include other state agencies, local educational institutions, chambers of commerce, and economic development agencies, among others.

From July 1, 2000, through June 30, 2015, the Workforce Investment Act of 1998 (WIA) established regulations under which the WSC and YSC operated. On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. The WIOA supersedes the WIA and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. Congress passed the Act by a wide bipartisan majority. This is the first legislative reform of the public workforce system in 15 years. As of this writing, the U.S. Department of Labor (DOL) has just issued Notices of Proposed Rulemaking governing implementation and administration of WIOA. Final regulations are to be issued by January 22, 2016.

The WIOA brings significant changes to both the adult and youth programs, which the EWDD is well positioned to implement.

¹ The City of Los Angeles designates its One-Stop Career Centers locally as "WorkSource Centers, a proud partner of America's Job Centers of California."

WIOA Highlights

The WIOA brings significant changes to both the adult and youth programs, including:

- Combining Core and Intensive Services into "Career Services" and streamlining access to training services.
- An increased emphasis on service to persons with disabilities.
- Seventy-five percent (75%) of the Youth allocation must be spent on activities for out-of-school youth (up from 30% under WIA).
- Twenty percent (20%) of the Youth allocation must be used for Work Experience for Youth (in and/or out of school).
- Redefined out of school criteria and expanded eligible ages for out of school programs to 16-24 (eligible ages under WIA were 14-21).
- Priority of service, required "when funds were limited" under WIA, must now be established at all times. Priority must be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient.

EWDD Alignment with WIOA

The EWDD is well positioned to implement changes mandated by WIOA:

- Policies within the Annual Plan have been rewritten to reflect the changes in customer flow.
- The City has been working closely with the State Department of Rehabilitation to better integrate services for individuals with disabilities.
- In 2012 the City's Youth system required that 70% of the youth served would be out-of-school youth. Currently, over 80% of the youth served are out-of-school youth.
- Through its Summer Youth Employment and year-round Hire LA's Youth employment programs, the City has vast experience in providing work experience to youth.
- The City has piloted programs to reconnect youth ages 16-24 years old with education and employment.
- The City's adult and youth programs have a history of serving those with the greatest need, with a focus on veterans, low-income families, individuals with disabilities, foster youth, and the homeless.

Coordination with Other EWDD Divisions

The EWDD also manages the City's BusinessSource System (BSS), which consists of nine BusinessSource Centers which work closely with local economic development entities and chambers of commerce to provide information and assistance to businesses and individuals on business incentives and tax credits, business courses, business plan development, business one-on-one consultation, and access to capital. The EWDD also assists developers and non-profit organizations with navigating the gap financing process. The overall BusinessSource System goal is to stimulate the local economy by stabilizing businesses, helping them expand, creating jobs for City residents.

The economic development activities managed by the EWDD require a job creation component, which typically includes preferential hiring mandates articulated in Project Labor Agreements, Community Benefits Agreements, and Local Hiring Agreements. In addition, these development agreements include a first-source hiring requirement, which obligates the employer to publish job openings initially through the City's WDS before advertising them publicly.

Linking the City's economic development activities with workforce development is key to ensuring the success of the regional economy and labor force. The Year 16 Annual Plan for Program Year 2015-16 outlines how the city will deliver services to achieve its workforce priorities and to meet the workforce development needs of its customers.

In developing the Year 16 Annual Plan, the WIB took into consideration the changes brought about by WIOA, the priorities established by the Mayor and the California Workforce Investment Board (CWIB), the city's current economic and educational situation, the resources available to tackle this reality, and its own priorities.

The WIB had previously established priorities that it recommends be continued in the Year 16 Annual Plan, such as the ten percent service level requirement for individuals with disabilities and veterans. In addition, the Annual Plan seeks to ensure that the workforce development system continues to target services to other vulnerable populations, including those afforded new opportunities to enter the labor force. The system will work to improve linkages with the city's Day Laborer Centers, with the Los Angeles Regional Reentry Partnership, and the Los Angeles Veterans Collaborative and Employment Council. Other recommendations from the previous year include a continuance of the Integrated Service Delivery model, adherence to the training expenditure requirement stipulated in the State Senate Bill 734, and a greater reliance on leveraged resources. Moreover, the Annual Plan continues the WIB's focus on addressing the high school dropout crisis, continuing student recovery efforts, and providing summer youth employment opportunities to disconnected youth. The WIB will explore strategies to better serve young adults up to the age of 24 in the Youth formula-funded programs. These may include increasing the system's capacity through additional training of the provider community, through greater linkages with agencies already serving this young adult population, and through coordination of services in the

Adult system. As the WDS moves forward with innovative strategies for providing services through the WorkSource and YouthSource systems, it will also reexamine the contractor evaluation process to ensure it supports the desired outcomes of the new programs.

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

In 2014, California’s economy continued its recovery from the Great Recession. Since 2012, the state has added jobs at a faster rate than the nation as a whole, and in June 2014, recovered the 1.3 million jobs lost during the recession. California’s unemployment rate is still above pre-recession levels, but has declined by over 1% annually over the past three years. The annual unemployment rate for the State fell to 7.5 percent during 2014, a reduction of 1.4 percentage points compared to 2013 levels, and 4.8 percentage points from its peak in 2010. Regional experts expect the State’s job growth rate to continue at a moderate pace in 2015, with employment growing at a rate of 2.2 percent.

Table 1: Annual Unemployment (%)

	2014	2013	2012	2011	2010	2009	2008	2007 (Pre-recession)
United States	6.2	7.4	8.1	8.9	9.6	9.3	5.8	4.6
California	7.5	8.9	10.5	11.7	12.3	11.3	7.2	5.3
Los Angeles County	8.3	10.2	10.9	12.3	12.6	11.5	7.5	5.1
Los Angeles City	8.7	10.7	12.1	13.6	13.9	12.7	8.3	5.6

Source: Bureau of Labor Statistics and Employment Development Department

Los Angeles County’s economic progress closely follows that of the State with a 1.9 percent increase in job growth in 2014. The County’s unemployment rate fell to 8.3 percent from 9.9 percent in 2013.

Most of the county’s major industries added jobs last year and the county should surpass its pre-recession jobs peak in 2015. Job growth in Los Angeles County was spread across most industry sectors, although the State has identified three broad categories (healthcare and social services; administrative, support and waste services; and leisure and hospitality) which accounted for 59 percent of the job growth in the

region. Continued job growth in the County is projected to decrease unemployment to 7.2 percent by the end of 2015 and to 6.6 percent by 2016.²

The Workforce Investment Boards of the City and County of Los Angeles jointly commissioned the Los Angeles County Economic Development Corporation (LAEDC) to undertake an industry analysis of the Los Angeles region. The report, which provides demographic, employment, and occupational data specific to the City of Los Angeles, is included in *Tab 2* of the Annual Plan. Highlights of the report include that the City has nearly four million residents, with a median household income of \$48,500. Nearly 21 percent of these households are at or below the federally defined poverty level. More than a quarter of the working adults 25 years or older have less than a high school degree and an additional 20 percent are high school (or equivalent) graduates. These low levels of educational attainment correlate with lower income levels.

The Bureau of Labor Statistics (BLS) projects that almost half of all job openings in the next decade will be in the broad categories that are mostly middle skills jobs.³ Middle-skills jobs generally include those jobs that require some post-secondary education (though not necessarily a bachelor's degree) or advanced vocational training. The postsecondary education and training requirements typically include associates degree, vocational certificates, significant on-the-job training, and previous work experience⁴. It is projected that demand for middle skills jobs will remain robust in the future, not only because of anticipated above-average growth in particular industries but also because of a need to replace an increasing number of retiring workers. The industries likely to see an increase in demand for middle-skill jobs will be in the health care, advanced manufacturing, logistics and transportation, construction, installation/repair, and knowledge-based fields.

Most openings will be in the following occupations:

- Office/administrative
- Food preparation/serving
- Sales
- Healthcare
- Education
- Transportation

² Economic Forecast, February 2015, LAEDC Kyser Center for Economic Research.

³ The Future of Middle-Skills Jobs, 2009. Center on Children and Families.

⁴ High-skill occupations are usually those in the professional, technical and managerial areas; low-skill occupations are often found in the service and agricultural areas.

Employment and Educational Outlook for the City of Los Angeles

As of March 2015, the City of Los Angeles has a civilian labor force of 2,017,000 individuals⁵. Of that number, 154,600 (or 7.7 percent) were unemployed. The recessions of the past decade have hampered the City’s economy and resulted in significant job losses. New employment opportunities in the City will likely come from small and medium businesses, and from technologically oriented businesses.

In the past, a significant number of jobs only required employees to have basic skills, which could be achieved during high school. Currently, growing industries demand an educated and skilled workforce. In order for the City to thrive, experts point to the need to successfully address the skills gap between the requirements of the growing knowledge-based industries and the expertise of the local labor force.

Unfortunately, statistics for residents of the City of Los Angeles show that there is a gap between the educational requirements necessary for these fields and the educational levels of the City residents. Specifically, *26 percent of adults do not have a high school diploma*, and only 31 percent have a Bachelor’s degree or more.

Table 2: Educational Attainment (of persons age 25+)⁶

	Non-High School Graduate	Bachelor’s Degree or more
United States	14.0%	28.8%
California	18.8%	30.7%
Los Angeles County	23.4%	29.7%
Los Angeles City	25.5%	31.1%

Acknowledging that LA’s leading and competitive industries all have occupations that require both substantial work experience *and* education beyond a high school diploma, then addressing this “skills gap” is critical to developing a vibrant labor force that meets the needs of high-demand employment sectors in the City of Los Angeles.

FUNDING RESOURCES

Just recently, the State announced the Formula funding allocated to the City for PY 2015-16. The City developed the proposed WDS service strategies, activities, and budget for the Year 16 WIOA Annual Plan based on these allocations and estimates of the projected carryover funds from prior year WIA formula and other workforce funds. The City will receive \$40.0 million in WIOA Adult, Dislocated Worker, and Youth formula funds from the State specifically for Program Year 2015-2016, as detailed under *Tab 4*,

⁵ California Employment Development Department May 2015.

⁶ U.S. Census Bureau: State and County QuickFacts.

Budget. Since the allocation for Rapid Response has not been announced, the City is assuming level funding of \$1.8 million, based on the amount received in Program Year 2014-2015. In addition to these formula allocations, the City plans on receiving additional non-WIA funds and competitive awards amounting to \$12.4 million. Each year the city develops a carryover report that provides information on unexpended WIA program funds. The City anticipates a carryover amount of \$9.7 million composed of both WIA formula and other workforce related grants. Total funding available for WDS activities is projected at \$63.9 million. Although not reflected in this plan, the City anticipates receiving additional funds through competitive grant applications.

The WIOA Title I formula funds represent the primary source of funding for the City’s WDS, accounting for 75 percent of its revenue. These funds comprise the funding base for both the City’s Adult WorkSource and YouthSource programs. The Adult programs provide training and job placement assistance. The Youth programs reconnect youth to education, provide basic skills remediation, and prepare youth to enter post-secondary education or the labor market.

The Year 16 Annual Plan proposes a balanced budget for PY15-16. Projections for new and carryover revenue are summarized below:

Table 3: Workforce Investment Act / Workforce Innovation and Opportunities Act Funding

	PY 14-15 WIA Funds	PY 15-16 WIOA Funds	Difference
Adult	\$14,053,754	\$14,517,847	\$464,093
Dislocated Worker	\$10,277,370	\$10,503,957	\$226,587
Youth	\$14,497,885	\$14,987,996	\$490,111
Rapid Response*	\$1,762,180	\$1,762,180	\$0
Carryover	\$4,823,511	\$3,746,862	(\$1,076,649)
Total	\$45,414,700	\$45,518,842	\$104,142

*Rapid Response funds are estimated, as the final allocation has not been received by the State. This table does not include other grant funding and other WIA/WIOA grants.

WORKFORCE DEVELOPMENT SYSTEM REDESIGNS

It is the shared vision of the WIB, Mayor, and City Council to sustain and grow the WDS, and to refocus delivery to better address evolving economic and labor market conditions in the region. Building on the success of a revised Youth system, in PY 14-15 the City launched a redesigned WorkSource system. This new system seeks to better align services and training with high-growth employment sectors that offer living wage career paths. One of its goals is to greatly increase the number of individuals enrolled into the system. Through the implementation of the Integrated Service Delivery (ISD) model, the adult and dislocated worker system will ensure the seamless delivery of services to jobseekers by coordinating the efforts of various service providers.

ADULTS AND DISLOCATED WORKERS SYSTEM REDESIGN AND ACCOMPLISHMENTS

In October 2013, the EWDD released a Request for Proposal (RFP) to identify service providers for a redesigned WorkSource Center (WSC) System. The redesign sought to strategically locate centers in areas of the City with the highest concentrations of poverty, long-term unemployed, and lowest educational attainment rates. As a result of this procurement, in PY 2014-15 the City launched an improved Workforce Development System for Adults and Dislocated Workers by implementing the following five key innovations, all of which are alignment with WIOA legislation:

1. Refocus the system on developing Career Pathways opportunities in high-demand employment sectors leading to living wage employment

The WDS has invested in a sector-driven approach to workforce development to meet the needs of employers in specific industries within the region. Through a combination of efforts led by the WDS and sector intermediaries, the City is committed to convening regional stakeholders and to leveraging public and private funds to build this sector-driven strategy focused on high-demand and high-growth industries. The WDS will initially concentrate on four industry clusters: information technology, advanced manufacturing, biotech/bioscience, and healthcare. Notwithstanding the emphasis on sectors, the WSCs will continue to ensure customer choice requirements are met.

2. Harness new technologies and web-based applications to better serve participants and expand access to services

A major component of the redesign is the use of new technologies and web-based applications to improve access to online workforce development services, including Labor Market Information, and access to online training and other service options to meet customer needs. In October 2014, the City launched JobsLA.org, an online application that provides participants the ability to access the WDS remotely. The JobsLA portal links directly to the State's participant data collection and reporting system (CalJOBSsm). This linkage allows the system to document and track participant activities and site-specific performance data. To date, more than 43,000 jobseekers have already accessed these online services and created online employment profiles.

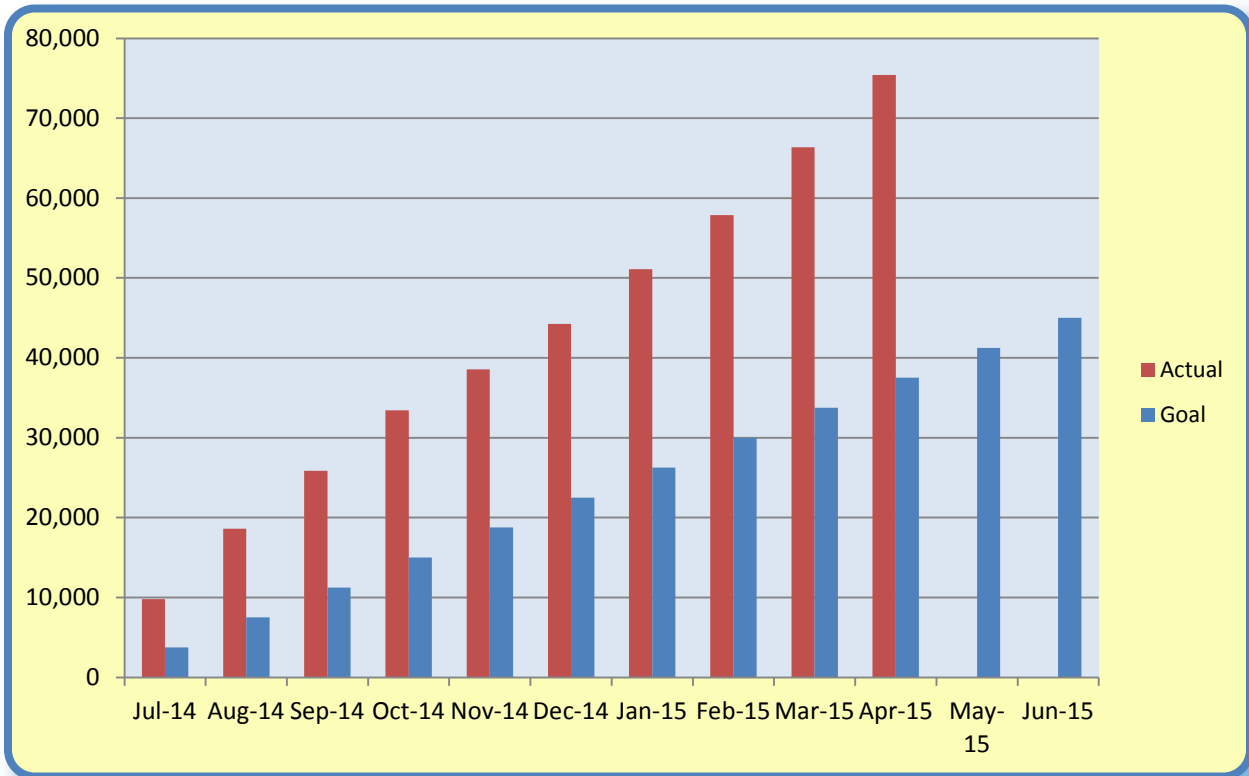
Working with the State, the city is investing in the development of a mobile platform for the JobsLA portal. The mobile platform will increase access to JobsLA by allowing users to log in via mobile devices.

3. Implement an Integrated Service Delivery Model that will enable WSCs to enroll all eligible participants, thereby significantly increasing the number of participants served by the centers

The foundation of the City's new delivery system is the Integrated Services Delivery (ISD) model. The model is designed to coordinate operational activities among all co-located partners (e.g., public agencies, WSC staff, and other partners). These partners work in teams to more effectively deliver services to program participants. The ISD model is intended to maximize the leveraging of resources, which should increase efficiency in the provision of services. The ISD model is structured around functional teams in the areas of site management, outreach, recruitment, eligibility determination and orientation; participant-centered planning; and business and employer solutions.

The functional team approach allows for greater coordination in delivering services at the site level among State employees, County and City funded WIA service providers, and other public agency and community-based organizations. Team members are able to provide information about the various programs and provide services to job seekers and employers, thereby increasing the capacity of the WSC across service options and partner organizations. Currently, enrollment into the WIA Adult and Dislocated Worker programs has increased to 14,754, up from 5,018 in the previous year. In partnership with the California Employment Development Department (EDD), the WDS has provided Wagner-Peyser services to an additional 60,653 individuals. Combined, as of April 30, 2015, the system has served 75,407 individuals.

GRAPH 1: WORKSOURCE CENTER ENROLLMENTS PY14/15



The ISD model combines the expertise of public agency and WSC staff to deliver services more effectively than did the prior service delivery model. A key component is ensuring that there is a consistent approach to service delivery and a consistent understanding of the eligibility requirements, opportunities and limitations of the various partner programs.

4. Leverage strategic partnerships with education, employment training, and social-service providers to provide more comprehensive services to program participants

The WIOA legislation mandates specific services from various programs to be available (either on site or via remote access) within at least one physical One-Stop Career Center in the Local Workforce Development Area. These program services can be provided either by the One-Stop Career Center or by a partner agency. The partners include the California Employment Development Department, California Department of Rehabilitation, United States Department of Veteran Affairs, Los Angeles Unified School District, Los Angeles Community College District, Los Angeles County Department of Public Social Services, and the City of Los Angeles Department of Aging. The City has developed individual MOUs with both mandatory and strategic partners. The MOUs set forth the terms of cooperation and support in building and maintaining the ISD model,

wherein each party agrees to provide high quality services that are responsive to the needs of workers and businesses. A primary purpose of these MOUs is to ensure that individuals have access to the requisite education, training, and information resources to pursue lifelong learning that will enable them to advance in their careers as well as to facilitate employment in a timely and effective manner.

While non-financial, these MOUs help the WDS to leverage additional resources and staff. As an example, in PY14/15, the City's partnership with the California Department of Rehabilitation (DOR) promoted awareness of DOR and its mission to the WSCs and provided opportunities for DOR consumers with disabilities to access WSC resources when looking for employment. The partnership resulted in an increase of referrals of persons with disabilities into the DOR system and allowed for a sharing of resources (more specifically, staffing) between DOR and WorkSource centers, and reduced the duplication of services. Consumers were provided additional resources which they could not have found in one specific location.

In addition, the WDS has established WorkSource Centers on two Community College campuses and has begun a partnership with the Los Angeles Public Library system to provide coordinated job seeker services in library branches.

5. Increase services levels for vulnerable populations (e.g., Returning Veterans, Individuals with Disabilities, Limited English Proficient Individuals, Individuals Experiencing Homelessness, Mature/Older Workers, Ex-Offenders, and Non-Custodial Parents) by mandating minimum service levels. Vulnerable Populations

The WorkSource Center redesign aligns with the mandates of WIOA by providing a priority to provide services to specific vulnerable populations. The system will continue to require that a minimum of ten percent of all new enrollments be veterans and a minimum of ten percent of all new enrollments be persons with disabilities. In addition, the ISD model and the system-wide MOUs provide the opportunity to serve other vulnerable populations more effectively. For example, the partnership with educational institutions will help address the needs of English Language Learners, and the partnership with the Department of Aging will facilitate additional services to our Mature/Older Worker participants. Similarly, the coordination of services from the federal Department of Veteran Affairs and the State Veteran Employment and Training Services will increase the system's capacity to serve a larger number of veterans than it did in prior years.

To further assist veterans, the WDS will participate in the "Transitioning Veterans Financial Coaching Program". This is a pilot project offered by the Department of Labor/Employment and Training Administration (ETA) in partnership with the Consumer Financial Protection Bureau (CFPB). The program is designed to provide financial coaching services, targeting recently-transitioned veterans to help them with their financial goals. The project aims to provide financial coaching services at critical points in consumers' lives, especially as they transition from military service or from being unemployed. The program places 40 certified financial coaches at organizations around

the country to provide individualized educational services. The WDS has secured the services of two of these coaches who will provide services in two of the WorkSource Centers.

YOUTHSOURCE SYSTEM REDESIGN AND ACCOMPLISHMENTS

In July 2012, the City of Los Angeles realigned thirteen YouthSource Centers – “drop-out recovery centers” with the co-location of certified LAUSD student counselors who have access to student data to determine attendance patterns, credits earned toward graduation, test scores and behavioral patterns. The new YouthSource program operationalized this strategy by 1) increasing the percentage of out-of-school youth served by the system providers up to 70 percent and 2) formalizing a regional partnership with the Los Angeles Unified School District (LAUSD). The formal partnership placed a Pupil Services and Attendance (PSA) Counselor at each of the YouthSource Centers. The goal of this partnership is to ensure that out-of-school youth return to school and/or post-secondary employment training programs in high-demand employment sectors.

Through this partnership, PSA counselors complete educational assessments for all YSC participants. The information obtained is used by the counselor and center case management staff to determine the best approach for that particular individual. The centers are located in areas of the city with a high risk of dropouts and are predominately operated by community-based nonprofit organizations.

Research shows that nearly 20 percent of youth in Los Angeles, ages 16 to 24, are disconnected from education and employment⁷. Given the “skills gap” that exists in our current workforce, the WIB recognizes the importance of addressing out-of-school youth and reducing the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life. During Program Year 2013-14, the following accomplishments were achieved:

13,159 young adults utilized our YouthSource Centers

This number represents young adults ages 16-24, who came through our doors seeking educational and job training assistance in their communities. Every young person was provided a program overview and opportunity to meet with the LAUSD Pupil Services Attendance Counselor and center staff to review their progress towards high school completion.

4,947 young adults received academic advisement from an LAUSD PSA

Each young person met with a LAUSD Counselor to review their transcripts, get a better understanding of their remaining credits needed to graduate, and provided guidance on education plan to successfully complete their secondary education. In

⁷ One in Five Study-Teen Disconnection in Los Angeles and its Neighborhoods (2004)

the first half of PY 13-14, LAUSD PSAs conducted an additional 2,880 educational assessments.

2,488 young adults enrolled into the YouthSource System

This number represents youth who formally enrolled into the U.S Department of Labor's WIA youth training program. Each youth receives 12 months of intensive educational and job training assistance which includes paid work experience, work readiness, career exploration and guidance, occupational skills training, tutoring, computer training, college preparation, mentoring and alternative high school services.

413 high school drop-outs were successfully recovered and returned to school

These young people were recovered by the YouthSource system, returned to school and enrolled into the WIA YouthSource program.

Additional sources of funds

The YouthSource System also has accessed additional sources of funds to service over an estimated 1,000 out-of-school youth through the Los Angeles County Probation Department, Department of Children and Family Services, and U.S. Department of Labor.

\$12 Million grant secured to expand the City's Drop-Out Recovery System

The U.S. Department of Labor identified the City of Los Angeles as an awardee of the Workforce Innovation Grant (Los Angeles Reconnections Career Academy) to serve an additional 1,200 youth and young adults over a three year period. The additional funds support the creation of three additional YouthSource Centers expanding the system to sixteen Centers citywide.

SYSTEM ACTIVITIES PROPOSED FOR PY 2015-16

The items below highlight a number of services and activities that are proposed as new and/or continuing in PY 2015-16, and identify the relevant Workforce Development Strategy, or strategies, under which each activity is aligned. Further detail on PY 15-16 services and activities is provided in Tab 3, Services Strategies and Activities. Tab 4, Budget, provides detailed budget information for PY 15-16 services and activities.

ADULT AND DISLOCATED WORKER ACTIVITIES

WorkSource Centers

WSCs are the core of the adult and dislocated worker segment of the Workforce Development System. In PY 14-15, the WDS implemented a redesigned WSC System, consisting of 17 service providers, strategically located in the areas of the City with the highest concentration of poverty, long-term unemployment and low-levels of educational attainment. The new system emphasizes the following program elements:

1. High-Demand Sector Training
2. Online WSC Portal
3. Integrated Service Delivery
4. Leveraging of WIA Resources
5. Services to Vulnerable/Special/Targeted Populations

In coordination with the BusinessSource system, the WDS expands services to individuals seeking self-employment opportunities.

Rapid Response Services

The City's Rapid Response program is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the City of Los Angeles. The Rapid Response Team provides services to businesses and dislocated workers through linkages with U.S. Department of Labor (DOL), various divisions of the State of California Employment Development Department (EDD), the WorkSource Center system, and other public and private partners. Services provided include:

1. Rapid Response Core Services/Strategies
Rapid Response provides transitional services to employers that have issued layoff notices (WARN and Non-WARN);
2. Layoff Aversion/Business Retention
Rapid Response provides services to at-risk businesses to avert or reduce layoffs and retain businesses in the Greater Los Angeles region. This has been done in partnership with economic development and business associations. Activities include:
 - a. Identifying struggling businesses and connecting them to the resources they need to stay in business;
 - b. Collecting labor market information to identify industry trends that may be predictors of worker layoffs;
 - c. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growth industries, and providing training opportunities as needed;
3. Community Outreach
The Rapid Response Team provides outreach and disseminates information to dislocated workers, local at-risk businesses, marginalized communities, and the unemployed/underemployed, connecting them to available resources through community events, business organizations, partnerships with community based organizations, and unions/industry associations.

4. Research and Training

The Rapid Response Team conducts research and participates in training to build team capacity, as well as provide information to jobseekers concerning resource availability, job opportunities and industry-specific opportunities. These activities are done by tracking the growth and decline of local industry sectors, understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

5. Data Collection/Tracking/Reporting

The Rapid Response Team has implemented tracking and data collection systems to conduct research and capture key indicators of employment, job creation and retention, industry growth, and their economic impact on the City of Los Angeles.

WORKSOURCE SYSTEM ENHANCEMENTS

WIA 25% Additional Assistance – South Bay Workforce Investment Board (SBWIB)

The EWDD is a subrecipient of a multi-jurisdiction grant awarded to the South Bay Workforce Investment Board. The WDS will serve an estimated total of 525 dislocated workers throughout the City. The WDS service providers will outreach and recruit eligible participants and provide training and job placement assistance. Training modalities to be deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The additional \$721,641 received by EWDD extends the grant period through September 2015.

WIA 25% Additional Assistance – Moving Forward (Nestle')

The EWDD received a grant \$992,000 to serve an estimated total of 124 dislocated workers from the Nestle' Hot Pockets facility in Chatsworth. The WDS service providers will outreach and recruit eligible participants and provide training and job placement assistance. Training modalities to be deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The grant period is retroactive to September 2012 through March 2016.

WIA 25% Additional Assistance – A New Direction for the Workforce

In partnership with the Verdugo Workforce Investment Board, the EWDD received \$3,000,000 to serve an estimated total of 400 dislocated workers . The WDS service providers will outreach and recruit eligible participants and provide training and job placement assistance. Training modalities to be deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The grant period is from October 2014 through March 2016.

Southeast Los Angeles and Library Portals

Funding is provided to continue operating a WorkSource Center portal to provide workforce development services to residents living south of the Santa Monica Freeway and east of the Harbor Freeway. In addition, EWDD will partner with the City's library system to provide jobseeker services in library branches.

Workforce Innovation Fund – Los Angeles Regional Initiative for Social Enterprise (LA:RISE)

Los Angeles is leading the way in improving employment outcomes for individuals facing significant barriers to work. Building on the model of social enterprise, LA:RISE will stimulate job acquisition and retention for 500 individuals who make up the hardest-to-serve populations – those with a history of homelessness, incarceration, and disconnected youth. This innovative initiative is the first of its kind to integrate employment, social enterprise, and specialized services within the workforce system. LA:RISE will change the way business, government, and nonprofits work together in transforming the lives of people and communities with the power of a job.

YOUTH ACTIVITIES

YouthSource System

Since its redesign in PY 2011-12, the YouthSource System has focused on addressing the region's high school dropout crisis and implementing student recovery efforts. The system places a priority on provision of services for out-of-school youth and in-school youth who are most in need. Indicators of need include chronic absenteeism, functioning below grade level, being credit deficient, and unsuccessful completion of the California High School Exit Exam (CAHSEE).

In addition to improving student retention and bolstering academic proficiency, the system aims to assist in preparing youth for the decisions they face about next steps after high school. An emphasis is placed on guiding youth through an assessment and a self-inventory process that helps them identify their interests, preferences, motivations, and options. From an informed stance, youth will be better prepared to map out a path toward higher education, vocations, and careers.

New service elements imposed by WIOA that will be introduced in PY 2015-16 include:

- Services to provide financial literacy education
- Services to provide entrepreneurial skills training
- Services that provide labor market information about in-demand industry sectors and occupations
- Services to provide postsecondary preparation and transition activities

Youth Financial Literacy

Youth Financial Education is one of five new youth service elements added by WIOA. Financial Literacy will educate young people on how to:

- Create household budgets, initiate savings plans, and make informed financial decisions that impact their lives
- Develop skills to manage spending, credit, and debt
- Increase awareness about the significance of credit reports and credit scores
- Understand, evaluate, and compare financial products and services
- Address the financial literacy needs of non-English speakers

In 2009, the City of Los Angeles partnered with Operation Hope to develop and deliver financial literacy education to summer youth participants. In 2013, the City and the County of Los Angeles partnered with the Federal Deposit Insurance Company (FDIC) to expand the City's financial literacy education curriculum to address issues of borrowing and credit repair for young adults. In the summer of 2014, 180 City and County youth case managers were trained in and delivered four FDIC financial literacy education modules (*Bank On It, Check it Out, Setting Financial Goals, and Pay Yourself First*) to Young Adults.

The YouthSource system goal is to continue to build upon City-led efforts that help to educate and empower young people so they can make the most of their paid internship income, exit poverty, and in the long-term achieve upward economic mobility. In Summer 2015, the City has secured funding from The Citi Foundation to continue efforts to educate and connect young people to safe and affordable financial products (checking/savings) accounts.

LAUSD Drop-Out Prevention and Recovery Counselors Systems' Support

Los Angeles Unified School District's (LAUSD) Office of Pupil Services continues to serve as a collaborator for all YouthSource Centers to identify out-of-school youth and target them for services. The LAUSD counselors work with the City's YouthSource Centers and coordinate with YouthSource Center case managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs.

Youth Education and Career Inventory-*InnerSight*

InnerSight uses a widely researched and consistently validated interest and preference inventory designed to identify and clarify preferences, interests, learning and communication styles in both youth and adults. YouthSource system participants complete their inventory, participate in a guided session with professional development experts and receive an individually tailored guide book that contains their interests, preferences, skills and strengths. The results of the experience session empower participants by providing them a vocabulary for discussing their personal and career interests; a context for understanding their preferences in terms of who they are; a framework for making choices about their present and future educational goals that are in alignment with their preferences, interests and talents, and language to use in developing resumes, completing letters of application for college or career in a personal and professional manner. The *InnerSight* experience assists case managers in helping youth create their Individual Service Strategy to enroll in education and job training programs that are based on their interests and preferences. This results in a greater return on investment by ensuring that youth understand and complete their training goals, increasing their likelihood of finding employment related to their training.

Workforce Innovation Fund - LA Reconnection Career Academy

Begun in PY 2013-14, the Los Angeles Reconnections Career Academy (LARCA) supports the enrollment of 1,200 young people between the ages of 16-24 over its three program years. The program model focuses on 100 percent drop-out recovery with connections back to school and career pathways and includes a robust evaluation component conducted by the Social Policy Research Associates (SPR). The program is administered by the EWDD with direct services provided by the Youth Policy Institute, the Coalition for Responsible Community Development, the Los Angeles Conservation Corp and the Los Angeles Youth Opportunity Movement Watts and Boyle Heights YouthSource centers. The program is funded by an allocation of \$12 million spread over three years, and includes all related EWDD and contractor costs.

Youth Career Connect / Career Pathways Trust

The EWDD will be working closely with the Los Angeles Unified School District's Linked Learning Pathway's campuses in PY 15-16 to create work experience activities for 2 percent of their 18,000 Linked Learning high school students. Linked Learning Pathway programs are located at 24 campuses across the City and are focused on the following career pathways: Health Science and Medical Technology, Arts, Media & Entertainment, Engineering/Law/Teaching, Finance & Business, and Energy, Environment & Utilities. These efforts are funded by grants secured by the LAUSD through the U.S. Department of Labor's Youth Career Connect and the State of California's Career Pathways Trust funds.

Additional career pathway efforts are funded through the US Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCT) grant secured by the Los Angeles Community College District (LACCD). The TAACCT "LA H3C" program goal is to enroll 7,000 students into healthcare skills certificate courses across all nine LACCD campuses. Referrals from both WorkSource and YouthSource Centers will be made to this program with the shared goal to assist job seekers with earning healthcare skills certificates and gaining meaningful employment in the health care field.

Summer Youth Activities and Services

Summer Youth Employment Programs enable youth to gain exposure to careers and the work world while earning paycheck and developing fundamental workplace skills (communication, time management and problem solving). Participants work under the guidance of a supervisor on the job.

Summer Youth Employment Program (SYEP)

The Summer Youth Employment Program (SYEP) has been a key service component for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14-24 have the opportunity to earn a paycheck while developing foundational work place skills and a connection to the labor force.

HIRE LA's Youth Campaign

The goal of this program is to hire young adults into unsubsidized employment. In partnership with the Los Angeles Chamber of Commerce Foundation, this program provides youth, ages 16-24, with job skills workshops and mock interviews to obtain Work Readiness Certificates (WRC). Hiring events and recruitments are continuously planned throughout the City to highlight the program and to promote the value of the WRC to the business community and to connect youth job seekers with employers.

Los Angeles Youth Opportunity Movement (LAYOM)

Through local City funds, the LAYOM supports the development of Los Angeles youth by implementing its mission of promoting youth achievement by working with families and community partners to create opportunities for youth (ages 14-24 years) to reach their education, employment and personal development goals. In partnership with local community based organizations, LAYOM is a vocational, educational, career, and social support system that emphasize the talents and capacities of the community's youth and families. LAYOM serves in-school and out-of-school youth and provides recruitment, assessment, case management, job preparation, internships, career counseling, job placement, leadership development and educational placement in a client-centered, individual approach.

In PY 15-16, LAYOM will continue the WIA-funded Intensive Transitions project that supports youth offenders returning from probation camps, linking them to education and employment opportunities through the YouthSource system. Services include anger-management training, individual counseling, parent education, after school tutoring, and community service. The case management program has shown an increase in successful completion of probation, reduced recidivism, community service and restitution.

Cash for College

The Cash for College (CFC) campaign is designed to expand access to education and career opportunities for low-income youth. This initiative is intended to integrate CFC activities into the YouthSource System to ensure access to CFC activities for WIOA program-enrolled youth. Project services are coordinated through a contract with the Los Angeles Area Chamber of Commerce Foundation.

Primary services include:

- Targeted outreach to YouthSource participants to ensure attendance of 500 WIOA-enrolled youth at the Cash for College Convention.
- Facilitation and recruitment of thirteen YouthSource contractors to be "pick-up" sites for the College for Cash Convention.
- Providing information for Free Application for Federal Student Aid (FAFSA) financial aid workshops to all YouthSource Contractors.
- Ensuring that 100 WIA program-enrolled youth participate in the Cash for College financial aid workshops.

SYSTEM WIDE ACTIVITIES

Workforce Investment Board (WIB) Innovation Fund

The WIB established the Innovation Fund to support effective programs and to provide the capital needed to replicate the success of those programs and initiatives in communities in Los Angeles. The intent of focusing on high-impact, result-oriented programs is to ensure that Innovation Funds are spent in a way that is effective and accountable.

In PY2015/16, the WIB Innovation Fund will support the City's efforts to implement WIOA program elements, including: incumbent worker training, high-demand sector training leading to career pathways, services to vulnerable populations and individuals with barriers to employment. The WIB Innovation Fund will support these goals by funding new workforce strategies that will:

1. Develop Employment Sector Strategies that lead to career pathways in a) Information & Technology; b) Advanced Manufacturing; c) Healthcare; and d) BioTech Manufacturing;
2. Develop effective strategies to serve vulnerable populations, including Transgender populations;
3. Promote collaboration and/or co-location with the Los Angeles Community College District;
4. Promote the use of technology to provide increased access to the Workforce Development System.

Customer Satisfaction Surveys and LA Performs

Customer satisfaction surveys and the City's LA Performs website facilitate the tracking WorkSource and YouthSource system performance. LA Performs uploads WDS customer activity data from the state's CalJOBSsm System and sorts and displays the data in scorecard format. LA Performs serves as the data source for the contractor performance evaluations. Satisfaction surveys are conducted on a sample basis of WDS customers by a third party. The results are also incorporated into the contractor performance evaluations.

Crossroads Workforce Policy Symposium

Continued funding for this annual policy symposium will engage policy makers, city leaders, as well as workforce development professionals in a day-long policy meeting around a singular topic impacting the Los Angeles region's economic and workforce community. Prior Crossroads policy symposium topics have included out-of-school

youth, foster youth, ex-offender job seekers, veterans, and older worker/younger worker workforce development.

Labor Market Information and Analysis

Labor Market Analysis is used to conduct objective research on and analysis of a wide range of workforce development and economic issues (e.g., industries and jobs in demand, employment levels and wage rates, availability of training resources, etc.). This information is also used to evaluate industry sector initiatives and high growth industries in connection with employment and job training.

Funding for Fiscal and Special Audits

These funds provide support to the EWDD's Financial Management Division with regard to fiscal reviews and special audits.

Certification Requirements and Technical Assistance

Provides funding to research and develop new certification and performance requirements for the adult and youth systems, incorporating the new WIOA legislation. This will also assist with the continued implementation of JobsLA and CalJOBSSM, including training, staff development, and technical assistance.

WorkSource Center Online Portal

The State Employment Development Department implemented a new data collection system, CalJOBSSM, during the PY13-14. The City contracted with the vendor for the State, Geographic Solutions, Inc., to develop a micro portal linked to the new State System that will provide: 1) local content management and 2) local branding.

Promotion and Outreach

Provides funding for conducting marketing and outreach efforts for a range of activities including staff trainings, business protocol development, media services, development of collateral materials, utilization of social media, and direct media buys that will:

- Address the WIB rebranding needs related to the transition from WIA to WIOA and compliance with co-branding requirements of the U.S. Department of Labor and the California Workforce Investment Board.
- Increase regional market share recognition and support of jobseekers/dislocated workers, youth, and businesses/employers for the WIB Workforce Development System's WorkSource, YouthSource, JobsLA.org and HIRE LA's Youth brands.

- Promote awareness and best practices of the Industry Sector Training Initiatives, the linkage to the Workforce Development System, and the connection to local and regional employers and community colleges.
- Facilitate joint messaging of the WIB and the EWDD goals and objectives.

Please see:

Tab 4, Service Strategies and Activities, for a complete listing of PY 15-16 programs in to relation WIA and non-WIA funding sources and allocations for PY 14-15 and PY 15-16.

Tab 5, Budget, for detailed budget information

Tab 6, Policies, for proposed new and revised WIB Policies

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
ADULT & DISLOCATED WORKER ACTIVITIES									
1	WorkSource (One-Stop Career) Centers		18,275,000		18,275,000	18,275,000	-	18,275,000	-
	The City will fund a number of full-service WorkSource Centers in the City of Los Angeles that provide a full range of assistance to job seekers and employers under one roof. Job seekers can receive career counseling, job listings, labor market information, training referrals, and other employment-related services. Employers can avail themselves of business services such as recruiting, posting job vacancies, human resources services, and customized training.								
	WorkSource Center Contractors:								
	Canoga Park / South Valley: ResCare Workforce Services		\$ 1,075,000		\$ 1,075,000	\$ 1,075,000		\$ 1,075,000	
	West Adams: Asian American Drug Abuse Program, Inc.		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	West Valley / Northridge: Build Rehabilitation Industries		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Boyle Heights / East: ResCare Workforce Services		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Harbor Gateway: Pacific Gateway Workforce Investment Network		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Vernon Central / LATTTC: Coalition for Responsible Community Development		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Wilshire Metro: Community Career Development Inc.		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Sun Valley: El Proyecto del Barrio inc.		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Northeast Los Angeles: Goodwill Industries of Southern California		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Watts / Los Angeles: Housing Authority of the City of Los Angeles		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	West Los Angeles: Jewish Vocational Services		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Crenshaw: Los Angeles Urban League		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Hollywood: Managed Career Solutions, Inc.		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Downtown / Pico Union: Pacific Asian Consortium in Employment		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	South Los Angeles: UAW Labor Employment and Training Corp.		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Southeast Los Angeles: Watts Labor Community Action Center		1,075,000		1,075,000	\$ 1,075,000		1,075,000	
	Pacoima / North Valley: Youth Policy Institute, Inc.		1,075,000	500,000	1,575,000	\$ 1,075,000		1,075,000	
					-			-	
					-			-	
	Subtotal: WorkSource Center Funding		18,275,000	500,000	18,775,000	18,275,000	-	18,275,000	(500,000)
2	Additional Assistance Project (Governor's 25% Discretionary Funds)			255,000	255,000		-	-	(255,000)
	EWDD will serve an estimated total of 525 dislocated workers through its Workforce Development System operators who will outreach and recruit eligible participants. Training modalities to be deployed for this project include classroom training, work experience, on-the-job-training (OJT), or a combination thereof. The grant period is retroactive from September 2012 through September 30, 2015.								
	EWDD procured the WorkSource Center operators to provide services. The project term is from September 1, 2013 to September 30, 2015. The bulk of the extension is funded with carryover funds. Additional funding in the amount of \$721,641 was added to the grant to extend services through September 30, 2015.								
3	Nestle Lay off (WIA 25% Moving Forward)				-		-	-	-
	EWDD will provide job training and placement services to 124 workers dislocated as a result of the closure of the Nestle Prepared Food Company's Hot Pockets manufacturing facility in Chatsworth, California, for a grant term of 18 months, retroactive to October 1, 2014 through March 31, 2016.								

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
WorkSource System Enhancements:									
7	Living Independently Through Employment (LITE) Project (CDBG)			201,875	201,875	-	-	-	(201,875)
	Funding for the Skid Row Development Corporation Employment Portal at a Volunteer of America Drop-In Center in downtown Los Angeles. This portal provides job search and job placement assistance, supportive services, and appropriate referrals essential to Skid Row residents in obtaining gainful employment.								
8	Southeast Los Angeles Portal		100,000		100,000	100,000	-	100,000	-
	Funding to continue operating a WorkSource Center portal to provide workforce development services to residents living in the area situated south of the Santa Monica freeway and east of the Harbor freeway. EWDD will conduct an RFP in order to identify a WorkSource center operator to provide this service.								
9	WIOA Implementation (formerly Integrated Service Delivery System)		100,000		100,000	50,000	-	50,000	(50,000)
	During PY 14-15 the Workforce Development System (WDS) transitioned its Adult WorkSource System into an Integrated Service Delivery (ISD) model. The ISD model- through a new network of One Stop service providers recently procured by EWDD - seeks to increase service delivery and improve performance outcomes by working with an integrated customer pool, ensuring an integrated customer flow design, and moving toward integrated staffing at the One Stop Centers. In order to achieve WIOA implementation, the WDS will focus on the following key points: Continue and strengthen the ISD model; Initiate and further develop strategic partnerships to improve service delivery and customer outcomes, as well as leveraging resources; Provide priority of service for Veterans, People with Disabilities (PWD), and the homeless. Funding will provide training on WIOA implementation for City staff as well as contractor and partner staff.								
10	WIF- Los Angeles Regional Initiative for Social Enterprise				-		3,778,748	3,778,748	3,778,748
	Workforce Innovation Fund award, Los Angeles is leading the way in improving employment outcomes for individuals facing significant barriers to work. Building on the model of social enterprise, LA:RISE will stimulate job acquisition and retention for 500 individuals who make up the hardest-to-serve populations – those with a history of homelessness, incarceration, and disconnected youth. This innovative initiative is the first of its kind to integrate employment, social enterprise, and specialized services within the workforce system. LA:RISE will change the way business, government, and nonprofits work together in transforming the lives of people and communities with the power of a job								
11	Los Angeles Library System Strategic Partnership					100,000	-	100,000	100,000
	EWDD will partner with the City's library system to provide jobseeker services in library branches. This program includes two pillars: first EWDD will establish a WSC portal at the Central Los Angeles Library branch; and second, EWDD will fund a WSC to train branch librarians and provide technical assistance on JobsLA.org								

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
12	WorkSource Center Online Portal (Information System PY 2013-14)		80,000		80,000	60,000	-	60,000	(20,000)
	The State Employment Development Department implemented a new data collection system, CalJOBS, during the PY13-14. The City contracted with the vendor for the State, Geographic Solutions, Inc., to develop a micro portal linked to the new State System that will 1) provide local content management and 2) local branding.								-
13	Trade Adjustment Assistance Community College and Career Training Grant			118,000	118,000		242,534	242,534	124,534
	The Trade Adjustment Assistance (TAA) Program is a federal entitlement program that assists U.S. workers who have lost or may lose their jobs as a result of foreign trade. This program seeks to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed.								
	Subtotal: WorkSource System Enhancements		280,000	319,875	599,875	310,000	4,021,282	4,331,282	3,731,407
	Total: ADULT & DISLOCATED WORKER ACTIVITIES		20,135,000	1,074,875	21,209,875	20,662,657	4,021,282	24,683,939	3,474,064
YOUTH ACTIVITIES									
14	YouthSource Centers		11,234,080		11,234,080	11,321,080	-	11,321,080	87,000
	Continue YouthSource System made up of 13 Youth Centers, with a focus on high school dropout recovery. All centers offer the following services to low-income in-school youth ages 14-21 and out of school youth ages 16-24 with barriers such as basic skills deficiencies or status as a foster youth, youth offender, pregnant/parenting youth, or youth with a disability: * Services to re-enroll high school dropouts into secondary education leading to a high school diploma or GED. * Services to improve educational achievement such as basic skills remediation, tutoring and preparation for post-secondary education. * Services to prepare youth to enter and succeed in employment such as work readiness skills training, work readiness certification, paid work experience and internships, and job search and placement assistance. * Services to support youth such as supportive services, adult mentoring, comprehensive guidance and counseling. * Services mandated by the WIB Youth Council to meet the needs of local youth such as English-as-a-Second Language and computer literacy. New Service Elements Imposed by WIOA: * Services to provide financial literacy education. * Services to provide entrepreneurial skills training. * Services that provide labor market information about in-demand industry sectors and occupations. * Services to provide postsecondary preparation and transition activities * LAUSD Office of Pupil Services--Los Angeles Unified School District shall serve as a mandatory partner collaborator for all YouthSource Centers to identify out-of-school youth and target them for services. LAUSD Pupil Service Attendance (PSA) Counselors will work with the City's YouthSource Centers. The Counselor will coordinate with YouthSource Center Case Managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs. LAUSD staff will provide on-site support to Case Managers to identify potential participants to youth services; connect students to YouthSource Centers; and/or to LAUSD for services where available.								
			793,000		793,000	880,000		880,000	87,000

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
	Below is the distribution of WIA formula funds to YouthSource Centers:								
	Central Los Angeles - Catholic Charities of Los Angeles, Inc.		803,160		803,160	803,160		803,160	-
	South Los Angeles - Catholic Charities of Los Angeles, Inc.		803,160		803,160	803,160		803,160	-
	North Valley - El Proyecto del Barrio, Inc. (Van Nuys & North Hollywood)		803,160		803,160	803,160		803,160	-
	South Valley - El Proyecto del Barrio, Inc. (Canoga Park)		803,160		803,160	803,160		803,160	-
	South Los Angeles - Los Angeles Brotherhood Crusade, Inc.		803,160		803,160	803,160		803,160	-
	Harbor - Los Angeles Harbor College (LACCD)		803,160		803,160	803,160		803,160	-
	East Los Angeles - Para Los Ninos		803,160		803,160	803,160		803,160	-
	Central Los Angeles - The Regents of the University of California		803,160		803,160	803,160		803,160	-
	West Los Angeles - The Regents of the University of California		803,160		803,160	803,160		803,160	-
	South Los Angeles - Watts Labor Community Action Committee		803,160		803,160	803,160		803,160	-
	East Los Angeles - Youth Opportunity Movement - Boyle Heights		803,160		803,160	803,160		803,160	-
	South Los Angeles - Youth Opportunity Movement - Watts		803,160		803,160	803,160		803,160	-
	North Valley - Youth Policy Institute, Inc. (Pacoima)		803,160		803,160	803,160		803,160	-
	Subtotal: YouthSource Centers		11,234,080	-	11,234,080	11,321,080	-	11,321,080	87,000
Summer Youth Employment:									
15	LA County Temporary Assistance for Needy Families			3,673,490	3,673,490		7,434,992	7,434,992	3,761,502
	For PY 13-14, LA County approved an allocation of \$1,068,030 funds to provide youth summer jobs that provide educational and job training services. Increased funding is expected for PY 14-15. Services will focus on Job Readiness, Financial Literacy and paid work experience.								
16	Summer Youth Employment Program (SYEP) (City GF & Various Sources)			2,375,256	2,375,256		2,411,317	2,411,317	36,061
	The Summer Youth Employment Program (SYEP) has been a key component of the Youth Workforce System for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14-24 have the opportunity to earn a paycheck while developing foundational work place skills and a connection to the labor force..								
	For PY 15-16, a total of \$TBD has been identified to underwrite subsidized jobs for low and moderate income youth from the following sources: City General Fund EWDD SYEP - Other Sources Goldman Sachs						1,830,299 328,500 252,518		
	Service providers will be selected from the existing YouthSource Center Operators procurement list and from the 2013 Support System RFQ."								

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
17	Citibank Summer Youth		-	465,450	465,450		36,497	36,497	(428,953)
	The program targets youth, ages 14-24, who live within the City, are low income, and have a legal right to work. County funds specifically target youth from families receiving CalWorks public assistance, followed by foster youth, youth on probation, youth receiving General Relief, and homeless youth with an emphasis on educating and building Youth Financial Capability. The program is funded through the generous support of the Citi Foundation and will provide 257 youth with a paid six week work experience. The work experience component will be provided by the 16 YouthSource Centers throughout the City of Los Angeles. In addition, all Centers will identify a financial institution partner that will offer safe and affordable financial products for youth and young adults								
	Subtotal: Summer Youth Employment		-	6,514,196	6,514,196	-	9,882,806	9,882,806	3,368,610
Year-Round Youth Employment:									
18	Cash for College (WIA and Other Funds)		90,000	49,144	139,144	90,000	49,000	139,000	(144)
	The Cash for College (CFC) campaign is designed to expand access to education and career opportunities for * Targeted outreach to YouthSource participants to ensure attendance of 500 WIA-enrolled youth at the Cash for College Convention. * Facilitation and recruitment of 13 YouthSource contractors to be "pick-up" sites for the College for Cash Convention. * Providing information for FAFSA financial aid workshops to all YouthSource Contractors. * Ensuring that 100 WIA program-enrolled youth participate in the Cash for College financial aid workshops.								
19	Hire LA's Youth 16-24 (WIA and Other Funds)		75,000	285,000	360,000	75,000	256,500	331,500	(28,500)
	In partnership with the business community, this program provides youth, ages 16-24 with Job Skills Workshops and mock interviews to obtain Work Readiness Certificates (WRC). Hiring events and recruitments are continuously planned throughout LA to highlight the program to promote the value of the WRC to the business community and to connect young job seekers with employers. The goal of the program is to secure 1,500 job pledges to hire young adults into unsubsidized employment. This activity will provide funding to an entity specializing in outreach to the business community for System Support activities. * Secure job pledges from area employers. * Recruit, evaluate, and place youth ages 16-24 into Hire LA job pledge pool. * Have youth participate in Work Readiness Certification program. * Hire youth into secure employment.								-
20	Los Angeles Reconnections Career Academy (LARCA) (WIF-DOL)			4,123,350	4,123,350		50,858	50,858	(4,072,492)
	The Los Angeles Reconnections Career Academy (LARCA) to date has enrolled over 1000 youth between the ages of 16-24. The program model focuses on 100% drop out recovery with connections back to school and career pathways and includes a robust evaluation component conducted by the Social Policy Research Associates (SPR). The program is administered by EWDD with direct services provided by the Youth Policy Institute, the Coalition for Responsible Community Development, the Los Angeles Conservation Corp, InnerSight, Inc., Los Angeles Unified School District and the Los Angeles Youth Opportunity Movement, Watts and Boyle Heights. In PY 2015-16, the LARCA program will outreach, recruit and enroll an additional 200 youth. Furthermore, LARCA providers will continue to provide ongoing direct and follow-up services to those already enrolled.								

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
21	YOM - Intensive Transitions		177,000		177,000	177,000	-	177,000	-
	Continues funding of Intensive Transitions project that supports youth offenders returning from probation camps, linking them to education and employment opportunities through the YouthSource System. The project has functioned as a component of the larger LA Youth Opportunity Movement (LAYOM) Program. Services include anger management training, individual counseling, parent education, after school tutoring, and community service. The case management program has shown an increase in successful completion of probation, reduced recidivism, community service and restitution.								
22	YOM - City General Fund			521,536	521,536		556,193	556,193	34,657
	Provides for continuation of services previously funded by the CDBG grant program with City General Funds. LAYOM promotes the development of youth by implementing its mission of promoting youth achievement by working with families and community partners to create opportunities for youth 14-24 yrs. to reach their education, employment and personal development goals. In partnership with local community based organizations, LAYOM is a vocational, educational, career, and social support system that emphasizes the talents and capacities of the community's youth and families. LAYOM serves in-school and out-of-school youth and provides recruitment, assessment, case management, job preparation, internships, career counseling, job placement, leadership development and educational placement in a client-centered, individual approach.								
23	LA County Probation High Risk/High Need			193,836	193,836		197,560	197,560	3,724
	Funding provides year long employment and educational training opportunities to 50 young people returning from the juvenile camp system operated by the Los Angeles Youth Opportunity Movement (YOM).								
	Subtotal: Year-Round Youth Employment		342,000	5,172,866	5,514,866	342,000	1,110,110	1,452,110	(4,062,756)
	Total: YOUTH ACTIVITIES		11,576,080	11,687,062	23,263,142	11,663,080	10,992,916	22,655,996	(607,146)
24	WIB Innovation Fund		1,000,000		1,000,000	1,000,000	-	1,000,000	-
	The WIB Innovation Fund supports effective program designs by providing capital needed to replicate their success. Funding for these programs is based on analysis of outcomes, evidence of success, learning that addresses key gaps in knowledge within the field, sustainability and scalability.								
	WIOA emphasizes incumbent worker training, career pathways, services to vulnerable populations and individuals with barriers to employment. The WIB Innovation Fund will support these goals in PY 15-16 by funding the development of strategies that will:								
	* Allocate of \$100,000 to support an "LA is IT" (Information Technology) Initiative to create training and employment opportunities for Angelenos in the region's burgeoning information technology sector;								
	* Allocate of \$300,000 to support the development of industry sector intermediaries and industry sector initiatives that will create training and employment opportunities for Angelenos in the region's Information Technology, Healthcare, Advances Manufacturing, and Bio-Technology/Pharmaceutical industry sectors;								
	* Allocate of \$200,000 to create linkages between the City's Workforce Development System and existing apprenticeship programs in California, and develop new apprenticeship opportunities for Angelenos. Apprenticeship is a worker-training model that combines on-the-job training with classroom-based instruction;								

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
	<p>* Allocate \$100,000 to develop and implement a plan to increase access to the WDS for under-represented populations. A Taskforce of WDB members and community leaders selected by the WDB Chair be formed to assist the Economic and Workforce Development Department (EWDD) in the formulation of said plan;</p> <p>* Allocate of \$100,000 to continue the Transition to Work (T2W) project, funded by an Accelerator Grant from the California Workforce Investment Board (CWIB), to develop a pipeline for Los Angeles transgender youth (some of whom will be homeless) ready to take advantage of post-secondary educational opportunities and/or employment in high-growth industry sectors in the Southland;</p> <p>* Allocate of \$100,000 to increase the ability of the City's YouthSource Centers to provide enhanced workforce development and supportive services to homeless youth, through the establishment of partnerships with community-based organizations that already have the specific expertise in serving said population.</p>								
EVALUATION STUDIES									
25	Customer Satisfaction Surveys		140,000	184,000	324,000	140,000	-	140,000	(184,000)
	<p>Contract with The University Corporation to</p> <p>A. Continue conducting customer satisfaction surveys, on site and by telephone, as follows:</p> <ul style="list-style-type: none"> • Of Adult participants at WorkSource Centers • Of Youth participants at YouthSource Centers • Of employers at WorkSource and YouthSource Centers • Of participants of the Summer Youth Employment program (SYEP) <p>B. Continue providing performance and policy consulting, and reporting on same, as needed.</p> <p>C. Data analysis and final report on the above to EWDD</p>								
26	LA Performs		100,000		100,000	100,000	-	100,000	-
	<p>Continue to fund the online performance management system of the Workforce Development System. This system tracks universal access, maintains customer satisfaction surveys of participants and employers, and provides valuable information for measuring agencies' performance and for developing an annual evaluation of their program performance.</p> <p>Contract with Future Work Systems, LLC, to a) continue hosting and maintaining the LA Performs website, which is used for managing and reporting performance metrics, and b) provide LA Performs training as needed.</p>								
27	Labor Market Information		75,000		75,000	50,000	-	50,000	(25,000)
	<p>Labor Market Information is used to research and evaluate industry sector initiatives and high growth industries in connection with employment and job training.</p>								
	Total: EVALUATION STUDIES		315,000	184,000	499,000	290,000	-	290,000	(209,000)

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
CONTINUOUS IMPROVEMENTS									
28	Audit Fees/Fiscal Training		100,000		100,000	100,000	-	100,000	-
	* Conduct fiscal review and special audits of WorkSource and YouthSource centers. * Participate at various fiscal and administrative training events for audit staff.								
29	Certification Requirement and Technical Assistance (formerly Certification Requirements for WorkSource and YouthSource Centers and Performance Improvement Consultant Services & Technical Assistance)		175,000		175,000	75,000	-	75,000	(100,000)
	Provides funding to research and develop new certification and performance requirements for the WDS, incorporating new requirements under the WIOA legislation. This strategy will also assist with the continued implementation of JobsLA, CALJOBS, including training, staff development and technical assistance.								
31	Services to Vulnerable Populations		25,860		25,860	-	-	-	(25,860)
	Provides Workforce Development System (WDS) staff training and technical assistance, education of WDB membership on disability issues (including youth with disabilities), and promote operational alignment with service partners. These efforts will better serve the employment and training needs of vulnerable job seeker populations identified through the WIOA, including individuals with disabilities and individuals with barriers to employment.								
	Total: CONTINUOUS IMPROVEMENTS		300,860	-	300,860	175,000	-	175,000	(125,860)
MISCELLANEOUS									
32	Crossroads/Policy Conferences and Forums		20,000		20,000	20,000	-	20,000	-
	Funding for crossroads symposia at which WIB members, elected officials, and workforce development professionals engage in critical discussions regarding services to vulnerable populations. It will serve as the basis for development of workforce development policies and programming in the City of Los Angeles.								
33	Youth Assessment		275,000		275,000	275,000	-	275,000	-
	InnerSight uses a widely researched and consistently validated interest and preference inventory designed to identify and clarify preferences, interests, learning and communication styles and more. Clients will take a personal inventory and then will participate in an InnerSight experience that is guided by professional development experts. Each client will receive a guidebook tailored to them based on the results of their inventory. The results of the experience session will empower clients by providing them a vocabulary for discussing their personal and career interests, a context for understanding their preferences in terms of who they are, a framework for making choices about their present and future educational goals that are in alignment with their preferences, interests and talents and language to use in developing résumés, completing letters of application for college or career in a personal and professional manner.								

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
34	Promotion and Outreach Provides funding for conducting marketing and outreach efforts for a range of activities including staff trainings, business protocol development, media services, development of collateral materials, utilization of social media, and direct media buys that will: 1. Address WIB rebranding needs related to the transition from WIA to WIOA and compliance with co-branding requirements of the U.S. Department of Labor and the California Workforce Investment Board. 2. Increase regional market share recognition and support of jobseekers/dislocated workers, youth and businesses/employers for the WIB Workforce Development System's WorkSource, YouthSource, JobsLA.org and HIRE LA's Youth brands. 3. Promote awareness and best practices of the Industry Sector Training Initiatives, the linkage to the Workforce Development System and the connection to local and regional employers and community colleges. 4. Facilitate joint messaging of WIB and EWDD goals and objectives.		200,000		200,000	150,000	-	150,000	(50,000)
35	Youth Careers Connect Funded through the U.S. Department of Education & the U.S. Department of Labor, the Youth Career Connect grant seeks to increase high school students' preparedness for postsecondary education and employability in high-growth industries. Academic and career-focused training are blended to develop work readiness and technical skills that lead to successful employment. EWDD is a subrecipient under the Los Angeles Unified School District.			176,264	176,264		74,736	74,736	(101,528)
36	Los Angeles Southwest College Leading Engineering Education for the Future in Los Angeles Funded by the U.S. Department of Labor, the Southwest College Leading Engineering Education for the Future in Los Angeles (LEEF-LA) seeks to enhance the technical skill levels of local workers so they can obtain or upgrade employment as engineers.				-		-	-	-
37	California Career Pathways Trust Fund Funded through the CA Department of Education Career Pathways Trust Fund, the purpose of this program is to support the establishment of kindergarten through community college (K-14) career pathway programs that will provide students with a sequenced pathway of integrated academic and career-based education and training.				-		-	-	-
38	CA Disability Employment Initiative California Disability Employment Initiative - As part of a statewide demonstration project in Program Year 2012-13, the WDS provided service to individuals with disabilities. This project fosters stronger linkages to the employer community and informs employer and industry associations on tax credits, On the Job Training opportunities, and other incentives available to hiring. The intent of this effort was to increase employer awareness of and dispel the myths of hiring people with disabilities. No additional funds were provided in PY 2013-14 and PY 2014-15. Project scheduled to end in PY 2014-15.				-		-	-	-
39	US Department of Justice Second Chance The U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance has awarded grant funds to EWDD for the purpose of implementing its technology career training demonstration project with the goal of reducing juvenile recidivism. EWDD and its partners will recruit, assess, enroll and train 100 juvenile ex-offenders in the field of green automotive technology and green construction technologies prior to release. Juveniles will be provided in-camp educational and career training and post-release services with a focus on training, education and behavioral therapy.				-		71,282	71,282	71,282

Ref #	Strategies & Activities	Trng Related?	PY 2014-15 Allocations			PY 2015-16 Allocations			Increase (Decrease)
			WIA	Other Sources	Total	WIA	Other Sources	Total	
40	LA County Workforce Investment Act The City will receive funds from the County of Los Angeles to continue the provision of services at the Pacoima/North Valley WorkSource Center to residents of the Los Angeles County LWIA.				-		483,000	483,000	483,000
41	Audit Repayment Fund To be used by EWDD to cover anticipated budget shortfalls from various sources.			112,034	112,034		-	-	(112,034)
	Total: MISCELLANEOUS		495,000	288,298	783,298	445,000	629,019	1,074,019	290,721
	Grand Total: All WIB Strategies and Activities		33,821,940	13,234,235	47,056,175	34,235,737	15,643,217	49,878,954	2,822,779
CITY OF LA:									
42	Program and Administrative Support:		11,190,981	2,937,288	14,128,269	11,283,105	2,641,664	13,924,769	
	• Economic and Workforce Development Department		9,175,085	2,937,288	12,112,373	9,338,225	2,641,664	11,979,888	
	• Workforce Investment Board (WIB)		992,257		992,257	990,859	-	990,859	
	• Other City Departments		1,023,639		1,023,639	954,021	-	954,021	
	Total: CITY OF LA		11,190,981	2,937,288	14,128,269	11,283,105	2,641,664	13,924,769	
	Grand Total: All WIB Strategies and Activities and Program/Admin Support		45,012,921	16,171,523	61,184,444	45,518,842	18,284,880	63,803,722	

FUNDING SOURCE A	REVENUE			ESTIMATED EXPENDITURES								Budget Surplus (Deficit) M
	New WIOA Allocation for PY 2015-16 B	WIA Carryover from PY 2014-15 C	Total Allocation Available for PY 2015-16 D=B+C	CITY of LOS ANGELES					Service Providers J	Supporting Program Activities K	Total Estimated Expenditures L=I+J+K	
				EWDD			Other City Depts H	Total City I=E+F+G+H				
				Admin/Prog Support E	Direct Svcs (YSC) F	WIB G						
WORKFORCE INNOVATION OPPORTUNITY ACT (WIOA):												
Formula Funds:												
Adult	14,517,847	1,773,420	16,291,267	4,001,007	-	475,612	354,425	4,831,044	10,311,197	1,149,025	16,291,267	0
Dislocated Worker (DW)	10,503,957	856,735	11,360,692	2,147,178	-	317,075	259,193	2,723,446	7,963,803	673,444	11,360,692	(0)
Youth (1)	14,987,996	1,116,707	16,104,703	3,190,040	1,370,840	198,172	340,402	5,099,455	9,714,760	1,290,488	16,104,703	0
Subtotal: Formula Funds	40,009,800	3,746,862	43,756,662	9,338,225	1,370,840	990,859	954,021	12,653,945	27,989,760	3,112,957	43,756,662	0
% to Total Revenue				21.34%	3.13%	2.26%	2.18%	28.92%	63.97%	7.11%	100.00%	0.00%
Rapid Response	1,762,180		1,762,180	1,372,657	-	-	-	1,372,657		389,523	1,762,180	(0)
TOTAL WIA	41,771,980	3,746,862	45,518,842	10,710,882	1,370,840	990,859	954,021	14,026,602	27,989,760	3,502,480	45,518,842	(0)
% to Total Revenue				23.53%	3.01%	2.18%	2.10%	30.81%	61.49%	7.69%	100.00%	0.00%
OTHER WORKFORCE-RELATED GRANTS:												
25% Dislocated Wkr Addtl Assist (F 55M)		54,000	54,000	54,000	-			54,000	-	-	54,000	0
Audit Repayment Fund (F 593)			-					-			-	-
Career Pathways Trust Fund (F 56J)		162,500	162,500	162,500	-			162,500	-	-	162,500	0
CDBG - LITE (F 424)			-		-			-	-	-	-	-
CFE / Citi - SJC (F 56L)		173,196	173,196	136,700	36,497			173,196	-	-	173,196	(0)
DOJ Second Chance Act (F56T)		113,083	113,083	41,801	71,282			113,083	-	-	113,083	(0)
EWDD SYEP - Other Sources (F 56L)	375,000		375,000	46,500	-			46,500	328,500	-	375,000	0
Goldman Sachs	400,000		400,000	147,482	-			147,482	104,400	148,118	400,000	0
LA City General Fund - Cash for College (F 551)	49,000		49,000					-	-	49,000	49,000	-
LA City General Fund - Hire LA (F 551)	285,000	150,072	435,072	28,500	-			28,500	-	256,500	285,000	150,072
LA City General Fund - YOM (F 551)	573,000		573,000	16,807	519,079			535,886	-	37,114	573,000	0
LA City Summer Youth Employment Program (F 551)	2,000,000		2,000,000	169,701	30,299			200,000	1,800,000	-	2,000,000	(0)
LA County High Risk High Needs (F 45D)	232,000		232,000	34,440	161,960			196,400	-	35,600	232,000	0
LA County TANF (F 56E)	8,000,000		8,000,000	565,009	234,992			800,000	6,960,158	239,842	8,000,000	(0)
LA County WIA	483,000		483,000	-	-			-	483,000	-	483,000	-
LA Reconnections Career Academy (LARCA-WIF, F54R)		162,435	162,435	111,577	50,858			162,435	-	-	162,435	0
LA: RISE (F 57C)		4,110,640	4,110,640	331,892	-			331,892	3,110,640	668,108	4,110,640	0
LEEF-LA Engineering Internship (F 56M)		128,571	128,571	128,571	-			128,571	-	-	128,571	0
NEG Multi-Sector (Fund 54T)			-		-			-	-	-	-	-
Nestle Lay-Off (WIA 25% Moving Forward, F 44A)		148,457	148,457	148,457	-			148,457	-	-	148,457	(0)
TAACCCT (F 56F)		262,500	262,500	19,966	242,534			262,500	-	-	262,500	(0)
WIA 25% New Direction for the Workforce (F 57A)		410,000	410,000	410,000	-			410,000	-	-	410,000	0
Youth Career Connect (F 56K)		162,500	162,500	87,763	74,736			162,500	-	-	162,500	0
TOTAL NON-WIA	12,397,000	6,037,954	18,434,954	2,641,664	1,422,237	-	-	4,063,900	12,786,698	1,434,282	18,284,880	150,074
% to Total Revenue				14.33%	7.71%	0.00%	0.00%	22.04%	69.36%	7.78%	99.19%	0.81%
GRAND TOTAL	54,168,980	9,784,816	63,953,796	13,352,545	2,793,076	990,859	954,021	18,090,502	40,776,458	4,936,762	63,803,722	150,074
% to Total Revenue				20.88%	4.37%	1.55%	1.49%	28.29%	63.76%	7.72%	99.77%	0.23%

(1) YOUTH: Actual 15-16 Allocation \$14,987,996 - \$3,500,000 used for PY 14-15 + \$3,500,000 PY 16-17 Allocation

Operator Name	Center	WorkSource			Youth WorkSource	Total PY 2015-16
		Adult	Dislocated Worker	Subtotal		
SERVICE PROVIDERS:						
WORKSOURCE CENTERS:						
Arbor E&T, dba Rescare Workforce Services	Canoga Park-West Hills	606,541	468,459	1,075,000		1,075,000
Asian American Drug Abuse Program	West Adams-Baldwin Hills	606,541	468,459	1,075,000		1,075,000
Build Rehabilitation Industries	Chatsworth-Northridge	606,541	468,459	1,075,000		1,075,000
Arbor E&T, dba Rescare Workforce Services	Boyle Heights	606,541	468,459	1,075,000		1,075,000
City of Long Beach	Harbor	606,541	468,459	1,075,000		1,075,000
Coalition for Responsible Community Development	Vernon-Central	606,541	468,459	1,075,000		1,075,000
Community Career Development, Inc.	Wilshire-Metro	606,541	468,459	1,075,000		1,075,000
El Proyecto del Barrio, Inc.	Sun Valley	606,541	468,459	1,075,000		1,075,000
Goodwill Industries of Southern California	Metro North	606,541	468,459	1,075,000		1,075,000
Housing Authority of the City of Los Angeles	Watts	606,541	468,459	1,075,000		1,075,000
Jewish Vocational Service	Marina del Rey-Mar Vista	606,541	468,459	1,075,000		1,075,000
Los Angeles Urban League	Crenshaw	606,541	468,459	1,075,000		1,075,000
Managed Career Solutions, Inc.	Hollywood	606,541	468,459	1,075,000		1,075,000
Pacific Asian Consortium in Employment	Westlake	606,541	468,459	1,075,000		1,075,000
UAW-Labor Employment and Training Corporation	Southeast Los Angeles-Crenshaw	606,541	468,459	1,075,000		1,075,000
Watts Labor Community Action Committee	Southeast Los Angeles- Watts	606,541	468,459	1,075,000		1,075,000
Youth Policy Institute	Arleta-Pacoima	606,541	468,459	1,075,000		1,075,000
				-		-
				-		-
Subtotal - Worksource Centers:		10,311,197	7,963,803	18,275,000	-	18,275,000
YOUTHSOURCE CENTERS:						
Catholic Charities of Los Angeles	Central LA			-	803,160	803,160
Catholic Charities of Los Angeles	South LA			-	803,160	803,160
El Proyecto Del Barrio	North Valley			-	803,160	803,160
El Proyecto Del Barrio	South Valley			-	803,160	803,160
Los Angeles Brotherhood Crusade	South LA			-	803,160	803,160
Los Angeles Harbor College	Harbor			-	803,160	803,160
Para Los Ninos	East LA			-	803,160	803,160
The Regents of the University of CA	Central LA			-	803,160	803,160
The Regents of the University of CA	West LA			-	803,160	803,160
WLCAC	South LA			-	803,160	803,160
Youth Policy Institute	North Valley			-	803,160	803,160
LAUSD				-	880,000	880,000
Subtotal-Youth Service Providers		-	-	-	9,714,760	9,714,760
TOTAL - SERVICE PROVIDERS		10,311,197	7,963,803	18,275,000	9,714,760	27,989,760
CITY-MANAGED YOUTHSOURCE CENTERS:						
YouthSouce Center - Boyle Heights	East LA	-	-	-	803,160	803,160
YouthSouce Center - Watts	South LA	-	-	-	803,160	803,160
TOTAL CITY-MANAGED YSC		-	-	-	1,606,320	1,606,320
GRAND TOTAL		10,311,197	7,963,803	18,275,000	11,321,080	29,596,080

WDB YEAR 16 ANNUAL PLAN PY 2015-2016
Service Providers for Other Workforce-Related Grants

Tab 5

Service Provider	Amount
25% DISLOCATED WORKER ADDITIONAL ASSISTANCE	
TOTAL	-
CAREER PATHWAYS TRUST FUND	
TOTAL	-
CDBG LITE	
TOTAL	-
CFE/CITI SJC	
TOTAL	-
DOJ SECOND CHANCE	
TOTAL	-
EWDD SYEP OTHER SOURCES	
TBD	328,500
TOTAL	328,500
GOLDMAN SACHS	
TBD	104,400
TOTAL	104,400
LA CITY GENERAL FUND - CASH FOR COLLEGE	
TOTAL	-
LA CITY GENERAL FUND - HIRE LA	
TOTAL	-
LA CITY GENERAL FUND - YOM	
TOTAL	-
LA CITY SUMMER YOUTH EMPLOYMENT PROGRAM	
TBD	1,800,000
TOTAL	1,800,000
LA COUNTY HIGH RISK HIGH NEEDS	
TOTAL	-
LA COUNTY TANF	
TBD	6,960,158
TOTAL	6,960,158

Service Providers for Other Workforce-Related Grants

Service Provider	Amount
LA COUNTY WIA	
TBD	483,000
TOTAL	483,000
LA RECONNECTIONS CAREER ACADEMY (LARCA)	
TOTAL	-
LA RISE	
WORKSOURCE CENTERS:	
Goodwill Industries of Southern California	303,810
Coalition for Responsible Community Development	222,300
Catholic Charities of Los Angeles	96,330
The Regents of the University of CA	118,560
Bridge Employment Social Enterprises-On the Job Training (To be determined)	315,840
TRANSITIONAL EMPLOYMENT SOCIAL ENTERPRISES:	
Coalition for Responsible Community Development	180,000
Chrysalis Enterprises	480,000
Downtown Womens Center	30,000
Goodwill Industries of Southern California	135,000
Homeboy Industries	165,000
Los Angeles Cosnervation Corps	510,000
PERSONAL SUPPORT PROVIDERS:	
Anti-Recidivism Coalition	184,600
Friends Outside of Los Angeles	184,600
LIFT-Los Angeles	184,600
TOTAL	3,110,640
LEEF-LA ENGINEERING INTERNSHIP	
TOTAL	-
NEG MULTI SECTOR	
TOTAL	-
NESTLE LAYOFF (WIA 25% MOVING FORWARD)	
TOTAL	-
TAACCCT	
TOTAL	-
WIA 25% NEW DIRECTION FOR THE WORKFORCE	
TOTAL	-
YOUTH CAREER CONNECT	
TOTAL	-
GRAND TOTAL - SERVICE PROVIDERS	12,786,698

Activity	WIOA Adult	WIOA Dislocated Worker	WIOA Youth	WIOA Rapid Response	Subtotal WIA	Goldman Sachs	LA City Gen Fund Cash for College	LA City Gen Fund Hire LA	LA City GF Gen Fund YOM	LA County High Risk High Needs	LA County TANF	LA: RISE	Subtotal Other Grants	TOTAL
Training Related:														
24 WIB Innovation Fund	372,416	260,976	366,608		1,000,000								-	1,000,000
Subtotal: Training Related	372,416	260,976	366,608	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
Non-Training Related:														
5 Rapid Response Required Strategies					-								-	-
6 Rapid Response Allowable Strategies	315,477			389,523	705,000								-	705,000
7 Living Independently Through Employment (LITE) Project					-								-	-
8 Southeast Los Angeles Portal	56,332	43,668			100,000								-	100,000
9 WIOA Implementation (formerly Integrated Service Delivery System)	25,000	25,000			50,000								-	50,000
10 Reserve for EWDD Program Oversight for PY 16-17					-							668,108	668,108	668,108
11 Library Portal	50,000	50,000			100,000								-	100,000
12 WorkSource Center-JobsLA Online Portal	42,500	17,500			60,000								-	60,000
18 Cash for College				90,000	90,000		49,000						49,000	139,000
19 HIRE LA's Youth 16-24				75,000	75,000			256,500					256,500	331,500
21 Intensive Transitions				177,000	177,000								-	177,000
25 Program Evaluation and Customer Satisfaction Surveys	69,300	55,300	15,400		140,000								-	140,000
26 LA Performs	48,500	38,500	13,000		100,000								-	100,000
27 Labor Market Information	22,000	21,500	6,500		50,000								-	50,000
28 Audit Fees/Fiscal Training	44,000	43,000	13,000		100,000								-	100,000
29 Certification Requirements and Technical Assistance *	28,500	43,000	3,500		75,000								-	75,000
31 Services to Vulnerable Populations	-	-	-		-								-	-
32 Crossroads/Policy Conferences and Forums	10,000	10,000			20,000								-	20,000
33 Youth Assessment			275,000		275,000								-	275,000
34 Promotion and Outreach	65,000	65,000	20,000		150,000								-	150,000
Subtotal: Non-Training Related	776,609	412,468	688,400	389,523	2,267,000	-	49,000	256,500	-	-	-	668,108	973,608	3,240,608
YouthSource Centers (YSC):														
Contractors/Vendors			37,480		37,480								-	37,480
Participant Stipends/Incentives			183,000		183,000	148,118			37,114	35,600	239,842		460,674	643,674
General Services - YSC Maintenance			15,000		15,000								-	15,000
Subtotal: YOM	-	-	235,480	-	235,480	148,118	-	-	37,114	35,600	239,842	-	460,674	696,154
T O T A L	1,149,025	673,444	1,290,488	389,523	3,502,480	148,118	49,000	256,500	37,114	35,600	239,842	668,108	1,434,282	4,936,762

* #29 - formerly "Certification Requirements for WorkSource & YouthSource Centers & Performance Improvement Consultant Services & Technical Assistance"

WDB YEAR 16 ANNUAL PLAN PY 2015-2016

Other City Departments

Tab 5

CITY DEPARTMENT	WIOA				
	Adult	Dislocated Worker	Youth	Rapid Response	Total
CITY ATTORNEY:					
Direct Salaries	58,818	43,014	56,491		158,323
Related Costs	21,051	15,395	20,218		56,664
Subtotal:	79,869	58,409	76,709	-	214,987
CONTROLLER:					
Direct Salaries	18,263	13,356	17,540		49,159
Related Costs	6,536	4,780	6,278		17,594
Subtotal:	24,799	18,136	23,818	-	66,753
MAYOR:					
Direct Salaries	52,141	38,131	50,078		140,350
Related Costs	18,661	13,647	17,923		50,231
Subtotal:	70,802	51,778	68,001	-	190,581
PERSONNEL:					
Direct Salaries	131,788	96,377	126,574		354,739
Related Costs	47,167	34,493	45,301		126,961
Subtotal:	178,955	130,870	171,875	-	481,700
TOTAL	354,425	259,193	340,402	-	954,021

Items of Cost	WIOA				OTHER WORKFORCE-RELATED			TOTAL			
	Prog & Admin Support	YSC	WIB	Subtotal	Prog & Admin Support	YSC	Subtotal	Prog & Admin Support	YSC	WIB	Grand Total
Direct Costs:											
Salaries-Regular Employees	6,872,898	880,658	485,428	8,238,984	1,649,730	972,627	2,622,358	8,522,628	1,853,285	485,428	10,861,342
Salaries-As Needed Employees	126,265	23,758	123,794	273,818	65,374	11,159	76,532	191,639	34,917	123,794	350,350
Overtime	5,860	146	82	6,088	274	162	436	6,134	308	82	6,523
Printing & Binding	15,722	3,288	10,217	29,228	2,727	2,539	5,266	18,449	5,827	10,217	34,494
Travel	23,243	567	20,512	44,321	6,061	626	6,687	29,304	1,192	20,512	51,008
Contractual Services	238,315	27,088	54,546	319,949	71,829	114,090	185,919	310,144	141,178	54,546	505,868
Transportation Exp	15,034	658	368	16,060	1,232	727	1,959	16,266	1,385	368	18,019
Water & Electricity	1,384	-	-	1,384	-	-	-	1,384	-	-	1,384
Office & Admin	187,860	20,941	53,052	261,853	70,918	13,220	84,138	258,779	34,160	53,052	345,991
Operating Supplies	12,076	86,649	6,005	104,730	45,182	96,479	141,662	57,259	183,129	6,005	246,392
Rent	735,786	8,769	46,817	791,372	191,070	22,057	213,126	926,855	30,826	46,817	1,004,499
Subtotal-Direct Costs	8,234,443	1,052,523	800,821	10,087,787	2,104,398	1,233,685	3,338,083	10,338,841	2,286,208	800,821	13,425,870
Related Costs:											
Fringe Benefits	2,292,533	294,604	174,809	2,761,946	497,208	174,620	671,828	2,789,741	469,223	174,809	3,433,773
Central Services	183,907	23,713	15,229	222,849	40,057	13,932	53,989	223,964	37,645	15,229	276,838
Subtotal-Related Costs	2,476,439	318,317	190,039	2,984,794	537,266	188,552	725,817	3,013,705	506,868	190,039	3,710,611
TOTAL	10,710,882	1,370,840	990,859	13,072,581	2,641,664	1,422,237	4,063,900	13,352,545	2,793,076	990,859	17,136,481

Items of Costs	WIOA											
	Adult	Dislocated Worker	Youth	Rapid Response	Subtotal	25% Dislocated Worker	Career Pathways Trust Fund	CFE Citi SJC	DOJ Second Chance	EWDD SYEP- Other Sources	Goldman Sachs	LA City Gen Fund Hire LA
Direct Costs:												
Salaries-Regular Employees	2,811,965	1,528,301	3,065,221	833,497	8,238,984	34,954	102,863	86,271	70,089	23,854	64,336	24,990
Salaries-As Needed Employees	117,294	53,265	76,634	26,624	273,818	162	476	399	324	110	298	116
Overtime	1,120	695	1,621	2,651	6,088	6	17	14	12	4	11	4
Printing & Binding	7,444	8,263	8,652	4,870	29,228	15	45	38	431	10	28	11
Travel	17,387	13,966	11,296	1,673	44,321	22	66	56	45	15	41	16
Contractual Services	98,784	80,284	85,887	54,994	319,949	678	1,996	1,674	1,360	463	41,248	303
Transportation Exp	5,396	5,873	3,123	1,667	16,060	26	77	64	52	17	48	19
Water & Electricity	764	570	50	-	1,384	-	-	-	-	-	-	-
Office & Admin	95,220	66,198	69,002	31,434	261,853	1,853	7,669	10,711	3,675	10,135	530	-
Operating Supplies	2,907	1,935	87,870	12,019	104,730	0	1	35,235	8,610	780	10,697	0
Rent	296,489	150,909	242,559	101,415	791,372	3,751	12,412	7,805	3,358	2,560	7,179	3,041
Subtotal-Direct Costs	3,454,769	1,910,259	3,651,917	1,070,842	10,087,787	41,468	125,623	142,267	87,956	37,948	124,417	28,500
Related Costs:												
Fringe Benefits	945,327	512,608	1,024,719	279,291	2,761,946	11,605	34,152	28,644	23,271	7,920	21,361	-
Central Services	76,523	41,386	82,416	22,523	222,849	926	2,725	2,285	1,857	632	1,704	-
Subtotal-Related Costs	1,021,850	553,994	1,107,135	301,815	2,984,794	12,531	36,877	30,929	25,127	8,552	23,065	-
T O T A L	4,476,619	2,464,253	4,759,052	1,372,657	13,072,581	54,000	162,500	173,196	113,083	46,500	147,482	28,500

Items of Costs	OTHER WORKFORCE-RELATED												TOTAL
	LA City GF Gen Fund YOM	LA City Gen Fund SYEP	LA County High Risk High Needs	LA County TANF	LA Reconnections (LARCA WIF)	LA: RISE	LEEF LA Engineering Internship	Nestle Lay Off	TAACCT	WIA 25% New Direction for the WF	Youth Career Connect	Subtotal	
Direct Costs:													
Salaries-Regular Employees	461,417	124,905	82,766	489,285	108,841	212,651	83,498	97,570	173,505	271,764	108,797	2,622,358	10,861,342
Salaries-As Needed Employees	8,793	21,578	383	39,004	504	984	386	452	803	1,258	503	76,532	350,350
Overtime	77	21	14	81	18	35	14	16	29	45	18	436	6,523
Printing & Binding	1,913	2,055	37	216	48	94	37	43	77	120	48	5,266	34,494
Travel	297	80	53	315	70	5,137	54	63	112	175	70	6,687	51,008
Contractual Services	31,848	27,424	41,606	16,817	2,112	4,126	1,620	1,893	3,367	5,273	2,111	185,919	505,868
Transportation Exp	345	93	62	366	81	159	62	73	130	203	81	1,959	18,019
Water & Electricity	-	-	-	-	-	-	-	-	-	-	-	-	1,384
Office & Admin	6,651	3,939	2,682	4,547	897	7,752	2,907	2,398	10,650	2,242	4,902	84,138	345,991
Operating Supplies	19,025	5,300	36,285	23,819	1,901	2	1	1	2	3	1	141,662	246,392
Rent	5,519	14,605	2,840	45,299	8,942	24,715	10,057	10,969	11,624	31,488	6,963	213,126	1,004,499
Subtotal-Direct Costs	535,886	200,000	166,727	619,748	123,414	255,654	98,636	113,477	200,297	312,570	123,495	3,338,083	13,425,870
Related Costs:													
Fringe Benefits	-	-	27,480	166,574	36,137	70,604	27,723	32,395	57,607	90,231	36,123	671,828	3,433,773
Central Services	-	-	2,193	13,678	2,883	5,633	2,212	2,585	4,596	7,199	2,882	53,989	276,838
Subtotal-Related Costs	-	-	29,673	180,252	39,021	76,237	29,935	34,980	62,203	97,430	39,005	725,817	3,710,611
T O T A L	535,886	200,000	196,400	800,000	162,435	331,892	128,571	148,457	262,500	410,000	162,500	4,063,900	17,136,481

WIB YEAR 16 ANNUAL PLAN PY 2015-16
 Schedule of EWDD Personnel

Classification	TOTAL	WIOA					HireLA	Nestle Lay Off	LA City GF City Managed YouthSource Center	WIF	High Risk/High Need	EWDD SYEP - Other Sources	CFE/Cti - SJC	Governor's 25% Discretionary Fund	LA City GF SYEP	Career Pathways Trust Fund
		Adult	Dislocated Worker	Youth	Rapid Response	Admin										
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
Executive Management Division																
General Manager	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Executive Administrative Assistant III	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Senior Management Analyst II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Senior Management Analyst I	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Senior Management Analyst I	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Senior Project Coordinator	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Project Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Mayoral Aide	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Senior Project Coordinator	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Senior Project Coordinator	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Project Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal:	6.46	1.33	0.68	0.71	0.50	1.17	0.01	0.06	0.01	0.04	0.01	0.01	0.04	0.02	0.07	0.06
Administrative Services Division																
Assistant General Manager	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Chief Management Analyst	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Management Analyst II	0.70	-	-	-	-	0.70	-	-	-	-	-	-	-	-	-	
Management Analyst I	0.70	-	-	-	-	0.65	-	0.05	-	-	-	-	-	-	-	
Senior Management Analyst II	0.70	-	-	-	-	0.70	-	-	-	-	-	-	-	-	-	
Senior Management Analyst I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Management Analyst II	0.70	-	-	-	-	0.70	-	-	-	-	-	-	-	-	-	
Management Analyst II	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Clerk Typist	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Management Aide	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Clerk Typist	1.00	0.54	0.33	0.04	-	0.10	-	-	-	-	-	-	-	-	-	
Senior Management Analyst I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Management Analyst II	1.00	0.43	0.27	0.20	-	0.10	-	-	-	-	-	-	-	-	-	
Management Analyst II	1.00	0.43	0.27	0.20	-	0.10	-	-	-	-	-	-	-	-	-	
Subtotal:	9.39	2.14	1.24	0.83	0.28	3.70	0.01	0.08	0.00	0.02	0.01	0.01	0.02	0.01	0.04	0.03
Financial Management Division																
Departmental Chief Accountant IV	0.73	0.01	0.01	0.00	-	0.48	-	0.01	0.01	0.01	0.00	0.01	0.01	0.01	0.00	
Departmental Chief Accountant IV	0.10	0.04	0.04	0.02	-	-	-	-	-	-	-	-	-	-	-	
Clerk Typist	0.77	0.01	0.01	0.00	-	0.50	-	0.01	0.01	0.01	0.00	0.01	0.01	0.02	0.00	
Clerk Typist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accounting Clerk I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accounting Clerk II	0.90	-	-	-	-	0.68	-	-	0.05	0.02	-	-	0.05	-	0.03	
Accounting Clerk II	0.90	-	-	-	-	0.30	-	0.04	-	0.02	-	0.02	0.05	-	0.03	
Senior Accountant I	0.93	-	-	-	-	0.75	-	-	0.03	-	0.08	-	-	-	-	
Senior Accountant II	0.93	-	-	-	-	0.54	-	-	-	-	-	0.02	-	0.07	0.05	
Principal Accountant II	0.90	-	-	-	-	0.46	-	-	0.05	-	-	0.02	0.03	-	0.03	
Auditor II	0.94	-	-	-	-	0.81	-	-	-	-	-	-	-	-	-	
Auditor II	0.93	-	-	-	-	0.65	-	0.04	-	0.02	-	-	-	-	-	
Auditor II	0.93	-	-	-	-	0.96	-	-	-	-	-	-	-	-	-	
Senior Auditor	0.93	-	-	-	-	0.79	-	-	-	-	-	0.01	-	-	-	
Senior Auditor	0.93	-	-	-	-	0.69	-	-	-	-	-	0.01	-	-	-	
Accountant II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accountant II	0.93	-	-	-	-	0.93	-	-	-	-	-	-	-	-	-	
Fiscal Systems Specialist II	0.93	-	-	-	-	0.93	-	-	-	-	-	-	-	-	-	
Sr Management Analyst	0.91	0.10	0.05	0.04	-	0.40	-	0.02	-	0.03	-	0.01	-	0.03	-	
Accounting Clerk II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accountant II	1.00	-	-	-	-	0.49	-	-	-	-	0.05	-	-	-	-	
Senior Accountant II	1.00	-	-	-	-	0.47	-	0.06	-	0.02	-	0.02	0.03	-	0.04	
Accountant II	1.00	-	-	-	-	0.41	-	0.08	-	0.03	-	0.02	0.03	0.07	0.04	
Accountant II	1.00	-	-	-	-	0.30	-	0.08	-	0.03	-	0.08	0.05	0.07	0.04	
Senior Accountant II	0.30	-	-	-	-	0.17	-	-	-	-	-	-	-	0.07	-	
Management Assistant	1.00	-	-	-	-	0.58	-	-	-	0.02	-	0.02	-	0.07	0.04	
Senior Clerk Typist	0.45	0.20	0.20	0.05	-	-	-	-	-	-	-	-	-	-	-	
Management Analyst II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Payroll Supervisor I	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Accounting Clerk II	0.72	0.15	0.08	0.08	0.06	0.13	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01	0.01	
Principal Accountant I	0.90	-	-	-	-	0.72	-	-	-	-	-	-	-	0.05	0.02	
Subtotal:	21.68	0.66	0.46	0.28	0.11	13.17	0.00	0.36	0.14	0.21	0.14	0.25	0.27	0.38	0.43	0.09
Workforce Development Division																
Chief Management Analyst	1.000	0.50	0.20	0.20	0.05	-	-	0.05	-	-	-	-	-	-	-	
Senior Clerk Typist	1.000	0.63	0.15	-	0.10	-	-	-	-	-	-	-	-	-	-	
Clerk Typist	1.000	0.48	0.32	0.20	-	-	-	-	-	-	-	-	-	-	-	
Commission Executive Assistant II	1.000	0.48	0.32	0.20	-	-	-	-	-	-	-	-	-	-	-	
Senior Clerk Typist	1.000	0.48	0.32	0.20	-	-	-	-	-	-	-	-	-	-	-	
Senior Management Analyst I	1.000	0.48	0.32	0.20	-	-	-	-	-	-	-	-	-	-	-	
Management Analyst II	1.000	0.50	0.25	-	-	-	-	-	-	-	-	-	-	-	-	
Senior Management Analyst II	1.000	0.36	0.34	0.10	0.20	-	-	-	-	-	-	-	-	-	-	
Clerk Typist	1.000	0.60	0.30	0.10	-	-	-	-	-	-	-	-	-	-	-	
Senior Clerk Typist	1.000	0.50	0.20	0.10	0.20	-	-	-	-	-	-	-	-	-	-	
Management Analyst II	0.890	-	-	-	-	0.48	-	0.05	-	-	-	-	0.02	-	0.10	
Management Analyst II	0.890	-	-	-	-	0.53	-	-	-	-	-	-	0.02	-	0.10	
Senior Management Analyst II	0.890	-	-	-	-	0.54	-	0.01	-	-	-	-	-	-	0.10	
Management Analyst II	1.000	0.60	0.30	0.10	-	-	-	-	-	-	-	-	-	-	-	
Assistant Chief Grants Administrator	1.000	0.60	0.15	-	0.25	-	-	-	-	-	-	-	-	-	-	
Clerk Typist	1.000	0.70	0.30	-	-	-	-	-	-	-	-	-	-	-	-	
Management Analyst II	1.000	0.68	0.30	-	-	-	-	-	-	-	-	-	-	-	-	

WIB YEAR 16 ANNUAL PLAN PY 2015-16
Schedule of EWDD Personnel

Classification	TOTAL	Youth Career Connect	LA County GF	TAACCT TOTAL	LEEFLA	DOJ Second Chance Act	Goldman Sachs	WIA 25% New Direction for the Workforce	LA Rise	WIOA Youth YSC	LA City GF YSC	WIF YSC	High Risk High Need YSC	Youth Career Connect YSC	LA County YSC	TAACCT YSC	DOJ 2nd Chance Act YSC	CFE / CITI - SJC YSC
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Executive Management Division																		
General Manager	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Executive Administrative Assistant III	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Senior Management Analyst II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst I	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Senior Management Analyst I	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Senior Management Analyst I	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Senior Project Coordinator	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Project Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mayor's Aide	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Senior Project Coordinator	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Senior Project Coordinator	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Project Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal:	6.46	0.03	0.21	0.00	0.05	0.02	0.04	0.16	0.13	0.52	0.27	0.02	0.04	0.03	0.08	0.10	0.03	0.01
Administrative Services Division																		
Assistant General Manager	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Chief Management Analyst	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Management Analyst II	0.70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst I	0.70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst II	0.70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst I	0.70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Clerk Typist	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Management Aide	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Clerk Typist	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst I	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal:	9.39	0.02	0.11	0.00	0.03	0.01	0.02	0.09	0.07	0.29	0.15	0.01	0.02	0.02	0.05	0.05	0.01	0.01
Financial Management Division																		
Departmental Chief Accountant IV	0.73	0.00	0.05	0.00	0.00	0.01	0.02	0.04	0.03	-	-	-	-	-	-	-	-	-
Departmental Chief Accountant IV	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clerk Typist	0.77	0.00	0.06	0.00	0.00	0.01	0.02	0.04	0.03	-	-	-	-	-	-	-	-	-
Clerk Typist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting Clerk I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting Clerk II	0.90	-	0.07	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting Clerk II	0.90	-	0.07	-	-	0.02	0.18	0.11	0.06	-	-	-	-	-	-	-	-	-
Senior Accountant I	0.93	-	0.07	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Accountant II	0.93	-	0.08	-	-	-	-	0.11	0.06	-	-	-	-	-	-	-	-	-
Principal Accountant II	0.90	-	0.07	-	-	-	0.18	-	0.06	-	-	-	-	-	-	-	-	-
Auditor II	0.94	-	0.07	-	-	-	-	-	0.06	-	-	-	-	-	-	-	-	-
Auditor II	0.93	-	0.09	-	-	-	-	0.13	-	-	-	-	-	-	-	-	-	-
Auditor II	0.93	-	0.07	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Auditor	0.93	-	0.07	-	-	-	-	-	0.06	-	-	-	-	-	-	-	-	-
Senior Auditor	0.93	-	0.07	-	-	-	-	0.16	-	-	-	-	-	-	-	-	-	-
Accountant II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accountant II	0.93	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fiscal Systems Specialist II	0.93	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sr Management Analyst	0.91	-	0.07	0.02	0.02	-	-	0.10	0.02	-	-	-	-	-	-	-	-	-
Accounting Clerk II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accountant II	1.00	0.05	0.25	-	-	-	-	0.10	0.06	-	-	-	-	-	-	-	-	-
Senior Accountant II	1.00	-	0.15	-	-	0.05	-	0.10	0.06	-	-	-	-	-	-	-	-	-
Accountant II	1.00	-	0.10	-	-	0.05	-	0.11	0.06	-	-	-	-	-	-	-	-	-
Accountant II	1.00	0.05	-	0.05	0.05	0.05	0.04	-	0.06	-	-	-	-	-	-	-	-	-
Senior Accountant II	0.30	-	-	-	-	-	-	-	0.06	-	-	-	-	-	-	-	-	-
Management Assistant	1.00	-	0.10	-	-	-	-	0.11	0.06	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	0.45	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Supervisor I	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Accounting Clerk II	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.01	0.00
Principal Accountant I	0.90	-	0.05	-	-	-	-	-	0.06	-	-	-	-	-	-	-	-	-
Subtotal:	21.68	0.11	1.61	0.08	0.09	0.19	0.44	1.15	0.83	0.12	0.06	0.00	0.01	0.01	0.02	0.02	0.01	0.00
Workforce Development Division																		
Chief Management Analyst	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	1.000	-	-	-	-	-	-	0.10	0.02	-	-	-	-	-	-	-	-	-
Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commission Executive Assistant II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst I	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst I	1.000	-	-	-	-	-	-	0.25	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	0.890	-	0.16	-	-	0.01	0.02	0.05	-	-	-	-	-	-	-	-	-	-
Management Analyst II	0.890	-	0.16	-	-	0.01	0.02	0.05	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst II	0.890	-	0.16	-	-	0.01	0.02	0.05	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Chief Grants Administrator	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	0.02	-	-	-	-	-	-	-	-	-	-

WIB YEAR 16 ANNUAL PLAN PY 2015-16
 Schedule of EWDD Personnel

Classification	TOTAL	Youth Career Connect	LA County GF	TAACCT TOTAL	LEEFLA	DOJ Second Chance Act	Goldman Sachs	WIA 25% New Direction for the Workforce	LA Rise	WIOA Youth YSC	LA City GF YSC	WIF YSC	High Risk High Need YSC	Youth Career Connect YSC	LA County YSC	TAACCT YSC	DOJ 2nd Chance Act YSC	CFE / CITI - SJC YSC
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Senior Management Analyst I	1.000	-	-	-	-	-	-	0.02	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Program Assistant I	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst I	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	0.55	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	0.31	-	-	-	0.30	-	-	-	-	-	-	-	-	-
Executive Administrative Assistant II	0.993	0.01	0.02	-	0.01	0.00	0.00	0.02	0.02	0.11	0.06	0.00	0.01	0.01	0.02	0.02	0.01	0.00
Assistant General Manager	0.993	0.01	0.02	-	0.01	0.00	0.00	0.02	0.02	0.11	0.06	0.00	0.01	0.01	0.02	0.02	0.01	0.00
Senior Management Analyst II	1.000	-	-	-	-	-	-	0.10	-	-	-	-	-	-	-	-	-	-
Senior Project Coordinator	0.890	-	0.16	-	-	-	0.01	0.02	0.05	-	-	-	-	-	-	-	-	-
Community Program Director	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Project Coordinator	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Coordinator	1.000	-	-	-	-	-	-	0.02	-	-	-	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Project Coordinator	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Assistant	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Project Coordinator	1.000	-	-	-	-	-	-	0.02	-	-	-	-	-	-	-	-	-	-
Senior Project Coordinator	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Coordinator	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	0.993	0.01	0.02	-	0.01	0.00	0.00	0.02	0.02	0.11	0.06	0.00	0.01	0.01	0.02	0.02	0.01	0.00
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	1.000	-	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Assistant	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst I	1.000	-	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Management Analyst I	1.000	-	0.15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00	-	-
Management Assistant	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Clerk Typist	1.000	-	-	-	-	-	-	-	-	0.30	0.10	-	-	-	0.45	-	-	0.05
Senior Project Coordinator	1.000	0.37	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Chief Grants Administrator	1.000	-	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Program Assistant III	1.000	-	0.10	-	-	0.10	0.08	-	-	-	-	-	-	-	-	-	-	-
Management Analyst II	1.000	-	0.15	-	-	-	0.05	-	-	-	-	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	0.17	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Project Coordinator	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Coordinator	1.000	-	-	-	-	-	-	-	1.00	-	-	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.43	0.28	0.10	-	-	0.19	-	-	-
Community Program Director	1.000	-	-	-	-	-	-	-	-	1.00	-	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.60	0.20	-	0.20	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.75	0.25	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.27	0.38	0.10	-	-	0.25	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.80	0.20	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	-	0.83	0.10	-	-	0.07	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.60	0.30	-	-	-	0.10	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.80	0.20	-	-	-	-	-	-	-
Project Assistant	1.000	-	-	-	-	-	-	-	-	0.50	0.50	-	-	-	-	-	-	-
Senior Project Coordinator	1.000	-	-	-	-	-	-	-	-	0.60	0.25	-	-	0.07	0.08	-	-	-
Community Program Assistant I	1.000	-	-	-	-	-	-	-	-	0.31	-	-	-	0.34	0.13	0.20	-	0.02
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.62	0.18	-	0.10	0.10	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.26	0.36	-	-	0.10	0.10	-	-	0.18
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.36	0.64	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.90	0.10	-	-	-	-	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.55	0.10	0.10	-	-	0.25	-	-	-
Senior Project Assistant	1.000	-	-	-	-	-	-	-	-	0.30	0.06	-	0.40	-	-	-	0.24	-
Program Aide	1.000	-	-	-	-	-	-	-	-	0.40	0.55	-	-	-	-	-	-	0.05
Subtotal:	77.54	0.39	1.68	-	0.84	0.10	0.18	1.52	1.27	9.93	5.40	0.41	0.72	0.63	1.67	2.01	0.51	0.31
Information Technology Division																		
Director of Systems	0.43	0.00	0.01	0.00	0.00	0.00	0.00	0.01	0.01	0.03	0.02	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Director of Systems	0.40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clerk Typist	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Fiscal Systems Specialist I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Systems Analyst I	0.43	0.00	0.01	0.00	0.00	0.00	0.00	0.01	0.01	0.03	0.02	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Senior Systems Analyst II	0.40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Systems Analyst II	0.43	0.00	0.01	0.00	0.00	0.00	0.00	0.01	0.01	0.03	0.02	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Senior Systems Analyst II	0.40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Systems Analyst II	0.50	0.00	0.02	0.00	0.00	0.00	0.00	0.01	0.01	0.04	0.02	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Systems Analyst II	0.30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Systems Analyst II	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Systems Analyst II	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Systems Analyst II	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Systems Analyst II	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Data Base Architect	0.65	0.00	0.02	0.00	0.00	0.00	0.00	0.02	0.01	0.05	0.03	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Data Base Architect	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programmer/Analyst V	0.72	0.00	0.02	0.00	0.01	0.00	0.00	0.02	0.01	0.06	0.03	0.00	0.00	0.00	0.01	0.01	0.00	0.00
Subtotal:	8.63	0.03	0.19	0.00	0.05	0.02	0.04	0.15	0.12	0.49	0.25	0.02	0.03	0.03	0.08	0.09	0.02	0.01
EWDD GRAND TOTAL:	123.70	0.58	3.80	0.09	1.05	0.33	0.71	3.07	2.41	11.36	6.12	0.47	0.82	0.72	1.90	2.28	0.58	0.35

TABLE A

PLANNING AREAS	CENTRAL (18%)	SOUTH (34%)	EAST (13%)	N VALLEY (14%)	S VALLEY (12%)	WEST (4%)	HARBOR (5%)	TOTAL	FUNDING
Jobs Available	733	1,385	530	570	489	163	204	4,074	
Archdiocesan Youth Employment Services of Catholic Charities	120	180						300	\$540,000
All Peoples Christian Center*		100						100	\$180,000
Coalition for Responsible Community Development*		75						75	\$135,000
Community Career Development, Inc.*	35	40						75	\$135,000
El Proyecto del Barrio				250	150			400	\$720,000
Goodwill Industries*			108					108	\$194,400
Holman Community Development Corp.*		50						50	\$90,000
Housing Authority of the City of Los Angeles	54	120			50			224	\$403,200
Los Angeles Brotherhood Crusade	20	80						100	\$180,000
Los Angeles Conservation Corps*	23	17	5	5				50	\$90,000
Los Angeles Harbor College							74	74	\$133,200
Los Angeles LGBT Center*	30					10		40	\$72,000
Los Angeles Unified School District		250		100	250		80	680	\$1,224,000
Managed Career Solutions, Inc.*	100	25		45	39		50	259	\$466,200
Para Los Ninos			230					230	\$414,000
Regents of the University of California - UCLA	166					153		319	\$574,200
SALEF*	40	30	30					100	\$180,000
UAW-LETC*	15	60						75	\$135,000
Watts Labor Community Action Committee		200						200	\$360,000
Youth Opportunity Movement -- Boyle Heights			157					157	\$282,600
Youth Opportunity Movement -- Watts		158						158	\$284,400
Youth Policy Institute	130			170				300	\$540,000
TOTAL	733	1,385	530	570	489	163	204	4,074	\$7,333,200

TABLE B

Private Sector Engagement			
	WIA	City Gen. Fund	Total
Los Angeles Area Chamber of Commerce*	\$75,000	\$134,928	\$209,928

* Responders to the 2015 Youth System Support RFQ - ** Tables A & B subject to WIB concurrence on June 24, 2015 Executive meeting.

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May Need Revision

No Action

Alternative Training Programs Policy

Effective Date: July 1, 2015

Policy Statement

In order to open sector and other training to a wider and more diverse participant base, the Workforce Investment Board (WIB) developed an alternative training policy for special populations with multiple barriers to employment, to provide Vocational English as a Second Language (VESL), academic preparation, transitional work, and bridge programs for participants unable to qualify initially for Individual Training Accounts (ITA) and sector-based training. This policy will continue under the Workforce Development Board (WDB).

Alternatives to Traditional ITA Training Programs

In order to provide to special populations with multiple barriers to employment maximum opportunities to benefit from WIOA programs, alternatives to traditional ITA training programs may be employed.

For example, short-term pre-vocational services, including development of learning and communication skills, may be provided as “Career Services” and do not require the establishment of an ITA.

Further, in lieu of traditional ITA training, contracts for training may be authorized when:

- Such services are on-the-job training provided by an employer, or customized training.
- The Local WDB (LWDB) determines that there are an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts.
- The Local Plan must describe the process to be used in selecting the providers under a contract for services.
- This process must include a public comment period for interested providers of at least 30 days.

The LWDB determines that there is a training services program of demonstrated effectiveness offered in the local area to serve targeted low-income special participant populations that face multiple barriers to employment. Special participant populations that face multiple barriers to employment include:

- Low-income individuals with substantial language or cultural barriers;
- Low-income individuals who are offenders;
- Low-income individuals who are homeless;
- Low-income individuals who are disabled; or

- Other low-income hard-to-serve populations with special needs as defined by the LWDB.

An eligible provider is:

- A community-based organization
- Another private organization.

The following criteria will be used to determine demonstrated effectiveness of training service programs:

- Financial stability of the organization;
- Demonstrated performance for the program organization and/or key staff;
- How the specific program relates to the workforce investment needs identified in the local plan; and
- How the use of the program supports WDB priorities.

Those training providers operating under the ITA exceptions still must qualify as eligible providers. To qualify:

- Appropriate service providers may be selected as long as the Local Workforce Investment Area takes into consideration the specific geographic and demographic factors where the program operates and the characteristics of the special population being served.
- The LWDB must require performance data for all WIOA Title I funded participants participating in any program of contracted training services.

(Adopted PY 06-07)

America's Job Center of California Branding Policy

Effective Date: July 1, 2015 (Remains in effect until superseded)

Policy Statement

All Workforce Innovation and Opportunity Act (WIOA) funded, WorkSource and YouthSource operator contractors must adhere to the Workforce Development Board's (WDB) branding policy and the federal requirement regarding co-branding with the U.S. Department of Labor's (USDOL) American Jobs Center brand.

Rationale or Background to the policy

The WDB's branding policy will create and ensure a consistent image and public service identity to increase the public's awareness of the City's WorkSource and YouthSource networks. The policy will ensure the consistency and integrity of the WorkSource and YouthSource brands as they appear to the public and will also ensure compliance with Federal and State of California Workforce Investment Board's co-branding requirements.

Procedures

All Workforce Innovation and Opportunity Act (WIOA) funded WorkSource and YouthSource operator contractors must adhere to the Workforce Development Board's (WDB) branding policy covering the WorkSource and YouthSource brands and must co-brand with the U.S. Department of Labor's (USDOL) American Jobs Center brand.

All Adult/Dislocated Worker operator contractors shall adhere to the guidelines and protocols of implementing the WorkSource Center brand, as directed through their contractual obligations and any related directive(s).

All Youth operator contractors shall adhere to the guidelines and protocols of implementing the YouthSource Center brand, as directed through their contractual obligations and any related directive(s).

More specifically, all Adult/Dislocated Worker and Youth contractors shall adhere to the co-branding of "A proud partner of America's Job Center of California" as directed by the USDOL Training and Employment Guidance Letter TEGL 36-11 issued on June 14, 2012 and the State of California Employment Development Department's Workforce Services Information Notice WSIN12-43 released on March 15, 2013.

All operator contractors shall ensure that logos, taglines and graphics of all collateral materials, websites, and signage utilized for WIOA programs conform to the Branding Toolkit and Style Guide, issued by the California Workforce Investment Board effective July 1, 2013.

In addition, for any visual materials created, (marketing collateral materials, training and recruitment flyers, articles, press/media releases, etc.), WorkSource and YouthSource operators must include the appropriate branding logo (WorkSource or YouthSource) and the City, the WIB, and the WDB and the Economic and Workforce Development Department logos.

Revised Policies

At all times (including all references, marketing collateral materials, training and recruitment flyers, articles, press/media releases, social media efforts, and external and internal signage, etc.), branding of the WorkSource and YouthSource Centers shall require naming which states the Center's designated geographical name first (required), with the operator's organization as secondary (optional). Examples: "Northwest Los Angeles WorkSource Center, operated by XYZ Contractor, Inc." or "Central Mid Los Angeles YouthSource Center, operated by ABC Youth Agency, Inc."

To the extent possible and feasible, WorkSource and YouthSource contractors are encouraged to utilize the brochure/flyer templates provided by the Economic and Workforce Development Department.

In addition, all contractors must adhere to the EEO requirements in terms of accessibility language on all websites, collateral materials and media outreach.

References

USDOL Training and Employment Guidance Letter TEGL 36-11 (Issued June 14, 2012)

State of California Employment Development Department Workforce Services
Information Notice WSIN12-43 (Released March 15, 2013)

Branding Toolkit and Style Guide, California Workforce Investment Board (Effective July 1, 2013)

(Adopted PY 13-14)

(Revised PY15-16)

Assignment of WorkSource and YouthSource Center Agreements Policy

Effective Date: July 1, 2015

Policy Statement

Contractors must inform City of any facts that may materially affect their performance. Contractors shall not transfer their agreement to another entity without City approval. If there is a need to replace a contractor, specific procedures will be followed as described herein.

Background

Contractors must provide the City 60 days advance written notice of any facts that may materially affect the performance of their agreements or impact the City's decision to continue an agreement with the Contractor. Among the items to be disclosed are negotiations leading to the sale, merger or acquisition of the Contractor. Contractor may not assign, delegate, or transfer their agreements, nor assign or transfer any right, interest or obligation in their agreements, including the right to payment, without prior written consent of the City.

When any City Workforce Innovation and Opportunity Act (WIOA) funded YouthSource or WorkSource Center operator proposes to assign their agreement to another organization due to sale, acquisition or merger, the Department shall submit to the Workforce Development Board (WDB) a recommendation as to whether or not to accept said assignment.

If the Department and/or WDB do not concur with the contractors request to assign their agreement; or when any City WIOA YouthSource or WorkSource Center operator:

Proposes to assign their agreement to another organization for reasons not stated above,

- Fails to meet certification requirements, or
- Proposes termination of their agreement for any other reason,

The Department shall submit to the WDB a recommendation as to whether or not to continue WorkSource Center or YouthSource operations at the specified location.

If the WDB agrees to continue operations at the specified location, the selection of the replacement operator shall be made by the Department and shall be submitted to the WDB, City Council and Mayor for approval. The identified replacement operator will be selected from a list of qualified organizations established through a formal competitive bid process.

Procedures

The Department shall, at all times, maintain a list of qualified replacement operators. Proposers to the WorkSource and YouthSource Request for Proposals (RFP) who attain a passing score shall be placed on the qualified operator replacement list for that proposal. The list shall be established for the same term as the underlying RFP.

References

N/A

(Adopted PY 11-12)

(Revised PY15-16)

Authorization to Work Verification Requirements

Effective Date: July 1, 2015 (Until Rescinded)

Policy Statement

This policy provides guidance to Adult and Youth contractors regarding the requirement to verify an individual's authorization to work prior to providing services.

Background:

Under California law, an individual must have authorization to work in the United States to be eligible to receive Wagner-Peyser Act (WPA) and/or Workforce Innovation and Opportunity Act (WIOA) employment services. Section 9601.5 of the California Unemployment Insurance Code requires that "each state or local government agency or community action agency, or any private organization contracting with a state or local government agency, that provides employment services, including, but not limited to, job training, retraining, or placement, shall verify an individual's legal status or authorization to work prior to providing services to that individual in accordance with procedures established under federal law."

The federal procedures for verifying an individual's authorization to work are included in Title 8 CFR, Section 274a.2. This section specifies that the requirements published in the USCIS Form I-9, Employment Eligibility Verification, are to be used in verifying and documenting that an individual is authorized to work in the United States.

Policy and Procedures

WorkSource and YouthSource Center staff providing WPA and/or WIOA employment services must verify an individual's authorization to work in accordance with the requirements of the [USCIS Form I-9, Employment Eligibility Verification](#). As specified in the Form I-9, staff must accept as evidence of employment authorization, any of the documents listed on the last page of Form I-9. Individuals may present any List A document or a combination of a List B and a List C document. To view frequently asked questions regarding acceptable Form I-9 documents, see the State of California Employment Development Department (EDD) Workforce Services Directive 13-1 (WSD 13-1), Attachment 1, *Questions and Answers – Authorization to Work Verification*. To view representative images of acceptable Form I-9 documents, see WSD 13-1, Attachment 2, *Samples of Acceptable Documents for Authorization to Work Verification*.

The differences between the WPA and WIA programs necessitate separate guidance for each program as provided below. However, whenever possible, EDD and partner agency management are encouraged to coordinate verification between the two programs to increase efficiency of the process and prevent participants from having to repeatedly present Form I-9 documents.

Staff must verify an individual's authorization to work prior to providing staff-assisted services. WorkSource Center Staff must verify an individual's authorization to work no later than the time of application for a WIOA funded program. Verification is not required for self-service or informational activities.

References

Title 8 CFR, Section 274a.2

California Unemployment Insurance Code Section 9601.5

<http://www.uscis.gov/i-9-central/complete-correct-form-i-9>

Employment Development Department (EDD) Workforce Services Directive 13-1

(Adopted PY 14-15)

(Revised PY 15-16)

Certification Policy and Procedures

Effective Date: July 1, 2015

Policy Statement

Certification of WorkSource and YouthSource general contractors (henceforth known as contractors) by the Workforce Development Board (WDB) requires they be successful in meeting annual contract performance goals. Contractors shall also incorporate Malcolm Baldrige National Quality Award Criteria into their management practices to ensure success in the certification process.

Certification Guidelines

- Contractors shall be certified by the WDB, on an annual basis, through a formal performance evaluation.
- The WDB shall not fund any organization as a contractor that is not certified.
- If a contractor has its certification revoked, their agreement with the City will be allowed to expire at the end of the program year (typically June 30), unless extenuating circumstances, as identified by the Department, support an earlier termination date. The intent of this guideline is to allow for the uninterrupted provision of services to customers that are actively participating in the program.
- Extenuating circumstances that could result in the immediate termination of an agreement may include, but are not limited to, poor performance or confirmed organizational findings of fraud and abuse.
- In the event a contractor fails to meet certification standards, Department staff shall prepare a report to the WDB regarding the impact of contract termination on the community, together with recommendations to either terminate services or identify a replacement center operator.
- A contractor may appeal the denial of certification. An Appeals Board shall be established in accordance with the Workforce Investment Board-Local Elected Official (WDB-LEO) agreement to hear such appeals.
- The Department shall present certification recommendations to the WDB Policy and Oversight and Executive Committees, prior to convening an appeals hearing.
- Replacement center operators shall be selected from a list of qualified organizations identified through a formal bid process or Department staff may assume center operations.
- A de-funded contractor will be removed from any existing list of qualified replacement center operators and may only be reinstated through a future competitive bid process.

Performance Evaluation (SOFA III)

- Frequency - Evaluations will be conducted annually at the completion of the program year, evaluating results for the entire 12 months. Additionally, a Six Month progress report will be prepared.

Evaluation Categories – Contractors will be evaluated in four categories:

- Satisfaction
- Outcomes (Products and Services)
- Flow (Customers Served)
- Administrative Capability (Financial, Human Resources & Organizational Effectiveness)

Success Rates – Success rates for performance measures compare actual performance with performance goals. Generally, success rates are expressed as a percentage and are computed by dividing actual performance by the performance goal. In the past, success rates have been used to determine contractor performance for all measures except Customer Satisfaction measures and the Administrative Capability measure (for these measures a certain minimum score—a STAR level—was used to determine whether a Star could be earned.) The Department shall develop a methodology to compute success rates for the Customer Satisfaction and Administrative Capability measures.

Award Levels:

Qualified Center: Minimum levels of performance shall be established for all measures within the Performance Evaluation. A contractor whose performance meets or exceeds these minimums for all measures shall be deemed a Qualified Contractor.

Star Performer: Provided all of a contractor’s success rates within the performance evaluation are at minimum 90 percent of goal, a contractor whose average success rate for all measures within the performance evaluation meets or exceeds a certain level shall be deemed a Star Performer.

Best in Category: A contractor with the highest overall success rate for any of the four evaluation categories shall be recognized as follows (separate awards for adult and youth contractors):

- Best in Customer Satisfaction
- Best in Exceeding Customer Outcome Goals
- Best in Exceeding Number of Customers Served Goals (Flow)
- Best in Administrative Capability

Evaluation Results

The Star level(s) of performance shall be established to recognize exceptional

performance. Evaluation results and certification recommendations will be compiled by the Department and presented to the appropriate WDB Committee(s) following the end of the program year.

- Recognition of Performance
- Certificates of Recognition – Qualified Contractors shall receive an annual certificate designating them a Qualified City of Los Angeles WorkSource or YouthSource Center.
- Star Performers and Best in Category performers will be formally recognized.¹
- Incentive Awards - Star Performers may be eligible for incentive awards. An incentive award fund will be established by the WDB through the Annual Plan, contingent upon fund availability.

Contractors not meeting the Additional Requirement for Certification below will not be eligible for incentives.

- Corrective Action – A Contractor not deemed a Qualified Contractor shall provide a corrective action plan.

Revocation of Certification – A Contractor that fails to earn the Qualified Contractor designation for two consecutive annual evaluations or does not meet the Additional Requirement for Certification for two consecutive years may have its certification revoked.

¹ If multiple Star Levels are established, formal recognition and incentive awards may be restricted to the highest Star Level.

Performance Measures - Measures include, but are not limited to:

1. Satisfaction

Measure	WorkSource	YouthSource
a. Customer Satisfaction (intercept/telephone)	X	X
b. Exiter Satisfaction (telephone)	X	

2. Outcomes (Products & Services)

a. Entered/Placed into Employment/Education	X	X
b. Average Earnings/Average Wage at Placement	X	
c. Retention	X	
d. Attainment of a High School or College Diploma, GED, or Certificate.		X
e. Literacy & Numeracy Gains		X

3. Flow (Customers Served)

a. Number of Unduplicated Universal Access Customers Served	X	
b. Number of Enrolled and/or Exited Customers (including Hard to Serve Adults for WorkSource)	X	X
c. Percentage of Out-of-School Youth Served		X
d. Number of Employer Customers	X	
e. Total number of youth entering the YouthSource Center		X
f. Total number of youth receiving educational assessments from the PSA Counselor		X
g. As implemented by the LAUSD PSA Counselors, a system goal for the number of out-of-school youth meeting with PSA Counselors who return to school		X

4. Administrative Capability/Annual Plan Priorities

a. Assessment of contractor administrative practices related to work performance, timeliness, fiscal, communication, human resources and ethics.	X	X
b. Expenditure of a minimum 32% of funding on training (may include up to an amount equal to 10% of funding in approved leveraged resources)	X	
c. Minimum number of enrollments by December 31 (WorkSource: New Enrollments, YouthSource: Total Enrollments).	X	X

5. Additional Requirement

Contractor incorporation of Malcolm Baldrige National Quality Award criteria into their management practices	X	X
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*Note these measures shall be used to evaluate PY 14-15 performance. Additional or revised measures may be established for PY 15-16 evaluations.

Revised Policies

This additional requirement within the Certification Policy is to ensure a focus on strategic planning, goals, and providing quality service.

STARS are not awarded for contractor performance in this category. Rather, contractors are required to achieve a California Awards for Performance Excellence (CAPE) award from the California Council for Excellence. A deadline for WorkSource and YouthSource contractors to submit a CAPE application will be issued using a schedule and award threshold as defined through WIOA Directive. New CAPE applicants must submit a Prospector application, while prior Prospector award recipients must submit a Eureka application.

Contractors not receiving the required CAPE award will be placed on probation and must achieve said award by the end of the following program year.

The WDB may establish an alternative to the CAPE award to measure performance excellence.

(Adopted PY 04-05)

(Revised PY 15-16)

Conflict of Interest Policy

Effective Date: July 1, 2015 (till rescinded)

Policy Statement:

The City's Agreement(s) and Directives prohibit Contractors from allowing employees who work in a decision-making capacity from engaging in any activity, including participation in the selection, award, or administration of a sub-grant or contract where there is a conflict of interest, either real or perceived. Additionally, no employees shall be allowed to be members of its Board of Directors if the employee receives any financial benefit from the City Agreement.

Background:

The Economic and Workforce Development Department (EWDD) is funded by several grant sources, each with different regulations related to prohibiting conflicts of interest. The City is required to apply conflict of interest laws cumulatively, meaning the strictest law is what controls a given situation.

All Contractors are required to ensure that none of its directors, officers, employees, or agents shall participate in selecting, or administering any sub-contract supported (in whole or in part) by City funds (regardless of source) where such person is a director, officer, employee or agent of the subcontractor; or where the selection of subcontractors is or has the appearance of being motivated by a desire for personal gain for themselves or others such as family business, etc.; or where such person knows or should have known that:

1. A member of such person's immediate family, or domestic partner or organization has a financial interest in the subcontract; or
2. The subcontractor is someone with whom such person has or is negotiating any prospective employment; or
3. The participation of such person would be prohibited by the California Political Reform Act, California Government Code §87100 et seq. if such person were a public officer, because such person would have a "financial or other interest" in the subcontract.
4. Definitions:
 - a. The term "immediate family" includes but is not limited to domestic partner and/or those persons related by blood or marriage, such as husband, wife, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law.
 - b. The term "financial or other interest" includes but is not limited to:
 1. Any direct or indirect financial interest in the specific contract, including a commission or fee, a share of the proceeds, prospect of a promotion or of future employment,

- a profit, or any other form of financial reward.
2. Any of the following interests in the subcontractor ownership: partnership interest or other beneficial interest of five percent or more; ownership of five percent or more of the stock; employment in a managerial capacity; or membership on the board of directors or governing body.
 3. A subcontract is any agreement entered into by Contractor for the purchase of goods or services with any funds provided by this Agreement.

Procedures

The City will not execute any Agreements and/or Amendments with Contractors where an employee (an individual who is paid or receives any financial benefit from funds from the Agreement with the City), is a member of the Board of Directors. The Board minutes must reflect this requirement.

All Contractors/Sub-Contractors are required to notify the City immediately upon discovery that a potential conflict of interest situation exists or may come into existence due to upcoming contractual/business dealings prior to each year's execution of a new City Agreement or Amendment.

If an existing or pending conflict of interest situation(s) is not brought to the attention of the City prior to execution of the Agreement or Amendment, and subsequent audit or monitoring visits determine that a conflict of interest does exist, the City will **NOT** approve a Contractor/Sub-Contractor's request for waiver/exception of the conflict of interest. Further, the City will question and may disallow and all costs associated with the conflict of interest.

All exceptions/waivers to conflicts of interest that have been previously granted must be reviewed before execution of a new City funded Agreement or Amendment.

References:

WDS Directive No. 14-05 Policy on Conflict of Interest

§504 Conflict of Interest of EWDD Contracts

Political Reform Act – Gov. Code Section 87100 et seq Conflict of Interest

(Adopted PY14-15)

(Revised: PY 15-16)

Criminal Record Restrictions and Impact Based on Race and Nationality Policy

POLICY

This policy provides guidance for employers and agencies within the City of Los Angeles Workforce Development System regarding services to clients with criminal histories.

BACKGROUND:

In recent decades, the number of Americans who have had contact with the criminal justice system has drastically increased. In California, it is estimated that about one in four adults now has a criminal history record which often consists of an arrest that did not lead to conviction, a conviction without incarceration, or a conviction for a non-violent crime. Because of this increase, racial and ethnic disparities have arisen, which may be reflected in incarceration rates, as well as in other criminal history records. Federal and state programs have devoted significant resources to reducing barriers to employment of people with criminal records in an effort to also increase public safety.

POLICY AND PROCEDURES:

Employers and agencies within the City of Los Angeles Workforce Development System should be aware of federal antidiscrimination laws if they choose to rely on job applicants' criminal history records to help assess potential risk to employees, customers, and business assets. Hiring policies and practices that exclude individuals with criminal records may conflict with laws which prohibit intentional discrimination on the basis of race, national origin, or other protected groups, and policies or practices that have a disparate impact on these protected groups and cannot be justified as job related and consistent with business necessity.

Policies that exclude individuals from employment or other services based on the existence of a criminal history record, and do not take into account the age and nature of an offense, or the relationship of the record to the specific job duties, are likely to unjustifiably restrict the employment opportunities of individuals with conviction histories and, due to racial and ethnic disparities in the criminal justice system, are likely to violate federal antidiscrimination law.

Accordingly, employers and agencies should carefully consider their legal obligations before adopting such policies. Covered entities may also wish to direct employers to the Equal Employment Opportunity Commission (EEOC) Reentry Myth Buster http://www.eeoc.gov/eeoc/interagency/reentry_council.cfm which clarifies that an arrest or conviction record will not automatically bar individuals from employment.

The nondiscrimination provisions that apply to the federally-assisted workforce system prohibit:

- Disparate treatment - intentionally treating members of protected groups differently based on their protected status.
- Disparate impact - the use of policies or practices that are neutral on their

face, but have a disproportionate impact on members of protected groups, and are not job related and consistent with business necessity.

Title VII of the Civil Rights Act of 1964, as amended applies to employers with 15 or more employees, and prohibits employment discrimination based on race, color, religion, sex, or national origin. Title VII also contains provisions that specifically address employment agency activities. Entities within the public workforce system like One-Stop Career Centers may be regarded as “employment agencies” under the law and are not permitted to:

- Print, publish, or cause to be printed, any job announcement that discriminates based on race, color, religion, sex, or national origin unless there is a bona fide occupational qualification for a preference based on religion, sex, or national origin.
- Refuse to refer an individual for employment or otherwise to discriminate against any individual based on race, color, religion, sex, or national origin.
- The EEOC, the federal agency that administers and enforces Title VII, has issued guidance on the use of arrest and conviction records in employment decisions (Attachment 2). Based on this guidance:

An employer’s neutral policy (e.g., excluding applicants from employment based on certain criminal conduct) may disproportionately impact some individuals protected.

(Adopted PY 14-15)

(Revised PY 15-16)

Customized Training Policy

Effective Date: July 1, 2015

Background

The Workforce Innovation and Opportunity Act identifies Customized Training as training:

- (a) That is designed to meet the special requirements of an employer (including a group of employers);
- (b) That is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and
- (c) For which the employer pays for a significant cost of the training, as determined by the Local Board in accordance with the factors identified in WIOA sec. 3(14).

Evaluation

Certified WorkSource Center contractors or Sector Intermediary Organizations may submit proposals. Evaluation for Customized Trainings will be determined by the Economic and Workforce Development Department and will be evaluated based on the criteria outlined in the Sector Initiative Policy.

Policy

To be considered for customized training, proposals should include the following:

- Identify employer or industry group and obtain a written commitment by the participating employer(s) to hire a minimum of 80 percent of those participants that successfully complete the training
- Include Vocational English as a Second Language (VESL) component, when appropriate
- Include both a classroom and worksite training component (classroom training does not have to appear on the State **ETPL**).
- Include subsidies and/or needs based payments for time spent in classroom training.
- Be in a demand occupation and within a target training sector defined and/or allowed by the Workforce Investment Board (WIB), and identify a career ladder.
- Result in a wage at placement that meets or exceeds the City's Self-Sufficiency Standard and which includes medical benefits.
- Result in the attainment of an industry recognized certificate.
- Identify Placement and Retention Rates and Average Earnings (2nd & 3rd quarters after exit) that will assist the City in meeting its Department of Labor performance standards.
- Include a detailed line-item budget that identifies a minimum cash match or in-

kind contribution by the participating employer(s) or industry group.

- Demonstrate a regional approach by detailing the participation of other WorkSource Centers and their job seekers.

(Adopted PY 11-12)

(Revised PY 15-16)

Definition of Demand Occupations

Effective Date: July 1, 2015

Background

Individual Training Account (ITA) training services made available to eligible adults and dislocated workers must be directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate. Local Workforce Development Areas therefore need to identify “demand occupations.” The demand occupations are subsequently used in determining programs of training services that lead to these employment opportunities. This policy provides guidance to local board staff, America’s Job Center/WorkSource Provider staff and One Stop Partners in selecting appropriate training programs for customers of the WIOA system.

Policy

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

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

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

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

- Los Angeles Economic Development Corporation’s (LAEDC) economic research at www.laedc.org <http://www.laedc.org/>
- The U.S. Bureau of Labor Statistics website at www.bls.gov has available information on occupations, annual and hourly wages, career tracks, etc., as does www.i-train.org.
- The WDB may define targeted sectors as demand sectors. Contact WDB staff or the EWDD’s Program Operations staff.
- Other additional labor market resources may be used as long as the following information is presented: a) justification of any determination that a particular job is in a demand occupation, b) documentation of any steps taken in

reaching that determination, and c) documentation in the file of the particular customer for whom such determination is made.

(Adopted PY 11-12)

(REV PY 15-16)

Definition of High School Dropout

Effective Date: Adopted PY 14-15

Policy Statement

This policy provides clarification on the definition of high school dropout.

Rational or Background

Under the Workforce Innovation and Opportunity Act (WIOA), at least 75 percent of available youth funds are to be used for out-of-school youth. An out-of-school youth is defined as an individual who is between the ages of 16 and 24 not attending any school (as defined by State law and one or more of the following: a) an eligible youth (WIA Final Rules 20 CFR Part 664.200) who is a school dropout; or b) an eligible youth who has either graduated from high school or holds a GED a secondary school diploma or equivalent who is low-income and is, but is basic skills deficient, an English language learner, a youth or adult offender, homeless, pregnant or parenting, a youth with a disability or a youth who requires additional assistance to enter or complete an educational program or to secure or hold employment; c) unemployed, or underemployed [WIA Sec. 101(33)].[WIOA Sec. 129 (B)]

The WIOA regulations allow the local Workforce Development Boards to further define “no longer attending school”.

High School Dropout:

1. A youth who is chronically absent (as defined by LAUSD or other school district), meaning a youth who has missed 25 or more days of school year and who is at least 110 credits behind. *Refer to CDE Bulletin 3720.0 & LAUSD Attendance Manual and Policy & Procedures for Elementary, Secondary & Options Schools.*
2. A youth in the 12th grade, who lacks sufficient amount of credits to graduate with in the cohort year (as defined by LAUSD or other school district). *Refer to CDE Bulletin No. 2-74 and LAUSD Attendance Manual and Policy & Procedures for Elementary, Secondary & Options Schools.*
3. A youth attending an Adult education program, who is not enrolled in an adult education program leading to a High School diploma or equivalent. *Refer to CDE Bulletin No. 2-74, Bulletin No. 4926.2 and LAUSD Attendance Manual and Policy & Procedures for Elementary, Secondary & Options Schools*

References:

WIOA Section 3: Definitions

Note: This policy is subject to further revision based on WIOA Final Rules.

(Adopted PY 14-15)

(Revised PY 15-16)

Definition of Youth Barriers to Employment

Effective Date: Originally adopted in PY 07-08

Policy Statement:

This policy seeks to define and/or provide clarification of term “barrier to employment” as described in the Workforce Innovation and Opportunity Act (WIOA).

Background:

Per Section 2, of the Workforce Innovation and Opportunity Act, the goal for individuals in the U.S. particularly those individuals with barriers to employment is to increase access to and opportunities for employment, education, training and supportive services they need to succeed in the labor market.

An individual with a barrier to employment means a member of one or more of the following populations:

1. Displaced homemakers.
2. Low Income individuals.
3. Indians, Alaska Natives and Native Hawaiians
4. Individuals with disabilities, including youth who are individuals with disabilities.
5. Older individuals.
6. Ex- Offenders
7. Homeless individuals or homeless children and youths.
8. Youth who are in or have aged out of the foster care system
9. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
10. Eligible migrant and seasonal farmworkers.
11. Individuals within two years of exhausting lifetime eligibility under part A of the Social Security Act.
12. Single parents (including single parent women).
13. Long-term unemployed individuals.
14. Other groups as defined by the Governor determined to have barriers to employment.

References:

WIOA Section 2: Purpose

WIOA Section 3: Definitions

(Adopted PY 07-08)

(Revised PY 15-16)

Guidelines for the Procurement of Services for EWDD

Effective Date: July 1, 2015

Policy Statement

The purpose of these procedures is to ensure that all Economic and Workforce Development Department (EWDD) administered program services are procured in accordance with established federal, state, and local guidelines, and that all procurement is conducted in an ethical, legal, consistent, and timely manner. These procedures shall serve as guidelines both for EWDD and for EWDD-funded contractors.

Procurement provides EWDD with the mechanism to identify organizations that have the integrity, business ethics, financial, personnel and physical plant resources, demonstrated ability and the overall potential ability to deliver the services solicited by EWDD in a timely manner and at a reasonable price.

Management of Procurement

Procurement shall be managed by EWDD’s Procurement and Contract Development (PCD) staff. If procurement is conducted by other staff in EWDD, documents that are identified in the “Maintenance of Records” section of these Guidelines shall be submitted to PCD to be maintained in the Procurement Central Files.

Authority to Procure

City Council and Mayor approvals are required to conduct any procurement (with the exception of transactions of less than \$25,000 for which the EWDD General Manager has the authority to execute, and Workforce Innovation and Opportunity Act (WIOA) transactions of less than \$250,000 for which only Workforce Development Board (WDB) approval is required.)

A request to the City Council and the Mayor for approval to conduct procurement shall be prepared in the form of a Committee Transmittal Report.

The draft procurement document shall not be included with the transmittal.

Method of Procurement

Within the context of open competition, there are four methods by which agencies may procure goods and services (small purchase, sealed bids, competitive proposals, and non-competitive proposals). For a transaction of less than \$50,000, the small purchase method may be used. However, the sealed bid and competitive proposal may also be selected. For transactions of \$50,000 or more, the sealed bid or competitive proposal must be used.

Small Purchase Procurement – This method shall be used for the purchase of goods or services up to \$49,999:

<u>Anticipated Price</u>	<u>Required Action</u>
\$1 to \$9,999	Two documented quotations
\$10,000 to \$49,999	Three or more written quotations

Quotations must be solicited from vendors that can reasonably be expected to provide the goods or services needed. Such quotations should include vendor contact information, and a description of the goods or services being offered.

For small purchases between \$1 and \$9,999, two or more documented quotes must be obtained. A memorandum to file, signed by EWDD staff, that identifies the quotations by date, source, quantity, time of performance, and all other requirements of the goods and/or services sought shall serve as sufficient documentation.

For small purchases between \$10,000 and \$49,999, a Request for Quote (RFQ) must be used. The RFQ shall be provided in writing (including fax or e-mail) to the vendors and should specify the quantity, time frames, and all the requirements of the product or services being sought. Three or more written quotes must be obtained with this method. All responses shall be in writing. A memorandum to file that identifies the selection process, the written solicitation, and all written responses shall serve as sufficient documentation.

For all quotations, the lowest price estimate shall serve as the primary criteria for selection. If the selected proposers did not offer the lowest price, justification must be incorporated into the memorandum to file documenting the criteria for selection and the relevance of the criteria to the need and benefit.

Proper documentation for a small purchase includes:

- The reason for selecting the small purchase method.
- An estimate of the potential purchase price.
- A description of the goods or services being purchased, including the quantity and any additional criteria used to determine the procurement decision. A copy of the RFQ would suffice.
- All providers contacted/considered and the prices offered using current catalogs, price lists, prior sales receipts, or formal quotes depending on the amount of the purchase.
- Why the provider was selected, including how the provider met any additional criteria, and the price analysis.
- Copy of the purchase document (sales receipt, contract).

Sealed Bids – This method shall be used when the nature of the good or service to be purchased will be more than \$50,000 and can be precisely defined. Sealed bids shall be solicited publicly for a fixed-price contract through an Invitation for Bids (IFB). The IFB will be publicly solicited or advertised through newspapers, local advertising and trade papers. The IFB defines the quantity, timeframes, and product requirements. Vendors are notified of the purchase requirements and submit a sealed bid to a specified location by a specified date and time. The bids are then opened at a specific date and time. A diligent effort should be made to secure at least three competitive bids. The responsible bidder (a bidder that can meet the technical requirements of the procurements), that submits the lowest bid is usually awarded the contract. Any bidder that falls outside of the parameters will normally have their bid rejected. Award of a firm fixed-price or fixed

unit price contract by written notice is sent to the lowest responsible bidder. If only one bid is obtained and that bidder is deemed to be responsible, then the noncompetitive or sole source process may be used. Contract offers shall be made to the most responsible bidder whose bid conforms to all of the material terms and conditions of the IFB and is the lowest price.

Proper documentation for a sealed bid purchase includes:

- The reason for selecting the sealed bid method.
- An estimate of the potential purchase price.
- A copy of the IFB.
- Bids received.
- Determination of the responsibility of the bidder.
- Why the provider was selected.
- Copy of the award document.

IFB versus RFP

The IFB is used when there is a clear understanding of the project requirements, scope of work and technical specifications. The Request for Proposals (RFP) is used in cases where the specific requirements and technical specifications of a project are of a functional nature or unclear. The RFP then provides a guideline for potential offers' to use in preparing a bid/proposal.

Competitive Proposals – This method shall be used when the nature of the goods or services to be acquired cannot be defined as required by the sealed bid method; and specifically, when factors other than price are important in the selection decision; however procurements must be in excess of \$50,000. Competitive Proposals shall be managed through a RFP process with the objective to offer a fixed-price or cost-reimbursement type of contract.

The RFP must indicate the scope of work, the method for scoring the proposals, the deadline for receipt of proposals and the dispute process. A public notification of the RFP is normally given through an announcement in a local newspaper that covers the entire service area. A copy of the RFP is sent to anyone who requests it and to any prior bidders. A bidders' conference is usually held to allow interested parties to have any questions answered. Bidders' conferences also allow attendees to receive the same information. Bidders are required to submit their proposals to a specified location by a specified date and time. Each RFP is reviewed and evaluated as to the merits of the proposal. This review includes a cost analysis. There should be a documented methodology for technical evaluation of each proposal. The review committee then makes a final recommendation as to which proposal(s) best meets the stated requirements. Careful documentation of the successful bidder selection should be maintained for reference. A public notice of intent to award is issued, and followed by the award, and the execution of the contract. If only one proposal is obtained and that proposal is deemed to be responsible, then the noncompetitive or sole source process may be used. This method is the most commonly used by EWDD.

Proper documentation for a competitive proposal purchase includes:

- The reason for selecting the competitive proposal method.
- An estimate of the potential purchase price.
- A copy of the RFP.
- Bidders' conference questions and answers.
- Bids received.
- The scoring criteria and the evaluation/scoring sheets for each proposal, including determination of the responsibility of the bidder and the cost analysis.
- Why the provider was selected.
- The public notice of intent to award.
- Copy of the award document.

Non-Competitive Proposals (sole source) – This method of procurement may be used only when the award of a contract is not feasible under Small Purchase Procedures, Sealed Bids or Competitive Proposals, and one of the following circumstances applies:

- The goods and/or services are available only from a single source; or
- The public exigency or emergency need for the goods and/or services is too immediate to undergo the competitive solicitation process, and the procurement is for a limited time only; or
- The awarding agency (e.g., State of California, U.S. Department of Housing and Urban Development, U.S. Department of Labor) authorizes the specific non-competitive procurement (upon a formal request for approval); or
- After the solicitation from a number of sources, the competition is determined inadequate.
- This method of procurement requires written justification for provider selection, a cost analysis and City Attorney approval. All of which must be carefully documented and maintained.

Proper documentation for a sole source purchase includes:

- The reason for selecting the sole source method, including why the procurement was infeasible under one of the other procurement methods and which of the additional sole source conditions the procurement met.
- An estimate of the potential purchase price.
- A copy of the RFQ/IFB/RFP.
- A determination of the responsibility of the bidder and the cost analysis.
- Why the provider was selected.
- Copy of the award document.

To the greatest extent possible, this method of procurement shall be avoided.

Piggyback Method – This method of procurement may be used when an organization has been procured by another federal, state, local agency, or City department within the past two years and EWDD seeks to contract with that organization for comparable services. In this instance, EWDD shall secure and retain copies of the other agency's procurement document, a detailed summary of the procurement process, elected official approval of the procurement process and selection. EWDD shall prepare written justification for such action and secure City Attorney approval.

EWDD may authorize a funded contractor to use a vendor that has been procured by the City without requiring a further procurement process.

Request for Qualifications – This method of procurement may be used when EWDD is seeking to establish a list of qualified organizations that provide highly specialized or technical services. Examples include grant writers or trainers. By establishing the list of qualified organizations, EWDD or its contractors may select to contract with one (1) or more of the organizations on an "as needed" basis.

Cost Analysis versus Price Analysis

A cost or price analysis must be performed with the method and degree of analysis dependent on the facts surrounding the particular procurement situation. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.

As a starting point, grantees must make independent estimates before receiving bids or proposals. A cost analysis must be performed when the offeror is required to submit the elements of their estimated cost (e.g., under professional, consulting, and architectural engineering services contracts). A cost analysis will be necessary when adequate price competition is lacking, and for sole source procurements, including contract modifications or change orders. A cost analysis may not be necessary if one can establish price reasonableness on the basis of a catalog or market price of a commercial product sold in substantial quantities to the general public or based on prices set by law or regulation. A price analysis will be used in all other circumstances to determine the reasonableness of the proposed contract price. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts.

Competition

To the greatest extent possible, procurement shall be conducted in a manner that provides full and open competition. The following are examples of requirements that are restrictive of competition and must be avoided:

- Placing unreasonable requirements on firms or organizations as conditions to qualify to do business.
- Requiring unnecessary experience or excessive bonding.
- Imposing non-competitive pricing practices between firms or organizations, or between affiliated companies or organizations.

- Granting non-competitive awards to consultants that are on retainer contracts.
- Organizational conflicts of interest.
- Specifying only “brand name” products.
- Imposing overly restrictive specifications.
- Imposing any arbitrary action in the procurement process.

Procurement Cycle

Funding of an organization through any one of the procurement methods shall be for a period of three years, with an option to renew for up to two additional years.

Development and Release of Procurement Document

PCD shall designate a Procurement Coordinator for each procurement process. It shall be the responsibility of the Procurement Coordinator to ensure compliance with the procedures set forth herein, and to ensure that all procurement is conducted in a confidential manner.

A written justification shall be prepared for the file that justifies the procurement method to be utilized.

A determination shall be made and concurred with by the City Administrative Officer (CAO) and the Personnel Department that the services to be procured cannot be performed by City staff, in accordance with Charter Section 1022.

The Procurement Coordinator shall ensure that no conflict of interest exists for any individual, firm, or organization participating in the procurement process.

Guiding principles and a procurement schedule shall be presented to the appropriate Commission or Board for comment. Comment provided by the Community Action Board (CAB) where the Community Service Block Grant (CSBG) is the source of funds, or the Commission for Community and Family Services (CCFS) where the Community Development Block Grant (CDBG) is the source of funds is advisory only.

EWDD shall prepare estimates of the cost of services to be procured. This shall include, but not be limited to, conducting a survey of the cost of comparable services, and preparing a budget with an accompanying narrative that reflects EWDD’s best estimate of the cost of services to be procured.

Clear evaluation criteria and a standard proposal evaluation instrument shall be developed. At a minimum, all proposals shall be evaluated for Demonstrated Ability requiring two years of experience in providing comparable services to those solicited, Program Design, and Cost Reasonableness.

The criteria for Demonstrated Ability shall neither favor nor discriminate against existing City contractors or entities that have not contracted with the City.

Develop a worksheet or checklist for determining the eligibility and responsiveness of each proposal.

Identify all expected outcomes and the database by which all planned participant activity and outcomes shall be documented and from which reports shall be generated.

EWDD shall make every effort to create a procurement document that can be completed and submitted electronically.

Submit the procurement document to the City Attorney for review and approval as to form and legality.

Brief the EWDD General Manager on the procurement document and associated schedule at the regularly scheduled department transmittal meeting.

Work with the EWDD Information and Technology Division to issue public notification through an announcement in a local public medium, the EWDD webpage, the City's Early Notification System, LA Business Assistance Virtual Network (BAVN), and other customary and reasonable means of notifying the public, advising of the release of the procurement document.

Email addresses of all parties that have downloaded the procurement document shall be retained and incorporated into a department services provider database maintained by PCD.

EWDD may request a Letter of Intent to Propose from potential proposers.

Advise all EWDD staff of the release of the procurement document together with instructions that staff is prohibited from assisting any proposer in the preparation of a proposal; from discussing the process and/or the merits of any potential proposer with any third party; and to forward any unattended procurement documents left in common areas to the Procurement Coordinator.

All procurement documents shall remain open for a minimum of three (3) weeks and for no longer than eight (8) weeks from the date of release.

Any modifications and amendments to a procurement process must be publically noticed and incorporated into the procurement document through a formal addendum.

A minimum of one (1) technical assistance session shall be conducted per procurement. The date, time and location of the technical assistance session shall be included in the procurement document.

All technical assistance questions from potential proposers shall be posed either at the technical assistance session or through e-mail communication, and all responses provided by EWDD shall be shared with all potential proposers.

Acceptance of Proposals

One (1) week prior to the deadline for submission, all EWDD staff shall be advised of the proposal deadline and instructed to direct any proposers, attempting to submit proposals, immediately to the EWDD Front Desk staff (on the Sixth Floor) for formal receipt and to be date and time stamped.

Beginning one (1) hour prior to the deadline for the submission of proposals, as set forth in the procurement document, PCD staff shall be stationed in the First Floor Lobby of the Garland Building to receive proposals. Such proposals shall immediately be stamped with the date and time of the receipt of each proposal.

Following the deadline for proposal submission, the Front Desk staff shall immediately deliver all date and time stamped proposals to the PCD Assistant General Manager or designated Procurement Coordinator.

Proposals not received by the deadline, as set forth in the procurement document, shall not be accepted.

Review of Proposals

The Procurement Coordinator shall coordinate the review and evaluation of proposals, and assign staff responsibilities.

PCD staff shall prepare and maintain a log that identifies all proposers, funds requested, collaborators, services to be provided, area to be served, number of individuals to be served, proposed outcomes, and any other elements of the proposal that shall serve as the executive summary of all proposals received.

PCD staff shall conduct an eligibility and responsiveness review to determine if each proposer is eligible to apply, including whether the proposer has been debarred by the State of California and whether all sections of the proposal have been completed as identified on the proposal checklist.

PCD staff shall ensure that each proposer has complied with the City's BAVN and Business Inclusion Program (BIP) requirements.

PCD staff shall review the documentation that all subcontractors identified in a proposal have been competitively procured by the proposer prior to submission of the proposal.

PCD staff shall be responsible for the review and evaluation of the non-narrative sections of the "Demonstrated Ability" and "Cost Reasonableness" categories of the proposals, and for the coordination of training sessions for all reviewers.

To the greatest extent possible, the review and evaluation of all narrative sections of proposals shall be conducted by individuals, outside and independent of EWDD, who are experts in the subject matter of the procurement. All reviewers must be briefed on and agree to the Conflict of Interest requirements described in the Code of Conduct section of this policy.

Formal training sessions shall be conducted for all individuals who are to review proposals by the Procurement Coordinator in consultation with the City Attorney. Training materials shall include the procurement document, the evaluation instrument, and the conflict of interest declaration.

Reviewers shall be allowed up to two (2) weeks in which to review proposals assigned to them.

Review teams shall be comprised of at least two (2) reviewers with each to score proposals independent of one another.

Reviewers shall provide written comments that support their scores in each scoring category.

Each review team shall be assigned to review and evaluate multiple proposals that focus on specific communities, populations, or services. For example, a team would be assigned to review proposals submitted to serve the East Region while another team would review proposals submitted to serve the North Valley Region.

Consensus meetings for the review and evaluation of proposals shall be convened and facilitated by EWDD staff.

EWDD staff shall review all scores provided by the outside independent reviewers to ensure that there is consistency in the review of proposals and that consensus has truly been reached by the reviewers.

Copies of individual reviewer sheets shall be considered working documents.

The names of proposal reviewers shall be confidential as a means to protect reviewers from outside influence or retaliation in their review and evaluation of proposals. Under no circumstances are the names of proposal reviewers to be shared with the general public. EWDD is ultimately responsible for the final results.

To the greatest extent possible, and for existing EWDD contractors only, Demonstrated Ability shall be evaluated on the basis of past performance, as documented in records on file with EWDD.

To promote open competition, a performance exhibit shall be included in every procurement that allows non-City contractors to self-certify their Demonstrated Ability on performance measures that mirror those against which City contractors are evaluated. The self-certification shall include contact information of third parties that can verify the self-certified performance.

To the greatest extent possible, Cost Reasonableness shall be an objective, quantitative evaluation.

All proposed costs shall also be reviewed to determine that they are allowable, allocable and necessary in keeping with federal program procurement guidelines.

In conjunction of the Cost Reasonableness evaluation, reviewers shall conduct an analysis of the proposed contract price. This analysis shall include a comparison of each proposed contract price to: 1) all other proposals received; 2) current contract prices; 3) published market prices; 4) to EWDD's own cost estimate; and 5) various metrics such as the cost per individual served.

Proposed costs that cannot be accurately determined, as a result of errors and/or omissions in preparation of the proposed budget, shall not be considered reasonable and shall not be scored.

All proposed indirect costs shall be supported by a letter from the cognizant federal agency.

All proposed profit must be reviewed to determine that it is in accordance with Directives that are current for the proposed contract period.

To maintain the integrity of the process, a minimum of two (2) staff members shall review sections of proposals that cannot be reviewed by outside reviewers.

In the event that the EWDD Operations (OPS) notifies PCD of its intent to respond to a procurement issued by PCD, a clearly defined boundary must be established between PCD as the administrator of the procurement and OPS as the proposer.

The following actions shall be taken:

The EWDD General Manager and the Assistant General Managers of Workforce Development and Finance and Administrative Services shall be notified in writing of such intent;

OPS staff shall be prohibited from participating, discussing, or inquiring of PCD staff in any way, regarding the development, review, and/or scoring of such proposal, with the exception of any publicly-held meeting of which the procurement and proposal are the subject; and

PCD staff and OPS staff, including the respective Assistant General Managers, are prohibited from engaging in any discussions regarding the procurement until the procurement review has been concluded and the scores have been formally released to the proposers and to the CCFS, CAB and/or the WIB.

In the event that a City Department notifies PCD of its intent to respond to a procurement issued by PCD, a clearly defined boundary must be established between PRE as the administrator of the procurement and the City Department as the proposer.

The following actions shall be taken:

The EWDD General Manager and the Assistant General Managers of Workforce Development and Finance and Administrative Services shall be notified in writing of such intent;

City Department staff shall be prohibited from participating, discussing, or inquiring of PCD staff in any way, regarding the development, review, and/or scoring of such proposal, with the exception of any publicly-held meeting of which the procurement and proposal are the subject.

PCD staff and City Department staff, including the respective Assistant General Managers, are prohibited from engaging in any discussions regarding the procurement until the procurement review has been concluded and the scores have been formally released to the proposers and to the CCFS, CAB and/or the WB.

To be considered for funding, a proposal must receive a score of at least 70 points. However, a score of 70 points, or more, shall not be a guarantee of funding. In addition, a high score does not necessarily guarantee funding.

EWDD shall reserve the right to determine that a procurement process has failed. The basis for failure may include: a lack of sufficient responses; and/or a lack of responses that meet the requirements of the procurement document.

In the event that EWDD determines that procurement has failed, EWDD shall notify all proposers of such determination in writing.

Release of Results and Funding Recommendations

All proposers shall be notified in writing signed by the Assistant General Manager of Workforce Development of the outcome of the procurement.

Funding Recommendation Letters shall include: 1) the score awarded; 2) the amount of funds being recommended to the proposer; 3) the right to appeal the procurement process, and 4) a caveat that the recommendations remain subject to approval by the appropriate Commission or Board, City Council and Mayor, and are contingent upon the availability of funds.

The results of the procurement may be concurrently released to the appropriate Commission or Board.

Presentation of Scores and Funding Recommendations to Board

PCD shall present the results of the procurement, including the scoring, to the appropriate committee on the WB in a Funding Recommendation Report addressed to the relevant Board president.

A Funding Recommendation Report shall be prepared and submitted to the Executive Committee of the WB for its consideration. The Funding Recommendation Report shall provide:

- The summary of the facts pertaining to the procurement
- The purpose of the procurement
- When the procurement was conducted
- The number of proposals received
- The method of evaluating the proposals
- The meetings conducted with proposers
- The results of any appeals hearing(s)
- The results of the procurement may be concurrently released to the proposers.
- The relevant committee shall meet within a reasonable time following conclusion of the review process, and consider EWDD’s recommendations.

Appeals Procedures

Appeals shall be limited to issues arising from the procurement process.

All proposers shall be advised of their right to appeal the procurement process.

For all WIOA-funded procurements, the Appeals Board shall be established in accordance with the WIB/LEO (Local Elected Official) agreement.

For all CDBG-funded procurements, the Appeals Board shall be comprised of three (3) to five (5) members of the CCFS appointed by the CCFS Chair.

For all CSBG-funded procurements, the Appeals Board shall be comprised of three (3) to five (5) members of the CAB appointed by the CAB Chair.

For all jointly-funded procurements, the Appeals Board shall be comprised of a minimum of two (2) commissioners or board members from each body, as appointed by each Chair.

All Appeals Board members shall be provided with a copy of the procurement document, a copy of this document (Procurement Guidelines), a summary of facts regarding the specific procurement that includes a written summary of the procurement process, and each written appeal together with a departmental response.

In the Appeals Hearing, appellants shall have five (5) minutes to make their oral presentation that shall be followed by a question and answer period not to exceed fifteen (15) minutes at the discretion of the Board.

At the conclusion of the Appeals Hearing, the Board shall take one (1) of the following

actions:

- Uphold the score awarded by EWDD; or
- Sustain the appeal and remand the proposal to EWDD with direction.
- For WIOA funded programs, the Appeal's Board decision shall be considered final.
- For CDBG and CSBG programs, the Appeal's Board decision is subject to City Council and Mayoral approval.
- The results of the Appeals Hearing shall be compiled into a report and submitted to the executive committee of the appropriate commission or board.

Approval of Funding Recommendations by Commission and/or Board

Upon approval of the funding recommendations by the Executive Committee of the appropriate Commission or Board, EWDD shall prepare a Council Committee transmittal that outlines the procurement process and results.

In accordance with EWDD policy, all transmittals shall be executed by EWDD executive staff and the General Manager at the regularly scheduled transmittal meeting.

Transmittals that pertain to the use of WIA funds shall be jointly addressed to the Mayor and City Council and signed by both the EWDD General Manager and the WB Chair.

EWDD's PCD shall be provided a copy of the transmittal so that they can immediately identify the appropriate contract boiler plate to be used and assign temporary contract numbers.

Upon release of the Committee transmittal, PCD shall convene a meeting with EWDD OPS staff to determine how participant activity will be reported by contractors and tracked; how contractor performance is to be evaluated; and whether the SOFA Annual Evaluation Model shall be applied to the proposed contractor agreements.

At this meeting PCD shall also present to OPS a draft "Offer Sheet" to be issued to successful proposers. The Offer Sheet contains a summary of the services to be provided, the cost of such services, performance goals and the term of the agreement.

PRE shall also advise OPS of any elements of a proposal that are in need of negotiation.

PRE and OPS shall agree upon the content of the Offer Sheet prior to its release.

No proposer shall be recommended for funding if the State of California or the City of Los Angeles has established that there is a debt against a proposer that has not been repaid, or for which a repayment agreement has not been executed.

No proposer shall be recommended for funding that has been debarred, suspended or otherwise excluded from participation in federal assistance programs. All contracts shall include a self-certification by the contractor that it is not a debarred party. The federal government compiles a list of debarred parties. The federal list is published by the General Services Administration (GSA); and a copy of such information may be obtained by reviewing an online list of excluded parties at the Excluded Parties List System (EPLS) website (www.epls.gov).

Notwithstanding a designation of being “high risk,” a proposer may be recommended for funding where there is documentation of the proposer’s demonstrated ability to perform under the agreement.

High Risk is defined as having a demonstrated history of unsatisfactory performance, financial instability, poor administrative practices, or failure to comply with the terms and conditions of previously awarded agreements.

In the event a high-risk proposer is recommended for funding, special conditions shall be imposed and set forth in the agreement with the City. Such special conditions shall include:

Compensation to the contractor solely on a cost-reimbursement basis with no opportunity for the receipt of advance payments for services performed.

Requiring the contractor to subcontract with a third party to perform those duties and responsibilities that the contractor has a demonstrated inability to perform, or to secure technical assistance.

Increased monitoring by the City and/or increased reporting by the contractor.

Requiring prior approvals of personnel and other actions.

The contractors shall be advised of any special conditions included in the agreement prior to the execution of the agreement with the City, and the reasons for the imposition of such special conditions. The process for requesting the reconsideration or termination of such special conditions shall be set forth in the agreement.

City Council and Mayor Approval

Upon approval by the City Council and Mayor of EWDD’s funding recommendations under the procurement, PCD shall notify all proposers in writing of the final results of the procurement.

The letter shall include an offer to contract, a.k.a. the Offer Sheet, to the successful proposers.

The letter shall include a request that the successful proposer accept, in writing, the terms set forth in the Offer Sheet within five (5) days of receipt. If the successful proposer does not accept the terms, the proposer may request a meeting to negotiate the outstanding terms.

Contract Negotiations and Execution

OPS is responsible for all contract negotiations and contract execution, in accordance with EWDD’s Contracting Procedures.

Maintenance of Records

EWDD shall maintain records documenting each procurement, including:

- A copy of the procurement document.
- The rationale for the method of procurement.
- The cost analysis.
- The guiding principles for the procurement as approved by the CCFS, CAB or

WIB.

- Research materials, meeting notes and other materials that were part of the development of the procurement.
- The Committee transmittal and Council Action authorizing the release of the procurement document.
- The scoring instrument.
- A description of the scoring methodology.
- The public notice of release of the procurement.
- Technical assistance questions and answers.
- Copies of proposals.
- Copies of the letters notifying the proposers of their scores.
- A copy of the report to the CCFS, CAB or WIB seeking approval of the scores awarded.
- A copy of the material provided to the Appeals Board.
- Copies of the letters notifying the proposers of the Appeals Boards' action(s) and their funding recommendations.
- A copy of the report to the CCFS, CAB or WIB advising of the Appeals Boards' actions(s) and requesting approval of the funding recommendations.
- A copy of the transmittal to the Mayor documenting the procurement process and requesting approval of the proposal results.
- A copy of the final City Council and Mayor action.
- Copies of letters with contract Offer Sheets to the proposers notifying them of the City Council and Mayor approved action.

Such records shall be documented and placed in a location that is accessible for monitoring and auditing purposes. While all procurement actions should be electronically filed, at least one (1) hard copy of the above listed procurement documents shall be retained.

Records shall be retained for a minimum of five (5) years following termination of the agreement and after final disposition of pending matters. Pending matters include audits, litigation, and other business associated with the procurement process. EWDD shall consult with the City Attorney prior to the destruction of any records.

Public Records Requests

Requests to review scoring instruments, the scores of other proposals, time and date stamp logs, or any other documents that are part of the procurement process must be submitted in writing in accordance with the California Public Records Act.

The Communications Group of EWDD shall be notified of this request.

EWDD shall seek City Attorney guidance prior to responding to any such requests.

Code of Conduct

No staff of the Economic and Workforce Development Department (EWDD) who works in a decision-making capacity shall engage in any activity, including the participation in the selection, award, or administration of a sub-grant or contract where there is a conflict of interest, either real or perceived. A conflict of interest would arise where the EWDD staff member, any member of that person's immediate family, domestic partner, or organization that employs, or is about to employ, a member of the staff member's immediate family has a financial or other interest in the firm or organization competing for an award under an EWDD procurement.

The term "immediate family" includes those persons related by blood or marriage, such as husband, wife, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, son-in-law and daughter-in-law.

The term "financial or other interest" includes:

- Any direct or indirect financial interest in a specific contract including a commission or fee, a share of the proceeds, the prospect of a promotion or of future employment, a profit, or any other form of financial gain.
- Any of the following interests in the subcontractor ownership: a partnership interest or other beneficial interest of five (5) percent or more; the ownership of five (5) percent or more of stock; employment in a managerial capacity; or membership on the board of directors or governing body.

No EWDD staff member shall solicit or accept gratuities, favors, or anything of monetary value from proposers, contractors, potential contractors or parties to sub-agreements.

All Strategic Planning and Research section staff members that are assigned to participate in a procurement process shall participate in the City's bi-annual ethics training.

Request for Proposals Format

The following shall serve as a general guideline for the content of a RFP document.

- Cover Page – The cover page should identify the funding source, program, issuance date, submission deadline, anticipated term of contracts, submission address, and information on technical assistance.
- Table of Contents
- Background – The background shall include a discussion of EWDD as the administrative entity for the RFP, a brief overview of the solicitation and the purpose.
- RFP Specifications and Information – This section shall include a discussion of the contract term, eligibility requirements, source of funds and funding request amounts, a preliminary schedule, the proposer's conference, deadline for submission, proposal review process, proposal award, and appeals process.

Scope of Work – This section shall include a discussion of the scope of the work

solicited.

Evaluation Criteria – This section shall include an overview of the major proposal evaluation categories and maximum points possible for award.

Proposal Package – This section shall include a description of the narrative responses to be prepared by the proposer, general proposal preparation guidelines, and the Proposal Contents Checklist. The Checklist is a form that identifies all documents that are to be submitted in order for a proposal to be considered responsive.

General RFP Information – This section shall include a discussion of general proposal conditions including but not limited to:

- Standard Provisions for City contracts
- Costs Incurred by Proposers
- Best Offer
- Alternatives
- Proposal Errors
- Waiver of Minor Administrative Irregularities
- Optional Materials/Services
- Accuracy and Completeness
- Withdrawal of Proposals
- Addendum
- Multiple Proposals
- General City Reservations
- Pre-Award Negotiations
- Contract Negotiations and Execution of Contracts
- Standing of Proposer
- Contractor Responsibility Ordinance
- Proprietary Interests of the City
- Equal Benefits Ordinance
- Living Wage and Service Contractor Work Retention Ordinance
- Slavery Disclosure Ordinance
- Americans with Disabilities Act
- Child Support Assignment Orders
- Assurances
- First Source Hiring Ordinance

- Contractor Participation in Evaluating Future Proposals

This section shall also include a discussion of documents required to be submitted with the proposal including but not limited to:

- Articles of Incorporation and By-Laws
- Resolution of Executorial Authority
- Bidder Certification City Ethics Commission (CEC) Forms
- Certification Regarding American Disabilities Act
- Business Inclusion Program Outreach
- Nonprofit Status Documentation from the Internal Revenue Service
- City Business Tax Registration Certificate
- Contractor Responsibility Ordinance (CRO) Questionnaire
- Equal Benefit Ordinance (EBO)
- Living Wage Ordinance (LWO)

This section shall also include a discussion of contract execution and other contracting requirements including but not limited to:

- Insurance Certificates
- Secretary of State Documentation
- Corporate Documents
- City Business License Number
- Proof of IRS Number
- Certifications
- Affirmative Action Plan
- Collaboration
- Contracting Method/Payment for Services
- Program Income
- Contract Cost
- Records Retention
- Security Clearance and TB Testing
- Governing Law
- Commitment to Carry Out all Contractor Responsibilities.
- Incorporation of Proposal into Contract
- Inability to Provide Services
- Breach of Contract

- Amendments/Modifications/Change Orders
- Prime Contractor
- Subcontractors/Joint Ventures
- Copies of Subcontractor Agreements
- Supplier Performance Feedback Meeting
- Periodic Independent Audit
- Financial Audit
- Contractor Evaluation Ordinance
- Independent Audit
- Conflict of Interest
- Business Inclusion Program (BIP) Requirements
- On-line Document Submission
- Proposer Signature Declaration
- Contractor Evaluation

In drafting a Request for Proposals EWDD staff shall use the most recently released RFP as an exemplar. Given that City contracting requirements are subject to revision, the exemplar is to be reviewed by the City Attorney to ensure that it is current and accurate.

(Adopted PY 12-13)

(Revised PY 15-16)

High Growth Sector Initiative Policy

Effective Date: July 1, 2015

Policy Statement

The goal of this strategy is to develop industry sector expertise within the WorkSource Centers (WSC) in order to fully utilize sector based employment strategies that lead to career pathways for program participants. A sector strategy is a dual customer approach because it meets the needs of employers while taking into consideration the needs of job-seekers. This strategy offers effective ways to create pathways to sustainable careers through job placements linked to post-secondary education and career ladders with opportunities for growth.

Background

The Workforce Investment Board (WIB) identified and prioritized several industry sectors regionally in Los Angeles based on economic trends and indicators of growth industries that have the ability to create opportunities to meet the employment needs of businesses to help produce better employment outcomes. These sectors have included: Advanced/Clean Manufacturing, Construction, Financial Services, Green Technology, Healthcare, Hospitality/Entertainment, Logistics, Security, Utilities.

Procedures

As part of the WSC redesign, individual WSCs are required to formally incorporate the High Demand Industry Occupation strategies adopted by the WIB into the WSC program design. Individual WSCs are required to specialize in a specific sector as approved by the Economic and Workforce Development Department (EWDD). WorkSource Centers specializing in a specific sector are expected to implement program designs that are inclusive of all city residents and businesses representing the specific sector. WSCs will collaborate with regional and system WSCs in the implementation of Sector Strategies.

The Workforce Development Board (WDB) may prioritize additional sectors as long as it can be demonstrated through current labor market data that new initiatives meet the criteria for sector initiatives.

(Adopted PY 10-11)

(Revised PY 15-16)

Incident Reporting

Effective Date: July 1, 2015 until rescinded

Policy Statement

The City of Los Angeles, Economic and Workforce Development Department (EWDD) has developed a procedure whereby upon being notified or finding any suspected incidents of Workforce Investment Act (WIA)/Workforce Investment Opportunity Act (WIOA) related fraud, abuse, or other criminal activity, EWDD notifies the Compliance Review Division (CRD) of the Employment Development Department (EDD) and the Department of Labor's (DOL) Office of Inspector General (OIG).

Background

Per Title 20 CFR Section 667.505 and 667.630, information and complaints involving criminal fraud, waste, abuse or other criminal activity must be reported immediately through DOL's Incident Reporting System to the OIG with a copy simultaneously provided to the Employment and Training Administration (ETA). Complaints of gross waste of funds, may also be reported through DOL's Incident Reporting System.

EDD Directive Number WSD12-18 remains in effect and applicable to WIOA funding until revised by EDD.

First Tier Reporting

As per EDD Directive number WSD12-18 (in effect till revised), all subrecipients that receive WIA/WIOA funds shall promptly report to the CRO and OIG, all allegations of WIA/WIOA-related fraud, abuse, and other criminal activity.

"Each subrecipient shall establish appropriate internal procedures to prevent and detect fraud, abuse, and criminal activity. These procedures must include a reporting process to ensure that the CRO and OIG are notified immediately of any allegations of WIA/WIOA-related fraud, abuse, or criminal activity. Internal procedures must be in writing and include the designation of a person on the subrecipients' staff who will be responsible for such notifications."

The City of Los Angeles, Economic and Workforce Development Department (EWDD) is a subrecipient referenced in EDD Directive WSD12-18 and maintains internal procedures in writing, to gather, respond/report and resolve complaints and/or any allegations of WIA/WIOA-related fraud, abuse, or criminal activity. EWDD enforces EDD Directive number WSD12-18 by requiring subrecipient contractors to comply with required reporting.

Second Tier Reporting

EWDD issued WDS Directive No. 15-12; Incident Reporting, dated February 27, 2015, which provides procedures for reporting incidents, including but not limited to criminal fraud, criminal abuse or other criminal activity, and noncriminal complaints, such as waste of WIA/WIOA funds, to the Compliance Review Division (CRD) of the Employment Development Department (EDD) and the Department of Labor's (DOL) Office of Inspector General (OIG).

The City's Contractors are advised by EWDD that all recipients of WIA/WIOA funds

have the responsibility to be alert for, and report, any suspected fraud, abuse, or other criminal activity, or non-criminal activity, including gross waste of funds, mismanagement, and dangers to the public health or safety. In addition, all "lower tier subrecipients", (i.e. Workforce Development System Contractors) have the responsibility to the Office of Inspector General (OIG), the Employment Development Department (EDD) and Compliance Resolution Unit, and their funding agency, e.g., City of Los Angeles LWIA/LWDA, to report all suspected incidents of WIA/WIOA related fraud, abuse, or other criminal activity immediately or within one workday of detection or discovery of information alleging fraud, abuse or criminal activity involving WIA/WIOA funds.

Additionally, Contractors are required to bring WDS Directive No. 15-12 to the attention of all WorkSource/OneSource Center staff by providing a copy of the directive to all staff funded by WIA/WIOA and for them to also acknowledge receipt of the Directive by signing an acknowledgement receipt (See Exhibit I - Attached).

Procedures

Upon receiving information reporting suspected incidents of WIA/WIOA related fraud, abuse or other criminal activity, report the finding(s) as follows to:

Report submission information:

To the State of California Employment Development Department:
Compliance Review Unit
Program Review Branch
Employment Development Department (EDD)
722 Capitol Mall, MIC-22
P.O. Box 826880
Sacramento, CA 94280-001
ATTENTION: Jessie Mar, Chief
Compliance Review Office

And, to the OIG (Choose one of the following methods) at its Web Site:

www.org.dol.gov/hotlinecontact.htm

Or by mail to:
Office of Inspector General
Complaints Analysis Office
United States Department of Labor
200 Constitution Avenue, N.W., Room S-5506
Washington, D.C. 20210
Telephone: 1(800)347-3756
FAX: 1(202)693-7020

And, to the Economic and Workforce Development Department:

Equal Employment Opportunity Section
1200 W. 7th Street, 6th Floor
Los Angeles, CA 90017
Attn: Maureen Brown, EO Compliance Officer
Telephone: 1-213-744-7272

Allegations considered to be of an emergency nature may be reported by telephone to the Compliance Resolution Unit Supervisor at 1-916-653-0298 and by calling the OIG Hotline at 1-800-327-3756 and followed immediately thereafter by a written report.

References:

Title 20 Code of Federal Regulations (CFR) Sections 667.505 and 667.630
EDD Directive Number WSD12-18 dated June 12, 2013

Attachments:

Exhibit I – Acknowledgement of Responsibility to Report All Suspected or Proven WIA/WIOA Related Fraud, Abuse or other Criminal Activity, or Non-Criminal Activity

(Approved PY14-15)

(Revised PY 15-16)

EXHIBIT I

ACKNOWLEDGEMENT OF RESPONSIBILITY TO REPORT ALL SUSPECTED OR PROVEN WIA/WIOA RELATED FRAUD, ABUSE, OR OTHER CRIMINAL ACTIVITY, OR NON-CRIMINAL ACTIVITY.

I, _____, understand that as an employee
Name (Print)

who is being paid with Workforce Investment Act (WIA)/Workforce Investment Opportunity Act (WIOA) funding, I have the responsibility to report all suspected or proven WIA/WIOA related fraud, abuse, or other criminal activity, or non-criminal activity including gross waste of funds, mismanagement, and dangers to the public health or safety immediately, or within one working day of detection of the incident, to the Office of the Inspector General of the U.S. Department of Labor, Compliance Review Unit of the State Employment Development Department, Workforce Development System, EWDD and declare that I have received a copy of the Economic Development Department, WDS Directive No. 15-12 (dated February 24, 2015) regarding Incident Reporting.

Signature: _____ Date Signed _____

WorkSource/OneSource Center: _____

Individual Training Accounts (ITA) Policy

Effective Date: July 1, 2015

POLICY

This policy provides guidance regarding the requirements for establishing an ITA.

BACKGROUND

Per the Workforce Innovation and Opportunity Act (WIOA) Regulations, Individual Training Accounts (ITA) may be established on behalf of customers to purchase classroom-training services from the State approved, Eligible Training Providers List (ETPL). A One-Stop center may issue an Individual Training Account (ITA) to fund training for adults and dislocated workers who after an interview, evaluation, or assessment, and after career planning have been determined by the one-stop operator or one-stop partner, as appropriate, to be in need of training to obtain employment or remain employed. The individual can then compare the offerings on the ETPL, and, with the advice of One-Stop staff, select the most appropriate training program. In this way, the ETPL helps to provide customer choice, while also supporting quality training programs. (EDD RWIAD06-15)

With the exception of certain types of customized and On-the-Job training, and the alternatives to traditional ITA training programs described in the Alternative Training Programs Policy, only training providers through their training programs listed on the ETPL are eligible to receive WIA funds to train adults and dislocated workers. This list is available on the Internet at: www.caljobs.ca.gov

PROCEEDURES

ITAs may be established for City of Los Angeles WIA/WIOA customers only if the conditions set herein are met:

- The customer is unemployed or employed at a wage that is below the level of self-sufficiency consistent with the adopted policy of self-sufficiency approved by the Workforce Development Board (WDB).
- The customer was determined unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services.
- The customer was determined to be in need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment.
- The customer was determined to have the skills and qualifications to successfully participate in the selected program of training services.
- The customer has been unable to secure other financial assistance to cover the cost of training, including Pell Grants.

- Registered participants ineligible for Pell Grant assistance will not be denied access to training.
 - A participant may enroll in a WIOA-subsidized training while his/her application for a Pell Grant is pending as long as the WorkSource Centers operator has made arrangements with the training provider and the participant regarding allocation of the Pell Grant. The training provider must reimburse the WorkSource Centers operator for the amount the Pell Grant subsequently awarded to customer. Reimbursement is not required from the portion of Pell Grant assistance disbursed to the WIOA participant for education-related expenses.
 - An ITA may be provided to individuals who require assistance beyond that made available under other grant assistance programs, including Federal Pell Grants.
- The customer has not participated in WIA or WIOA funded ITA training for 24 months following their last date of attendance in, or completion of, a prior WIA or WIOA funded training through the City of Los Angeles.
 - The customer has been unable to identify and/or enroll in a comparable course offered by local public educational institution.
 - The customer has selected a training course or combination of courses from the ETPL in consultation with a case manager and consistent with customer's Individual Employment Plan (IEP).
 - The training must lead to employment in a demand or growth occupation with a defined career ladder.² The determination of demand or growth occupations must be consistent with the Annual Plan's policy regarding the definition of demand occupations and utilize to the fullest extent possible the labor market information system of the EDD (Ref WIA EDD Directive WIAD06-17, http://www.edd.ca.gov/Jobs_and_Training/pubs/wiad06-17.pdf).
 - The training must result in a wage at placement, which meets or exceeds the City's Living Wage standard, with the goal of attaining self-sufficiency.
 - The training must result in the attainment of an industry-recognized certificate, if available, or the attainment of skills of a generally accepted standard.

Other Conditions

- Any customer who has met the aforementioned conditions must be referred to the training provider of choice unless the program has exhausted training funds for the program year. The program year approved budget shall reflect the training

² This is consistent with the WDB approved Customized Training Policy.

funds available.

- A one-stop operator or one-stop partner is not required to conduct a new interview, evaluation, or assessment of a participant if the one-stop operator or one-stop partner determines that it is appropriate to use a recent interview, evaluation, or assessment of the participant conducted pursuant to another education or training program.
- An individual is not required to receive career services prior to receiving training services.
- All classroom training providers are required to be on the ETPL regardless of whether or not they issue a certificate.
- Supportive services and needs based payments must be provided consistent with the WDB approved policy on Supportive Services and Needs Based Payments; unless, through a financial needs assessment, it has been determined that the customer is ineligible for such support or has sufficient resources to remain in training. The assessment should be documented and be part of the IEP and placed in individual participant folder.
- EDD Directive WIAD06-17 requires a policy on the amount and duration of an ITA, based on the market rate for local training programs. Therefore, this policy establishes that no customer shall be referred to a course offering with a total tuition of greater than \$7,500 or duration longer than twelve months without prior City approval. Customers may, however, use other sources of funds to cover those costs that exceed \$7,500. The customer's file should show the leveraging of funds for the customer covering either the full training or payment in excess of \$7,500 in training fees.
- Notwithstanding the leveraging of funds, in cases where there is a viable reason to subsidize a training costing in excess of \$7,500 and/or provide training longer than twelve months in duration the service provider shall obtain prior City approval.
- In such cases, this policy prohibits the issuance of a training voucher prior to the approval of the City; therefore, it is the sole responsibility of the service provider to submit its written request, indicating the reasons for the exemption(s), in a timely manner so as not to impede the registration of the WIA/WIOA customer in the course of choice consistent with his/her employment plan (IEP).
- Priority for ITAs funded through the adult and dislocated worker programs must be given first to WIOA qualified job seekers who are Veterans and/or their eligible spouses (EDD Directive WSD08-10m http://www.edd.ca.gov/Jobs_and_Training/pubs/wsd08-10.pdf), then to recipients of public assistance or those whose income falls below the higher of either the Lower Living Standard Income Level (LLSIL) or the Poverty Guidelines.
- The City reserves the right to prohibit the referral of customers to schools that have poor performance records in serving City customers.
- Training institutions, not on the ETPL, may generally provide training under 15 percent statewide projects and with 25 percent dislocated worker funds,

Revised Policies

excluding rapid response funding. However, the training institution must meet state licensing requirements, such as those governed by the Bureau of Private Postsecondary and Vocational Education.

- Any revisions to the ITA policy after an Annual Plan has been released for the program year shall be issued through a City Directive. The City's WDB adopted policies and City Directives on ITA shall not be inconsistent with those requirements mandated by DOL and EDD.
- A copy of this approved policy, together with a complete explanation of the limited funds available, should be shared with potential ITA customers before training services are provided.

(Adopted PY 12-13)

(Revised PY 15-16)

Industry Certified Training Policy

Effective Date: July 1, 2015

Policy

All classroom vocational training provided to enrolled WIOA participants shall lead to an industry recognized certificate. EWDD may withhold payment for any classroom vocational trainings that do not comply with this requirement.

Background

For the purpose of this policy, EWDD shall apply the definition of 'Certificate' provided in the Department of Labor, Employment and Training Administration (DOL/ETA) Training and Employment Guidance Letter (TEGL) 17-05 below:

(<http://wdr.doleta.gov/directives/attach/TEGL17-05.pdf>):

Certificate – A certificate is awarded in recognition of an individual's attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills are based on standards developed or endorsed by employers. Certificates awarded by workforce investment boards are not included in this definition. Work readiness certificates are also not included in this definition. A certificate is awarded in recognition of an individual's attainment of technical or occupational skills by:

- A state educational agency or a state agency responsible for administering vocational and technical education within a state.
- An institution of higher education described in Section 102 of the Higher Education Act (20 USC 1002) that is qualified to participate in the student financial assistance programs authorized by Title IV of that Act. This includes community colleges, proprietary schools, and all other institutions of higher education that are eligible to participate in federal student financial aid programs.
- A professional, industry, or employer organization (e.g., National Institute for Automotive Service Excellence certification, National Institute for Metalworking Skills, Inc., Machining Level I credential) or a product manufacturer or developer (e.g., Microsoft Certified Database Administrator, Certified Novell Engineer, Sun Certified Java Programmer) using a valid and reliable assessment of an individual's knowledge, skills, and abilities.
- A registered apprenticeship program.
- A public regulatory agency, upon an individual's fulfillment of educational, work experience, or skill requirements that are legally necessary for an individual to use an occupational or professional title or to practice an occupation or profession (e.g., FAA aviation mechanic certification, state certified asbestos inspector).
- A program that has been approved by the Department of Veterans Affairs to offer education benefits to veterans and other eligible persons.
- Job Corps centers that issue certificates.

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- An institution of higher education that is formally controlled, or has been formally sanctioned, or chartered, by the governing body of an Indian tribe or tribes.

(Adopted PY 11-12)

(Revised PY 15-16)

Limited English Proficient Policy

Effective Date: July 1, 2015

Purpose/Definition

This policy provides guidance and sets standards for the City of Los Angeles Workforce Development System³ and other agencies serving LEP individuals to ensure meaningful and timely access to Workforce Innovation and Opportunity Act (WIOA) funded programs and services.

For this purpose, no one will be denied access to information, services, or resources throughout the Workforce Development System¹ because of their limited proficiency in the English language, or be subjected to unreasonable delays in the receipt of such services. A person can qualify as LEP if they are an adult or out of school youth, who has a limited ability to read, write, speak, or understand English, and a) whose native language is a language other than English; or b) who lives in a family or community environment where a language other than English is the dominant language.

Background

The WIOA requires nondiscrimination on the basis of national origin in programs receiving Federal financial assistance. Denial of equal access to federally funded programs and activities based on national origin, including Limited English Proficient (LEP) is strictly prohibited. This policy is pursuant to Section 188 of WIOA; Title VI of the Civil Rights Act of 1964; Executive Order 13166 "Improving Access to Services for Persons with Limited English Proficiency;" the Dymally-Alatorre Bilingual Services Act; and the U.S. Department of Labor (DOL) Training and Employment Guidance Letter 26-02.

Policy

Language Assistance Plan

The Workforce Development System through its WorkSource and YouthSource Centers must develop a language assistance plan that is annually updated and submitted to the City as part of the Request for Contract Renewal (RFCR). The contents of the Language Assistance Plan must at a minimum consist of the following elements;

- Limited English Proficiency Language Assessment Survey
 - LEP client policy
 - Current demographics showing the number of LEP individuals requiring language assistance during the prior program year
 - Description of language assistance tools (e.g. "I Speak" Identification Cards)
 - List of vital documents available for dissemination to LEP persons
 - Updated information identifying staff who are bi-lingual or multi-lingual
- The Centers have two primary ways to provide language services: Oral interpretation, either in person or via a telephone interpretation service, and

³ Workforce Development System includes the WorkSource Centers and the YouthSource Youth Opportunity System

written translation. The correct mix of language assistance services should be based demographic data reflected in the LEP Assessment and on what is both necessary and reasonable.

LEP Assessment

As the first key to ensuring meaningful access, each agency in the Workforce Development System will conduct a thorough annual assessment of the languages spoken by customers and potential customers in the communities it serves. In addition to identifying the current LEP makeup of the service areas, the Workforce Development System will also examine a) whether existing LEP resources and tools are adequate and, b) what improvements are needed to outreach to LEP populations that might be underserved relative to their proportion in the service area. This analysis and review of services will be made part of the annual Request for Contract Renewal (RFCR) package.

For the Workforce Development System to properly assess the significant LEP population, the Workforce Investment Board (WIB) promotes the use of the DOL's four factors to determine the language needs of an area⁴:

- The number or proportion of LEP persons served or encountered in the eligible service population--the greater the number or proportion of LEP persons in a language group, the more language services needed;
- The frequency with which LEP individuals come in contact with the program--higher frequency requires more services;
- The nature and importance of the program, activity, or service provided by the recipient; and
- The resources available to the recipient and costs--larger recipients with larger budgets must provide a higher level of language services

In assessing the first factor, consider any temporary but significant changes in the community's demographics. For example, in some communities, the population swells during peak vacation periods or seasonal influx for agricultural or manufacturing employment purposes.

The second factor, frequency of contact, should be considered in the light of areas or neighborhoods that may have concentration of LEP individuals. In such cases, even if the overall number of LEP persons in the area is low, the frequency of contact may be higher.

The third factor should be taken in the light of how the services available in the area impact the lives of its target population. The more important the program, or the greater the possible consequences of the contact for LEP individuals, the more likely the language assistance services will be necessary.

The fourth factor should be considered in promoting service quality and service integration that provide a seamless system with a responsive and comprehensive array of services.

⁴ Department of Labor, Civil Rights Center, Federal Register, issued May 29, 2003, p.32294-32295.

Translation of Vital Documents

The language assistance plan should incorporate a plan to translate “vital” written materials into the languages that were identified through the LEP assessment. DOL has acknowledged the difficulty in identifying vital documents. However, the federal register states that “meaningful access” must be granted to all individuals. Thus, vital documents could include:

- Applications to participate in a Workforce Innovation and Opportunity Act (WIOA) program, activity, or services
- Written tests that do not assess English language competency, but test the competency for a particular license, job, or skill for which English language proficiency is not required
- Consent and compliance forms
- List of partners at a Center and services provided
- Letter containing important information regarding participation in a program or activity
- Notices pertaining to the reduction, denial, or termination of services or benefits and of the right to appeal such actions
- Notices that require a response from beneficiaries
- Information on the right to file complaints of discrimination
- Information on the provision of services to individuals with disabilities
- State wage, hour, safety, health enforcement, and information materials
- Notices advising LEP persons of the availability of free language assistance
- Other marketing and outreach information

Additionally, all translated documents must be reviewed for accuracy. Even though certified translators are not required, the Workforce Development System should have mechanisms in place to verify the accuracy of the translated document.

Interpreter Requirements

At a minimum all interpreters used by the Workforce Development System must meet the following requirements:

- Demonstrated proficiency in both English and another language
- Fundamental knowledge in both languages of any specialized terms or concepts peculiar to the Center’s program or activity
- Sensitivity to the LEP person’s culture
- Demonstrated ability to convey information in both languages accurately; and if possible, use staff trained in the skills and ethics of interpreting

There may be cases where interpretation services are offered to the LEP person and these are declined. In such cases the LEP person may request the use of a family member or friend as an alternative. It is then appropriate for the Center to use this person to assist in the provision of services. However, the use of such a person should not compromise the effectiveness of services or breach confidentiality. In these cases, the Center should have a competent bilingual staff member observe the communication and interpretation to ensure the accuracy of the information being translated. The

Center must also document in the LEP person's file: the offer of an interpreter, the refusal of free language assistance services, and the witnessing of the communication using "Interpreter Services Statement" form.

Consistent with U.S. DOL's federal register guidance, the WIB has adopted the following hierarchy of methods to meet LEP needs as needed:

- Ensuring the Workforce Development System hire multilingual staff
- Paid interpreters that are on staff
- Paid outside interpreters
- Use telephone interpreter lines
- Community volunteers-trained in both interpretation and in WIA/WIOA programs
- Not using children, family members, friends, and/or strangers as interpreters except in an emergency circumstances or when the LEP person decides to use them after being advised of free and competent interpreters being available.

LEP Customer Flow

After the Center identifies an LEP customer's primary language through a language needs assessment, this information should be documented in the case files preferably using a language identification form such as the Oral and Written Language Designation Form. The choice of whether to use the LEP individual's primary language for oral or written communication is the customer's choice.

The Workforce Development System will serve LEP individuals in their service delivery areas and ensure that LEP customers are offered meaningful and equal access to WIOA services. Each Center must be able to describe and document how LEP customers receive services. This will be subject to review by the City's LEP Coordinator and reported to the WIB.

Furthermore, as the WIB develops new sector initiatives and other training programs, Vocational English as a Second Language (VESL) training should be incorporated in these programs to increase LEP customer participation. The WDB is committed to designing programs to ensure that limited English speakers are included in skills training as well as bridge programs as described in a WDB policy on Training and Supportive Services. Moreover, the Workforce Development System shall leverage resources to increase training opportunities in other languages where available.

Monitoring and Oversight

Both Workforce Development System and City staffs will be responsible for monitoring the quality of services to LEP persons.

The Workforce Development System must annually evaluate its language assistance plan to keep information current on the LEP makeup of its service area, the communication needs of LEP customers, whether assistance offered is meeting the needs of such persons, whether staff is knowledgeable about policies and procedures and how to implement them, and whether sources of, and arrangements for, assistance are still current and viable. Oversight of the plan should include obtaining the LEP persons' feedback in these areas.

Monitoring and evaluation of the Workforce Development System for compliance with Civil Rights legislation will be incorporated in the regular monitoring processes.

The City's evaluation of the Workforce Development System's efforts in serving LEP customers will be measured through the DOL 4-factor analysis and through the following activities:

- Outreach and enrollment activities
- Surveys of customers, clients, and advocates to determine customer satisfaction
- Periodic assessment of current data and local demographics
- Review of the effectiveness of agency policies and practices describing services to LEP individuals
- Review staff capacity by determining in-house linguistic resources, recruiting and hiring bilingual or multi-lingual employees and promote continuing education to enhance staff ability to serve LEP clients
- Review of the agency's protocol in receiving and responding to complaints by customers.

References

- Section 188 of the Workforce Innovation and Opportunity Act of 1998
- Federal Register Part IV (Volume 68, Number 103) Civil Rights Center; Enforcement of Title VI of the Civil Rights Act of 1964; Policy Guidance on the Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons; Notice (May 29, 2003)
- Dymally-Alatorre Bilingual Services Act, California Government Code Section 7290-7299.8
- Employment Development Department WIA Directive, Subject: Limited English Proficiency (May 12, 2005)
- Department of Labor Training and Employment Guidance Letter 26-02
- Executive Order 13166 "Improving Access to Services for Persons with Limited English Proficiency"

(Adopted PY 02-03)

(Revised PY 15-16)

On-the-Job Training Policy

Effective Date: July 1, 2015 till rescinded

Policy Statement

This Policy provides a definition and information related to On-The-Job-Training based on information provided by the Workforce Investment and Opportunity Act (WIOA).

Background

Definition:

The Workforce Innovation and Opportunity Act (WIOA) Section 3. Definitions (44), defines on-the-job training (OJT) as:

Training by an employer that is provided to a paid participant while engaged in productive work in a job that:

- “Provides knowledge or skills essential to the full and adequate performance of the job;
- Is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs or providing the training and additional supervision related to training; *
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.”

In considering this definition, four key concepts should be noted:

- OJT is a training program;
- The trainee is referred to and hired by an employer;
- Productive work is defined by the employer and performed by the individual; and
- The work and required training are related to knowledge or skills that are essential to performing the job.

Subject to the approval of EWDD oversight, OJT length of training may vary based on the complexity of job, participant barriers to employment, funding allowances, etc. Length of training must be appropriate to the occupation for which the participant is being trained, taking into account the content of the training, prior work experience of the participant, and the service strategy of the participant.**

OJT Participants

While the sequence of services is eliminated under WIOA, training should still be made available to individuals only after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed

An appropriate OJT participant:

- Has received an objective assessment and has completed the Individual Employment Plan (IEP) documents supporting the need for OJT as the best option for obtaining secure employment; and
- Is not already been hired in the same or similar job (except for skills upgrades); and
- Will not work for their previous employer unless the OJT is for the purpose of skills upgrade.

Before developing an IEP for each OJT enrollee, the participating WorkSource center will work with the participating employer to identify needed, job-specific skills:

Employer Requirements

OJT is provided under an agreement with an employer in the public, private non-profit, or private sector. Prescreening will be conducted prior to an agreement to ascertain the employer meets the standards set forth in the OJT Agreement, and the employer can provide both training and long-term employment to the OJT participant.

Waivers for OJT

Waiver permitting an Increase in Employer Reimbursement for On-the-Job training – WIA Directive Number WSD 13-8

The DOL granted California a waiver of WIA Section 101(31)(B) to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. WIA Directive Number WSD 13-8, dated January 8, 2014 provides the detail of the waiver which is **granted through June 30, 2017**. Under this waiver, the following reimbursement amounts are permitted:

- Up to 90 percent for employers with 50 or fewer employees;
- Up to 75 percent for employers 51-250 employees; and
- Up to 50 percent for employers with more than 250 employees.

Waiver of Employer Reimbursement for OJT for Long Term Unemployed, Veterans, and Individuals with Disabilities – WIA Directive Number WSDD-114

The DOL granted California a waiver of the required 50 percent employer contribution for OJT to permit the use of a sliding scale for the employer contribution based on the length of the participant's unemployment. This waiver also reduces the required 50 percent employer contribution for OJT for veterans and individuals with disabilities.

This waiver is approved through June 30, 2016. Under this waiver, the following reimbursement amounts are permitted:

- Up to 75 percent employer reimbursement where OJT is provided to individuals unemployed between 16-51 weeks.
- Up to 90 percent employer reimbursement where OJT is provided to individuals unemployed for 52 weeks or more.
- Up to 90 percent employer reimbursement where OJT is provided to veterans or individuals with disabilities.

For those unemployed for less than 16 weeks, local areas may use the OJT sliding scale based on the size of a business as outlined in Workforce Services Directive WSD13-8. Otherwise, the current statutory reimbursement requirement of 50 percent employer contribution will continue to apply.

Please note. Since *CalJOBSSM* can only track unemployment for up to 26 weeks, local areas utilizing the waiver for individuals unemployed for 52 weeks or more must include documentation in the participant's file that verifies the individual's length of unemployment. Self-attestation, case notes, or a copy of the Notice of Unemployment Insurance Award (*DE 429Z*) are all acceptable forms of documentation.

Procedures: N/A

References

OJT will be in compliance with the following regulations till repealed or amended:
20 CFR 663.240, 20 CFR 663.245, 20 CFR 663.250, 20 CFR 663.310, 20 CFR 663.700
20 CFR 664.460(d), 20 CFR 664.700(c), WIA section 101(31)(B),101(31)(c), WIOA Sections 116, 185(d) and 189(i)(3)(B), City WIA Directives 03-15, 06-14, WSD Directive Number 13-8, WSDD-114 and all applicable state labor laws and city ordinances, including the City's living wage regulations.

(Approved PY 11-12)

(Revised PY 15-16)

*In alignment with current State waivers, the City may adopt a sliding scale for employer reimbursement based on the size of the employers' workforce. Special grants, i.e. National Emergency Grants (NEG), non-formula WIA funding, may allow a sliding scale for employer reimbursement based on employer size and/or a participant's skills gap.

** Special grants, i.e. NEGs (non-formula WIA) may limit OJT training to six months.

Rapid Response Services Policy

Effective Date: July 1, 2015

BACKGROUND:

The City's rapid response strategy is designed to provide assistance to employers and employees affected by industry declines, economic dislocations, and natural disasters by quickly maximizing public and private resources. Through linkages with the U.S. Department of Labor (DOL), various divisions of State of California Employment Development Department (EDD), City of Los Angeles WorkSource Center system, and other public and private partners, the City's deployment of its Rapid Response Coordinators (RRC) mitigate the disruption of layoffs by providing affected workers with early intervention, information on private resources and public assistance, and information on economic opportunities that can lead to them quickly reentering the job market. The RRC also provides assistance to employers by exploring human resource solutions that offer alternatives to layoffs, and referrals to other business service needs.

This strategy complies with the State's required activity which directs the Local Area to provide a "rapid response" to Worker Adjustment Retraining Notifications (WARNs) that are issued by employers whenever there are impending business closures and/or worker layoffs of fifty or more individuals. The RRC, however, responds to all layoffs, plant closures, and/or hour reductions regardless of the number of affected employees (Non-WARNs).

POLICY

City of Los Angeles Rapid Response Coordinators (RRCs) will contact affected employers within 48 hours of WARN or Non-WARN notification. RRCs will coordinate with EDD (Workforce Services & Unemployment Benefits), Department of Labor, City of Los Angeles WorkSource System, Labor Unions, and other relevant partners to schedule a planning meeting, orientations, and any other services requested by the affected employer and employees at times and dates convenient to them. In addition, Rapid Response Coordinators will:

- Provide WorkSource Centers (WSCs) who attend a Rapid Response Orientation with copies of the Rapid Response Questionnaires (forms collecting basic contact, employment & education information, and service needs) completed by affected workers (within 48 hours), along with a copy of the sign-in sheet for verification of a "business service" rendered. If more than one WSC attends, the Questionnaires will be divided in equal numbers. [Note: For WSCs to count their participation in this process towards meeting their goal of 70 businesses to be served during the program year, WSCs are to have an established relationship with the employer prior to the layoff and be the entity that referred the affected employer to the Rapid Response Unit.]
- Provide a Rapid Response roster with contact information of all individuals completing a Questionnaire who live within their designated zip codes on a quarterly basis (City & County zip codes have been pre-assigned to each WSC based on location).

- As needed, provide talking points to the WSC representative participating in the RR Orientation to ensure the message is clear and consistent throughout the presentations, and provide any other technical assistance as requested by the WSC in support of services to DWs (provided resources are available to meet request).
- Provide WSCs with “Rapid Response Re-employment Tool Kits” to give to every DW who attended a Rapid Response Orientation. The “Tool Kit” is a flash drive preloaded with information and resources and is intended to serve as an incentive for the DWs to stay focused on their job search while ensuring that they visit a WSC as soon as possible to start on “the road to reemployment.” The flash drive also gives each DW entering the WorkSource System the capacity to safely store all job search related information they will be using, and quickly and remotely modify files as needed.
- Provide postage-paid WorkSource Center Visit Feedback cards to be given to each DW who attended a Rapid Response Orientation. Cards are intended to provide the Rapid Response Unit with successes and challenges encountered at each of the WSCs.
- Partner with WSC to ensure the best available services are provided to the Dislocated Workers and promote each of the City’s WSCs cadre of services available to DWs and their families beyond the WIA required activities.
- Attend WSC staff meetings when “Dislocated Workers” is a topic on the agenda and at intervals visit the WSC to observe client flow and WSC’s processes.

WORKSOURCE CENTERS (WSCs) form an integral partnership with the City and are key to the effectiveness of its rapid response strategy. The WSCs shall support rapid response activity by sharing pertinent information with the RRC assigned to their facility, participating in rapid response activities, and by engaging workers who may potentially be laid-off or dislocated workers who have been recently separated from employment. WSCs are to notify their designated RRC of impending layoffs, plant closures, or hourly reductions for workers as this information becomes available. Further, the WSCs are required to:

- Participate in Rapid Response Planning Meetings and/or Orientations to present the WorkSource System, upon confirmation with the employer, and as requested by the RRC. In addition, participate, as needed in other Dislocated Worker-related Rapid Response activities (such as Job Fairs, workshops, etc.).
- Contact potential DWs within 48 hours of having received copies of the questionnaires collected during a Rapid Response Orientation by the RRC.
- Contact the individuals appearing on the quarterly rosters (generated by zip codes) and report their status within 2 weeks of receipt (e.g. employed, unemployed, retired, name of WSC visited, etc.). Individuals who are contacted and express a need for dislocated worker services shall be assessed for eligibility and enrolled in the DW program.

- Track the number of DWs visiting the City's WorkSource System following a Rapid Response Orientation by disseminating and logging the issuance of "Rapid Response Reemployment Tool Kits" and postage-paid "WorkSource Center Visit Feedback Cards" provided to each WSC by the RRC. WSCs are to provide a copy of the log to the RRC on a monthly basis, and the original log when the sheet is complete.
- Provide the RRC, WSC-specific promotional flyers, etc., they want to be made available at all Orientations regardless of the session location (RRCs can provide further outreach as participants in each Rapid Response Orientation come from the Greater L.A. area)
- Designate a key staff member to act as their Rapid Response Liaison (RRL) who will be responsible for coordinating services and maintaining on-going communication with the RRC. Also, notify the Rapid Response Unit Manager of Liaison changes to schedule Rapid Response training for the new staff within 14 working days of change.
- Track RR Orientation participants who become employed as a result of on-site recruitment or other WSC activities and Report to the RRC all participants employed within thirty days from the official layoff date. Provide the following information:
 - Participant Name
 - Name of the employer participant was laid off from
 - Layoff Date
 - Name of New Employer
 - Hire Date
 - Employment verification (such as correspondence on new employer letterhead or new employer direct email to WSC indicating the hire date; or Dislocated Worker earnings statement; etc.)
- Partner with the City's Layoff Aversion Provider (Economic & Workforce Development Corporation of Los Angeles County – LAEDC) as needed to maximize available resources to meet business needs.

(Adopted PY 13-14)

(Revised PY 15-16)

Resource Sharing Agreement

Effective Date: July 1, 2015

Policy

The Workforce Innovation and Opportunity Act (WIOA) requires that an agreement(s) be executed between the operators of the WorkSource Center / America's Job Center of California (WorkSource/AJCC) and the co-located partners at each site, with the objective to ensure that the costs of operating a WorkSource/AJCC are shared between the partners. Examples of such costs are rent, utilities, security, telecommunications, supplies, and equipment.

BACKGROUND

At the inception of WIA, the City of Los Angeles executed a Memorandum of Understanding (MOU) with partners mandated by WIA. This original MOU did not address the issue of cost sharing. To ensure compliance, the original document, also known as the umbrella MOU, was amended to address resource sharing. The amended MOU provides guidance for determining the expected contribution of America's Job Centers WorkSource Center (WSC) co-located partners through language that establishes the method, or formula, by which the AJCCs/WSCs and their partners can calculate the "fair share" that each partner should contribute. Partners of the One-Stop system must contribute a fair share of the operating costs proportionate to the use of services at the One-Stop by individuals attributable to the partner's program.

Contributions may be provided on a cash or in-kind basis and may include goods, services, personnel, and/or payment for space usage. Since most partners cannot bring actual cash to the table, the MOU uses an approach whereby the Full Time Equivalent (FTE) of partner staff (personnel) hours at each AJCC/WSC is used as the basis for calculating a partner's fair share contribution. The document being used to capture this information is the Resource Sharing Agreement (RSA).

POLICY

The City conducted training on September 24, 2012, to inform the AJCC/WSC operators on how to create a "shared costs budget" to be used in the creation and negotiation of each AJCC/WSCs RSA. Each AJCC/WSC will be required to have an RSA for each program year, which begins July 1, and ends June 30. Similar to the budget process, whereby each agency submits a preliminary budget in their RFCR but then can submit their first official budget for approval in July or August of each year once funding amounts are confirmed, each agency will need to submit their signed RSA when they submit their budget(s) for first approval.

The logic behind this is that once funding amounts are confirmed, agencies will be able to prepare their "shared costs budget" portion of the RSA as they do their WIOA budget calculations, since partner contributions should be figured into each agency's annual WIOA budget. The partner contributions will be reflected in the RSA, and may be used as a comparison tool for analysts when approving the Formula WIOA budgets.

(REV PY 15-16)

(Adopted PY 13-14)

Selective Service Registration

Effective Date: July 1, 2015

POLICY

All programs and services established or receiving assistance under WIOA must comply with the Selective Service registration requirements. These requirements apply to both formula and discretionary grants awarded by the Employment and Training Administration under WIOA. They do not apply to programs funded or solely authorized by the Wagner-Peyser Act.

BACKGROUND:

Only those males who are subject to, and have complied with, the registration requirements of the Military Selective Service Act are eligible for participation in WIOA funded programs and services. Section 189(h) of the WIOA requires the Secretary of Labor to ensure that each individual participating in any WIA program, or receiving any assistance under the Act, has not violated the requirements of Section 3 of the Military Selective Service Act. This section requires that every male citizen and every other male residing in the United States must register with Selective Service between their 18th and 26th birthday. This section also requires the Director of the Selective Service System and the Secretary of Labor to cooperate in carrying out these provisions.

PROCEDURES:

Selective Service Registration Requirements

Males born on or after January 1, 1960, are required to register with the Selective Service within 30 days of their 18th birthday and up to, but not including their 26th birthday.

This includes males who are:

- Citizens of the U.S.;
- Veterans discharged before their 26th birthday;
- Non-citizens, including illegal aliens, legal permanent residents, seasonal agricultural workers, and refugees who take up residency in the U.S. prior to their 26th birthday; and/or
- Dual nationals regardless of whether they live in the U.S.

For U.S. citizens, Selective Service registration is not required if the male falls within one of the following categories:

- Males who are serving in the military on full-time active duty;
- Males attending the service academies;
- Disabled males who were continually confined to a residence, hospital or institution;

- Males who are hospitalized, institutionalized, or incarcerated are not required to register during their confinement; however, they must register within 30 days after being released if they have not yet reached their 26th birthday; and/or
- Veterans discharged after their 26th birthday.

For non-U.S. citizens, Selective Service registration is not required if the male falls within one of the following categories:

Non-U.S. male who entered the U.S. for the first time after his 26th birthday. Acceptable forms of supporting documentation include:

- 1Date of entry stamp in his passport;
- I-94 with date of entry stamp on it; or
- Letter from the U.S. Citizenship and Immigration Services indicating the date the male entered the U.S. (shown along with documentation establishing the male's age).

Non-U.S. male who entered the U.S. illegally after his 26th birthday. He must provide proof that he was not living in the U.S. from age 18 through 25.

Non-U.S. male on a valid non-immigrant visa.

NOTE: The requirement for transsexual, transgendered, and intersex individuals to register with the Selective Service depends upon the gender recorded on their birth certificate. If an individual is recorded as a male, that individual would need to register for the Selective Service regardless of their present sexual identity (e.g. sex change from male to female). However, if that individual's birth certificate is later changed to reflect a female identity, that individual would not be required to register.

This list of Selective Service registration requirements is not exhaustive; however, additional information regarding these requirements can be found on the Selective Service website at www.sss.gov. This website also provides a quick reference chart listing who must register at www.sss.gov/PDFs/WhoMustRegisterChart.pdf.

Acceptable Documentation

In order to be eligible to receive WIOA-funded services, all males born on or after January 1, 1960, must present documentation showing compliance with the Selective Service registration requirement. Acceptable documentation to determine a person's eligibility for WIOA programs include:

- Selective Service Acknowledgement letter
- Form DD-214 "Report of Separation," (use only if veteran was discharged after his 26th birthday)
- Screen printout of the Selective Service Verification site:

<https://www.sss.gov/regver/wfverification.aspx> For males who already registered, this website can be used to confirm their Selective Service number as well as the date of registration, by entering a last name, social security number, and date of birth.

- Selective Service Registration Card
- Selective Service Verification Form (Form 3A) and/or
- Stamped Post Office Receipt of Registration

Registration Requirements for Males Under 26

Before being enrolled in WIOA-funded services, all males who are not registered with the Selective Service and have not reached their 26th birthday must register through the Selective Service website at www.sss.gov. If a male turns 18 while participating in WIOA-funded services, registration with Selective Service must be completed no later than 30 days after he becomes 18 in order to continue to receive WIOA-funded services. If a male under the age of 26 refuses to register with Selective Service, WIOA-funded services must be suspended until he registers.

Non-Registration by Males 26 and Older

Grantees, subgrantees or contractors, funded or authorized by WIOA, must establish a policy for those potential participants who are 26 or older that failed to register with the Selective Service. This policy may request either a Status Information Letter from a potential participant before making a determination of knowing and willful failure to register; or (2) initiate the process to determine if the potential participant's failure was knowing and willful without first requesting a Status Information Letter. The second option may be preferable for entities that have time limits for enrolling participants (e.g. individuals recently released from incarceration).

Before enrolling in WIOA-funded services, all males 26 and older must provide either:

- Documentation showing they were not required to register; or
- If they were required to register, documentation establishing that their failure to register was not knowing or willful.

Individuals who did not register for the Selective Service or who cannot provide any of the documentation listed in the "Acceptable Documentation" section of this directive must obtain a Status Information Letter from the Selective Service indicating whether they are required to register. The Request for the Status Information Letter form can be accessed at www.sss.gov/PDFs/infoform.pdf and the instructions can be accessed at www.sss.gov/PDFs/instructions.pdf. The individual will need to describe, in detail, the circumstances that prevented him from registering (e.g., hospitalization, incarceration, military service) and provide documentation of those circumstances. The documentation should be specific as to the dates of the circumstances.

Status Information Letter

If the Status Information Letter indicates that an individual was not required to register for the Selective Service, then he is eligible to enroll in a WIOA-funded service. If the Status Information Letter indicates that the individual was required to register and did not register, he is presumed to be disqualified from participation in WIOA-funded activities and services until it can be determined that his failure to register was not knowing and willful. All costs associated with grant-funded services provided to non-

eligible individuals may be disallowed.

An individual may obtain a Status Information Letter from the Selective Service if he:

- Believes he was not required to register; or
- Did register but cannot provide the appropriate documentation.

How to Determine “Knowing and Willful” Failure to Register

(Documentation and Model Questions)

If the individual was required but failed to register with the Selective Service, as determined by the Status Information Letter or by his own acknowledgement, the individual may only receive services if he establishes by a preponderance of the evidence that the failure to register was not knowing and willful. The grantee, subgrantee or contractor that enrolls individuals in WIOA-funded activities, and is thereby authorized to approve the use of WIOA grant funds, is the entity responsible for evaluating the evidence presented by the individual and determining whether the failure to register was knowing and willful.

Documentation

Evidence presented may include the individual’s written explanation and supporting documentation of his circumstances at the time of the required registration and the reason(s) for failure to register. The individual should be encouraged to offer as much evidence and in as much detail as possible to support his case. The following are examples of documentation that may be of assistance in making a determination in these cases:

- Service in Armed Forces. Evidence that a male has served honorably in the U.S. Armed Forces such as a Form DD-214 or his Honorable Discharge Certificate. These documents serve as evidence that his failure to register was not knowing and willful.
- Third Party Affidavits. Affidavits from parents, teachers, employers, doctors and others concerning reasons for not registering may help grantees in making determinations in cases regarding willful and knowing failure to register.

Model Questions

In order to establish consistency regarding the implementation of the requirement, local areas should consider the following questions as a model when determining whether a failure to register is knowing and willful.

In determining whether the failure was “knowing,” authorized organizations should ask:

- Was the individual aware of the requirement to register?
- If the individual knew about the requirement to register, was he misinformed about the applicability of the requirement to him (e.g. veterans who were

discharged before their 26th birthday were occasionally told that they did not need to register)?

- On which date did the individual first learn that he was required to register?
- Where did the individual live when he was between the ages of 18 and 26?
- Does the status information letter indicate that Selective Service sent letters to the individual at that address and did not receive a response?
- In determining whether the failure was “willful,” authorized organizations should ask:
 - Was the failure to register done deliberately and intentionally?
 - Did the individual have the mental capacity to choose whether or not to register and decided not to register?
 - What actions, if any, did the individual take when he learned of the requirement to register?

Finally, a participant’s claim of ignorance (e.g. “I did not know...”) regarding Selective Service registration requirements should not suffice as enough evidence to make a determination if his failure was knowing and willful. Ask him for more evidence to support his claim.

Results of Findings

If an authorized organization determines that an individual’s failure to register with the Selective Service was not knowing and willful and the individual is otherwise eligible, services may be provided. However, if the authorized organization determines that evidence shows that the individual’s failure to register was knowing and willful, WIOA services must be denied. Individuals denied services must be advised of available WIOA grievance procedures. Authorized organizations must keep documentation related to evidence presented in determinations on Selective Service.

(Adopted PY 14-15)

(Rev PY 15-16)

Self-Sufficiency Policy

Effective Date: July 1, 2015

Background

Training services are available for individuals who, after interview, evaluation or assessment, and case management are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. Since there are different local conditions that should be considered in the determination of self-sufficiency levels, the federal regulations provide maximum flexibility to states and local areas, requiring only that self-sufficiency means employment that pays at least the lower living standard income level (LLSIL).

Establishing Self-Sufficiency Income Bases

In previous years, the WIB had set its self-sufficiency income bases (SSIB) at different levels for adults versus dislocated workers, and employed a formula that included the Federal Poverty Line. This method had been found not to be an accurate measure of working families' actual income needs.

Starting in Program Year 2005-2006 the WIB had set the SSIB at the same levels for adults and dislocated workers and had employed the SSIB set forth in the Self-Sufficiency Standard for Los Angeles County, CA 2003 by Dr. Diana Pearce, University of Washington, Wider Opportunities for Women and the National Economic Development and Law Center. The data provided by the above report was extensive, but unwieldy; providing some 156 different self-sufficient wages based on various family sizes and children's ages.

Beginning July 1, 2011, the SSIB has been based on the "Basic Family Wage" income levels for Los Angeles County enumerated in the report from the California Budget Project, *Making Ends Meet: How Much Does It Cost to Raise a Family in California*. This report estimates typical costs of housing and utilities, child care, transportation, food, health coverage, payroll and income taxes, and miscellaneous expenses for four hypothetical families: a single adult, a single working parent with children, a two parent family with children and one working parent, and two working parents with children.

As of December 2013 the Basic Family Wage levels for Los Angeles County were:

	<u>Monthly</u>	<u>Annual</u>
Single Adult	\$2,737	\$32,844
Single Parent Family	\$6,462	\$77,546
Two Parent Family (One Working)	\$5,198	\$62,382
Two Working Parent Family (combined income)	\$6,963	\$83,561

By limiting the SSIB to four scenarios, the eligibility determination process is simplified, providing better customer service to employed customers.

Distribution of Self-Sufficiency Income Bases

Updates to the self-sufficiency income bases for the City of Los Angeles WorkSource System will be distributed via Directive.

(Adopted PY 11-12)

(Revised PY 15-16)

Services and Referrals to Victims of Human Trafficking Policy

Effective Date: July 1, 2015

Policy

Employment is an essential step in integrating victims of trafficking into society.

BACKGROUND:

Trafficking in persons affects millions of individuals worldwide. Individuals may be lured into trafficking networks through false promises of good working conditions and high pay as domestic, factory and farm workers, childcare workers, wait staff, sales clerks, models, or other occupations. Others are kidnapped. Many victims of trafficking may remain undetected because strategies used by the perpetrators isolate victims and prevent them from coming forward. Additionally, many victims of trafficking do not self-identify and may be unaware of resources and services that are available to assist them. The DOL plays a role in the U.S. Government's efforts to combat human trafficking. These methods include:

- Identifying and seeking restitution for unpaid labor performed by victims of trafficking;
- Providing training and employment services to victims of trafficking who qualify for those services, and helping them to become self-sufficient;
- Funding research and technical assistance to combat the worst forms of child labor overseas; and
- Maintaining lists of goods, including their countries of origin that are made using forced labor or forced child labor.

America's Job Center/WorkSource Center staff are being asked to review and recognize the characteristics of human trafficking, and refer those individuals to the proper authorities and resources, provide employment and training services, and offer information and referral to other wraparound services or law enforcement.

POLICY AND PROCEDURES:

Definitions:

Section 103(8) of the TVPA defines the term 'severe forms of trafficking in persons' as:

- Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
- The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Employment is an essential step in integrating victims of trafficking into society, and

therefore, America's Job Center/WorkSource Center Staff is reminded that they can assist trafficking victims in the following ways, as applicable:

Recognize the characteristics of victims of trafficking and refer individuals to proper authorities and resources:

Many victims of trafficking do not self-identify. It is important for America's Job Center/WorkSource Center staff to recognize the characteristics of potential victims of trafficking and refer them to the proper authorities and resources. The following are ways in which to identify potential victims of trafficking:

- The potential victim does not possess identification and/or travel documents.
- The potential victim appears to be coached on what to say to law enforcement and immigration officials.
- The potential victim was recruited for one purpose and forced to engage in some other job.
- The potential victim's salary appears to be being garnished to pay off a smuggling fee. (Note: Paying off a smuggling fee alone is not considered trafficking.)
- The potential victim appears to have been forced to perform sexual acts.
- The potential victim does not appear to have freedom of movement.
- The potential victim and/or his or her family have been threatened with harm if the victim attempts to escape.
- The potential victim has been threatened with deportation or law enforcement action.
- The potential victim has been harmed or deprived of food, water, sleep, medical care, and/or other life necessities.
- The potential victim cannot freely contact friends or family.
- The potential victim is a juvenile engaged in commercial sex.
- The potential victim is not allowed to socialize or attend religious services

For information about hotlines that frontline staff can call to get help for potential victims, refer to the U.S. Department of State's trafficking hotline list at <http://www.state.gov/j/tip/id/domestic/>

If an individual is under immediate threat or states that they are in danger, staff should call 911.

Provide employment and training services:

United States citizens or lawful residents who are victims of trafficking can receive the same America's Job Center/WorkSource Center services that are provided to the general public under WIOA. Specifically, Section 188(a)(5) of the WIOA further prohibits discrimination against certain non-citizens and indicates that participation in programs, activities, and receiving funds shall be available to citizens and nationals of the U.S.,

lawfully admitted permanent resident aliens, refugees, and parolees, and other immigrants authorized by the Attorney General to work in the U.S. Also, this is discussed under Section 107(b) of the TVPA where it is indicated that certain foreign nationals are also eligible for WIOA services. This includes:

- Victims of a severe form of trafficking in persons, or
- Individuals granted a nonimmigrant “T” visa.

The T nonimmigrant Status (T visa) is available to individuals who are, or have been victims of human trafficking, and protects these victims of human trafficking by allowing them to remain in the U.S. to assist in an investigation or prosecution of human trafficking. Additional information about T visas and the Department of Health and Human Services (HHS) certification process can be found in TEGL 19-01 Change 1. Individuals who are granted T visas from the Department of Homeland Security are also eligible for WIOA I services.

For purposes of being eligible for WIOA services, as a victim of a severe form of trafficking:

- Individuals 18 years of age or older must have been subjected to an act or practice described in the definition of “severe forms of trafficking in persons” and have received a letter of certification issued by the HHS 22 U.S.C. § 7105(b)(1).
- Children under 18 years old who have been subjected to a severe form of trafficking need not be certified by HHS to be eligible for services; instead, HHS issues Letters of Eligibility to victimized children of trafficking. As with any participant, they must meet all applicable program eligibility requirements to receive WIOA services.

Employment and training services for victims of trafficking should follow the same procedures and case management processes as given to other America’s Job Center/WorkSource Center customers. However, in the case of victims of trafficking, services may need to be tailored and adapted to match the particular needs of this population. For instance, victims of trafficking may have Limited English Proficiency (LEP), criminal records (e.g. prostitution), or limited resumes.

Victims of trafficking who have LEP will likely require referrals to courses in English as a Second Language (ESL) in order to enhance job readiness. America’s Job Center/WorkSource Center staff should work with local training providers and community colleges to find ESL course offerings, as needed. The TEGL 26-02 (“Publication of Revised Guidance Regarding the Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons”) and TEN 14-05 (“Release of On-Line Training Resources and Census Data on Limited English Proficiency Individuals in Local Workforce Areas and a translatable Glossary of Workforce Terms”) provide some resources and guidance on working with LEP persons.

Offer information and referral to other wraparound services and/or law enforcement:

In most cases, victims of trafficking will approach America’s Job Center/WorkSource

Centers toward the end of their rehabilitation process and will have already been working with other nonprofit organizations and governmental agencies.

In the event that the victim has not yet received services, it is important for America's Job Center/WorkSource Center staff to be aware and utilize local resources and service providers, particularly non-profit organizations that provide services to trafficking victims. Service providers for trafficking victims can also refer or accompany their clients to the nearest America's Job Center/WorkSource Center when they are ready for employment and training services.

A description of available services for victims of trafficking offered either directly by federal agencies or provided by local service providers with funding from the U.S. Government can be found in the "Services Available to Victims of Human Trafficking A Resource Guide for Service Providers" at <http://www.acf.hhs.gov/programs/orr/resource/services-available-to-victims-of-human-trafficking>

If no local service providers are known, the National Human Trafficking Resource Center (NHTRC) at 1-888-3737-888 can help determine best steps for assisting the individual.

(Adopted PY 14-15)

(Rev PY 15-16)

Supportive Services/Needs Based and Incentives Payment Policy

Effective Date: July 1, 2015

Policy Statement:

This policy provides guidance to the City of Los Angeles One-Stop Operators in providing supportive services that are necessary to enable WIOA eligible individuals who cannot afford to pay for such services to participate in authorized Workforce Innovation and Opportunity Act (WIOA) activities

Definition:

Supportive services are customer services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized WIOA activities. For Youth participants such activities must correspond to the Ten WIOA Elements for Youth Programs. Examples of such services include but are not limited to:

- Child care and dependent care for dependents of customer
- Clothing - Adequate clothing to allow customer to wear appropriate work attire while participating in WIOA activities and during job interviews
- Housing - Temporary shelter, housing assistance and referral services
- Linkages to community services - Alcohol/drug/gang intervention counseling, drop-out prevention, pregnancy prevention, money management, tutoring or other purposes
- Referrals to medical services - Referral services to appropriate medical service providers
- Transportation - Expenses for commuting to and from WIOA activities such as public transportation fare, carpool arrangement or gas for personal auto
- Other - Services which are consistent with these policies and when justification is maintained in the customer's file. Examples include, but are not limited to, the following: uniforms or work-related tools, including such items as eye glasses and protective eye gear which may be needed for participating in WIOA activities and/or employment, materials for individuals with disabilities, meals, and needs related payments.

Background

WIOA regulations allow Workforce Development Boards to establish limits on the provision of supportive services or provide the WorkSource Centers and YouthSource Centers with the authority to establish such limits, including a maximum amount funding and maximum length of time for supportive services (including needs based payments) to be available to customers. Procedures may also be established to allow WorkSource Centers and YouthSource Centers to grant exceptions to the limits established under this provision.

Additionally, WIOA regulations mandate that post-employment follow-up services must be made available for a minimum of 12 months after registered customers are placed into unsubsidized employment. Follow-up services may include supportive services, provided the services are clearly documented in a registered customer's case file.

I. Supportive Services

Supportive Services Policy

- Supportive services may be provided only when necessary for enabling an individual to participate in WIOA activities and may be made available at any level of service.
- Follow-up services, which may include supportive services, must be provided to all youth participants for a minimum duration of 12 months.
- Supportive services may only be provided to customers who cannot obtain supportive services through other programs or partner agencies providing such services.
- No funding limit is placed on supportive service costs with the exception of needs based payments (see below), however, the costs must be reasonable, necessary, and allowable under federal guidelines.
- Supportive services may be received throughout the period that the customer is enrolled in WIOA and up to a maximum of 12 months after exiting (excluding needs based payments).
- Supportive services must be documented in a customer's file and include a needs assessment and justification for supportive services, amount of planned funding, and verification that services were received.
- Documentation of supportive services must include a receipt in the customer's case file to validate that services were received and to ensure that payments are made for authorized WIA services. Gasoline receipts, for customers using a personal automobile to commute to and from WIA activities, must be obtained to verify that the expenses are necessary, reasonable and allowable.

II. Needs Based Payments

Needs-based payments are supportive services in the form of monetary assistance necessary to enable individuals to participate in an eligible WIOA activity. Needs-based payments are provided through cash assistance or arrangement with another human resource agency.

Needs Based Payments Policy

- Needs based payments may be provided to participants in the WIOA Adult or Dislocated Worker programs during the entire length of time that a customer utilizes a WIOA training program or unpaid work experience, but may not be continued after the customer exits the program. Needs based payments may be provided to WIOA Youth participants at any level of the provision of WIA Youth services during the entire length of time that a Youth participant remains in the

WIOA Youth program. Needs-based payments are not an allowable post-employment/post-exit follow-up service.

- Needs based payments must be documented in a customer's file and include justification for services, amount of planned funding, and verification that services were received.
- Eligibility for needs based payments:
 - Adults must be unemployed, not qualify for UI or have ceased to qualify for UI for the purpose of enabling individuals to participate in programs of training services under WIOA.
 - Dislocated workers must be unemployed and not be qualified, or have ceased to qualify for UI for the purpose of enabling individuals to participate in programs of training services under WIOA.
 - In addition, a Dislocated Worker may be eligible to receive needs-related payments, only if such worker was enrolled in training services:
 - By the end of the 13th week after the most recent layoff that resulted in a determination of the workers eligibility for employment and training activities for dislocated worker; or
 - If later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months.
 - All WIOA Youth participants may receive need-based payments. An urgent need for such payments must be demonstrated and documented in the participant's file.
- Limits on payments
 - For adults, establish that the maximum is the current minimum wage for every hour of documented participation in WIOA classroom training. Payment may not exceed the applicable weekly level of the UI.
 - For dislocated workers, payments must not exceed the greater of the following two levels:
 - For customers who were eligible for UI as a result of a qualifying dislocation, payment may not exceed the applicable weekly level of the UI. Payment is based on every hour of documented participation in WIOA classroom training.
 - For customers who did not qualify for UI as a result of a qualifying layoff, the weekly payment may not exceed the poverty level for an equivalent period. Payment is based on every hour of documented participant in WIOA classroom training.
 - c. For Youth, the maximum needs-based payment is \$1,200 per

participant per year.

- A participant may not receive needs-based payments for either post-employment or post exit follow-up services as he/she is no longer participating in an eligible WIA activity, but may still receive all other support services for up to 12 months after exiting the program.

III. Incentive payments (Youth Only)

Incentive payments are funds paid to WIA Youth participants in the form of cash based on attendance, successful performance, or completion of a WIA activity that leads to attainment of a goal as identified in the participant's Individual Service Strategy. Such payments are intended to provide participants with an incentive to remain in the activity or be a reward for good performance.

Procedures:

At the start of each fiscal year, which runs from July 1 through June 30, agencies are required to submit a Budget/Expenditure Plan that lists the total amount set aside for Supportive Services.

Monthly Expenditure Reports are due to the Financial Management Division (FMD) of the EWDD no later than the 15th of the month for support services provided in the prior month. Agencies need to include those support services provided, as well as those support services leveraged and report them accordingly on to the Non-SB 734 Leverage Resources Form.

A copy of the Non-SB 734 Leverage Resources Form should reflect support services provided to Adult and Dislocated Worker participants. The form should include, participants name, grant code, description of support services and amount.

Two copies of each form need to be submitted each month. One copy of each form needs to be submitted to FMD, and one copy of each form needs to be submitted to your assigned budget/program analyst. FMD does allow invoices to be e-mailed prior to the actual signed copy submission, so if e-mailing FMD, copy your analyst. If the agency only submits hard copies, one copy needs to be sent to the analyst.

FMD will compile the data and make that information available to the Planning Group for use in the agency's annual performance evaluation. This information will also be made available to the Operations Division to help program analysts track their agency's progress throughout the program year. Failure to conform to this requirement may adversely affect an agency's performance results.

References:

SB 734 (DeSaulnier), Chapter 498, Statues of 2011
EWDD (formerly CDD) Workforce Development System Directive 12-23

(Adopted PY 04-05)

(Revised PY 15-16)

Training Expenditure Requirement Policy

Effective Date: July 1, 2015

POLICY

This policy establishes certain requirements for the amount of formula funding that must be expended on training activities as defined by WIOA.

BACKGROUND

State Senate Bill SB 734 imposed new training expenditure requirements on local boards carrying out WIA funded programs. Beginning Program Year (PY) 2012-13, local boards were required to spend at least 25 percent of their adult and dislocated worker WIA formula fund allocations on workforce training services (this minimum training expenditure requirement does not apply to the youth WIA formula fund allocations). A portion of the minimum training expenditure requirement (an amount of up to 10 percent of the adult and dislocated worker formula fund allocation) may be met by applying designated leveraged resources (as defined in this policy) used for training services. The State has indicated that these requirements will apply to WIOA funded programs as well.

In order to apply toward the minimum training expenditure requirement, formula funds and leveraged resources must be expended on enrolled participants. Additionally, these funds must be spent on training services as defined in Title 20 CFR Section 663.508:

- A program of training services is one or more courses or classes, or a structured regimen, that upon successful completion, leads to: (1) a certificate, associate degree, or baccalaureate degree; or (2) the skills or competencies needed for a specific job or jobs, an occupation, occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

For this expenditure requirement, training services may include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Job readiness training includes services that teach skills needed to be successful in the workplace, rather than skills needed to get into the workplace. For example, job readiness training teaches skills such as office communication,

punctuality, and how to conduct oneself with supervisors and co-workers; however, it does not teach skills such as job searching, interviewing, or resume writing.

- Adult education and literacy activities provided in conjunction with one or more of the other training services listed above
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Additionally, services that meet the requirements specified in Title 20 CFR Section 663.300:

This section establishes that the list of training services in WIA Section 134(d)(4)(D) is not exhaustive. Additional training services may be applied toward the minimum training expenditure requirement if they meet the five requirements below:

- Must be specific to the training the participant is receiving;
- Must be necessary in order to participate in and graduate from the training;
- Must be required for every student in the training;
- Must benefit the individual only if they are in the approved training; and
- Must be documented in writing by the training provider as required. (Acceptable documentation includes a supply list for the course, an email from the training provider, or any other documentation that verifies the items are required for the course.)

Services that meet this criteria include, but are not limited to, books, licenses, tools, equipment, safety gear, drug testing, testing fees, certification fees, student association fees, and uniforms.

Services that do not meet this criteria include, but are not limited to, groceries, child care, dependent care, transportation, parking, housing, clothing, health care, financial counseling, and needs-related payments.

With the exception of certain types of customized and On-the-Job training, and the alternatives to traditional ITA training programs described in the Alternative Training Programs Policy, only training providers through their training programs listed on the ETPL are eligible to receive WIOA funds to train adults and dislocated workers.

Formula funds and leveraged resources spent on WIOA Career Services may not be applied toward the minimum training expenditure requirement. Only resources spent to provide “training services” as defined above to WIOA participants may be applied.

Leveraged Resources

Local boards and contractors may apply leveraged resources used for training services toward meeting a portion of their minimum training expenditure requirement (an amount of up to 10 percent of their adult and dislocated worker formula fund allocation). Local boards and contractors may apply only the following leveraged funds as part of the 10 percent credit:

- Federal Pell Grants established under Title IV of the Higher Education Act of 1965

- Public programs authorized by the Workforce Investment Act of 1998 (e.g., Job Corps, Migrant Seasonal Farm Worker, Rapid Response, WIA Title II Adult Education and Literacy, national and state WIA discretionary grants, etc.)
- Trade adjustment assistance
- Department of Labor National Emergency Grants
- Match funds from employers, industry, and industry associations (including the employer paid portion of on-the-job training)
- Match funds from joint labor-management trusts
- Employment training panel grants

Adult WorkSource Requirements

Training services are primarily provided through the Adult WorkSource Centers. As such, certain requirements must be imposed upon the centers to ensure the local area meets its goals for training expenditures. Specifically, Adult WorkSource Centers must expend an amount equal to or greater than 32 percent of their adult and dislocated worker WIOA formula fund allocations on workforce training services as defined in this policy. A portion of the minimum training expenditure requirement (an amount of up to 10 percent of the adult and dislocated worker formula fund allocation) may be met by applying designated leveraged resources (as defined in this policy) used for training services. Only the training services included in the State's requirements will be counted towards each Adult WorkSource Center's goal. It should be noted that the State does not include supportive services as a training expense for this requirement.

(Adopted PY 12-13)

(Revised PY 15-16)

Veterans Gold Card Participation

Effective Date: July 1, 2015

Policy: WorkSource Center staff will guide eligible veterans to “Gold Card” services.

Background

On August 5, 2011 the President directed the Department of Labor to launch a new initiative called the Veterans Gold Card Initiative. This initiative enables post 9/11 Veterans to receive customized priority job search services through One Stop Career Centers. Veterans are provided Gold Card Certificates through the Transition Assistance Program and through the E-benefits portal administered by the Department of Veterans Affairs and Department of Defense (a central access point to online benefits and relates services). Veterans are also able to download the Gold Card by visiting www.whitehouse.gov/vets. The Gold Card will entitle post 9/11 veterans to a range of priority services at their local One Stop Career Centers. Including;

- Six months of personalized case-management services provided by Disabled Veterans Outreach Specialist, Local Veterans Employment Representatives and other One Stop Staff.
- Career guidance through group and individual counseling to help veterans make training and career decisions.
- Provision of labor market, occupational, and skills transferability information to inform education and training decision.
- Explanation of GI Bill benefits.
- Referral to job banks, job portals, and job openings.
- Referrals to employers and registered apprenticeship sponsors.
- Referrals to training opportunities.
- Assessment, including interviews, testing, employment preparation, and direct placement.

Procedures

The procedures for guiding veterans to these services are as follows:

- Intake staff shall inform veterans inquiring about Gold Card services, or who may be Gold Card eligible, of the available enhanced services described above.
- Intake staff will determine veteran status as they currently do, but will have to determine post-9/11 status. Local staff may be able to make this determination using their existing process or may have to add a verification step. If a new step is required, local EDD staff and their partners will determine how to best accommodate this change.
- If determined eligible, the veteran will be scheduled for an initial appointment with

an EDD Disabled Veterans' Outreach Program (DVOP) specialist, EDD Local Veterans' Employment Representative (LVER) staff, or One-Stop Career Center staff that will provide the enhanced services. LVER staff will also continue to provide employer outreach services.

Veterans will meet with their assigned case manager (CM) (who may be a DVOP, LVER or other staff in the One-Stop Career Center) to complete appropriate enrollment documents in order to receive Gold Card services. The CM will provide the appropriate assessment and career guidance necessary to prepare an EDP with the client. Based on the individual client needs, the CM will provide the veteran with appropriate services, such as resume development, referral to training, and job referrals. The final step during the initial meeting will be to confirm an appointment date and time for a follow-up meeting within 30 days. At the conclusion of the meeting, the CM will create the case management record for annotating pertinent information on the veteran's occupational goals that will then be used for employer outreach to develop job opportunities. The CM is encouraged to utilize the services and expertise of other staff to deliver the necessary services. The CM will provide follow-up services at least once every thirty days for Gold Card clients until they're employed or for at least six months if the veteran remains unemployed.

All EDD and One-Stop Career Center staff should familiarize themselves with the expectations for the provision of Gold Card services.

(Adopted PY 14-15)

(Revised 15-16)

WDB Support of Grant Applications

Effective Date: July 1, 2015

Policy Statement:

This policy serves as a guide for organizations requesting letters of support from the City of Los Angeles Workforce Development Board (WDB) that require a signature from either the WDB Executive Director and/or the EWDD General Manager. Additionally, it will provide specific parameters the WDB will utilize in making determinations to provide those letters.

Background:

The City of Los Angeles WDB receives requests for letters of support for various workforce-related grant applications. At times, the City may be submitting competing grant applications with an organization(s) requesting a letter; or it could be that multiple organizations are seeking the same grant opportunities and related support. This policy is intended to set parameters in determining under which circumstances WDB letters of support, as well as the level of commitment, should be provided.

The Resource Development Unit (RDU) will be responsible for processing and tracking letters of support. As such, advanced notice is required (a minimum of five business days) in order to allow staff sufficient time to review the request, coordinate with WDB staff to ensure the proposal is in alignment with the WDB's mission upon the receipt and review of the required grant abstract or executive summary, and to obtain the necessary approvals to release the letter of support.

Procedures:

A Requestor must request the support letter to the RDU staff by written correspondence (via email) a minimum of five business days in advance for a signed support letter by the WDB Executive Director and/or EWDD General Manager. The requestor must detail and demonstrate the intent to collaborate with the WDB and WDB supported organizations (i.e. Workforce Development System, YouthSource, Business Source), as appropriate. In addition, the request must include the following information:

- Grantor Agency, Program Name and Nature of the Grant
- Time period of Grant (including an evaluation period)
- Intention for collaboration with the WDB
- Proposed funding amount
- Proposed Grant partners
- Program Design
- Program Abstract or Executive Summary

Unless otherwise requested, the WDB staff will use a support letter template with minor modifications related to the specific grant. If the requestor provides a template for support letter, the WDB Executive Director will review it and make a determination to

employ provided language or edit as appropriate.

The WDB will provide letters of support to organizations submitting workforce-related grant applications, (including occasions when the City may be submitting competing applications only under the following circumstances:

- If the City is included as a partner in the proposal with an intent to enter into a formal MOU reflecting the partner roles/responsibilities; The proposer is a current contractor within the City's Workforce Development System;
- If the proposer is not a current contractor, then the proposed program design should reflect integration with the City's Workforce Development System.

As a supporter of and/or partner in the proposer's grant application, the WDB will request successful awardees to report back regarding the status of the grant and proposed program.

(Adopted PY 12-13)

(Revised PY 15-16)

Work Experience Policy

Effective Date: July 1, 2015

Policy

The City encourages the use of Work Experience, which is a planned, structured learning experience that takes place in a workplace for a limited period of time. It may be paid or unpaid, and located in the private, nonprofit, or public sectors. The City recommends that work experience be paid, and that work experience be provided to individuals lacking a significant work history. Participation in work experience should be linked to achievement of a necessary skill level, limited in duration, combined with other activities, and based on a service strategy particular to each client. The Workforce Development System providers shall ensure that paid work experience does not result in the loss of public benefits. The City currently has a standard Work Experience Training Agreement, and this document should be used for all WIOA-funded Work Experience activities.

Background

Work Experience is designed to provide specific behavioral and occupational skills appropriate for the workplace. . It primarily functions as a workplace-values activity, as opposed to a training activity, which is for the acquisition of specific occupational or job skills.

Work experience should be designed to promote the development of good work habits and basic work skills. When combined with other services, work experience should be provided concurrently or sequentially to these services to increase the basic education and/or occupational skills of the customer (as detailed in the adult Individual Employment Plan [IEP] or youth Individual Service Strategy [ISS]). Work experience may be combined with community service or conservation service corps programs.

Transitional Employment (TE) is an allowable activity. TE is designed to ensure that the people most in need of employment assistance transition to full participation in the labor market, is an allowable use of Work Experience. Labor standards apply to any work experience where there is an employee-employer relationship, as defined by the Fair Labor Standards Act.

Contractor Responsibilities

Orientation

The contractor must conduct an Orientation to both the participant and the worksite training provider before the start of the Work Experience or Internship program. This should include a visit to the actual job site, a review of the tasks and/or skills to be gained during the training, a discussion of the wages and benefits to be paid to the participant, and a review of the other conditions within the Worksite Training Agreement, including reimbursement to the employer and the submission of progress reports by the employer.

Work-Based Training Payments

Individuals participating in work experience or limited internships may receive work-

based training payments, which may be in the form of wages.

Benefits and Working Conditions

In the development and conduct of work experience and internships, contractors must ensure that participants are not assigned to work for employers that do not comply with applicable labor laws, including wage and hour provisions, occupational health and safety provisions, and child labor laws. To the extent applicable, worker's compensation benefits should be available with respect to injuries suffered by participants while on the job.

Participants shall not be required to work, be trained, or receive services in buildings or surroundings or under working conditions which are unsanitary, hazardous, or dangerous to the participant's health and/or safety. A participant employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.

Monitoring Responsibilities

Monthly on-site monitoring of the work experience and internships is the responsibility of the contractor and shall be done by a person other than the designated staff who developed the work experience/internship agreement. The contractor must ensure that the following requirements are met:

- Participant receives the training/services/skills as specified in the training outline/plan of the Worksite Training Agreement.
- Participant acknowledges training and services received as reported on the invoices submitted for training wages, if applicable.
- Participant and employer receive copies of the executed worksite training agreement prior to the start of the work experience.
- Worksite supervisor shall prepare and submit a progress report, which has been discussed and signed by the participant, at least once monthly, or as negotiated with the worksite supervisor by the contractor staff.

Completion of Work Experience

Worksite training provider certifies in writing that the participant has completed the work experience and has acquired the skills necessary for competency in the field they were trained for.

The contractor shall issue a certificate of completion to the participant upon completion. A copy of the certificate shall be placed in the client file together with all the paperwork connected with the training.

References:

DOLETA TEGL No. 3-14 (July 30, 2014)

U.S. DOL The Workforce Innovation and Opportunity Act Overview (July 22, 2014)

EWDD Work Experience Guidelines

(Revised PY 15-16)

WorkSource Center Customer Flow

Effective Date: July 1, 2015

Policy Statement

The WorkSource Centers will ensure that customers are able to access self-directed services and, if determined eligible under WIOA, are able to access Career Services. In conjunction with the customer, each WorkSource Center (through its Integrated Services teams, which are comprised of WorkSource Center, Employment Development Department, and other strategic partner staff) shall consider the entire array of career and training services available under WIOA when determining which services to provide.

Background

The Workforce Investment Act (WIA) provided three levels of services: core, intensive, and training, with service at one level a prerequisite for moving to the next level. The Workforce Innovation & Opportunities Act (WIOA) eliminates the sequence of service provision required under WIA. The new legislation combines “core” and “intensive services” into a new category called “career services.” The consolidation of services provides One-Stop centers the flexibility to move customers directly into training services based on assessed need. This policy modifies the WorkSource Center Customer Flow to reflect the new legislation as well as the City’s implementation of an Integrated Services Delivery (ISD) model.

WorkSource Customer Flow:

How a customer moves through levels of service will vary, based on jobseeker needs, informed choice, availability of funds and resources. Determination of necessary career and training services shall be determined through individual assessments completed by ISD teams and shall not be predicated on receiving prior services.

Both mandatory and voluntary partners shall participate at the WorkSource Centers to provide the services that are required as mandated by law. The career services to be provided by each partner shall be outlined in a memorandum of understanding, which will include cost and resource sharing. Access to career services shall be seamless as a result of a well-designed integrated service strategy, and includes all the partners of a WorkSource Centers.

Welcome Team:

Each WSC shall establish a “Welcome Team” whose core functions will include:

- Greeting and orienting customers to WSC programs and services;
- Conducting initial jobseeker skills and needs assessment to determine appropriate services;
- Referring jobseekers to:
- Jobs.LA registration for self-directed services and/or

- WSC Orientation and Enrollment (if determined eligible under WIOA)
- Collect data for Jobs.LA.org registrations;

JobsLA.org Enrollment

All WSC program participants seeking services at a WSC, whether self-directed or staff-assisted, must be directed to complete a JobsLA.org workforce portal registration. When fully implemented, JobsLA.org will provide WSC participants access to online employment services, including labor market information, job placement and training services. JobsLA.org should be used to provide self-directed services previously reported under Universal Access activities. Participants that do not wish to create a JobsLA registration will have limited access to WSC services, consisting primarily of Resource Room activities.

WSC Services & WIOA Registration

When jobseekers require WSC “career services” provided by WIOA-funded staff, the individuals receiving services must be registered into WIOA. The Welcome Team staff shall refer jobseekers to the following career services:

- WSC Orientations;
- Initial Assessment;
- WSC workshops, which may include: job clubs; resume preparation; interview techniques; and job search skills;

Following the “initial assessment,” the Welcome Team staff will determine whether the jobseeker is ready for employment or if additional skill development is necessary. If determined as requiring additional skills development, the customer will be referred to the Skills Team. If determined, job-ready the customer will be referred to the Employment Team.

Skills Team

The Skills Team will conduct a comprehensive skills and career assessment to identify skills, aptitudes, interests, barriers to employment and supportive service needs. An Individual Employment Plan will be developed for each jobseeker that will identify career services and/or training required to secure gainful employment. Career and training services may include basic skills remediation; computer training; vocational training and/or on-the-job training.

Employment Team

The Employment Team will provide assistance with job placement, career counseling and coaching, job retention and supporting services to job seeking customers and to provide skilled, qualified applicants to local business and employers.

Below is a list of self-directed, career and training services for reference.

Self Service (JobsLA.org registration required)	Career Services (registration required)		Training Services (registration required)
Determination of Eligibility to receive Assistance under Title IB	Staff assisted job search & placement assistance, career counseling	Comprehensive & specialized assessment, e.g. diagnostic testing, interviewing	Occupational skills training
Outreach, intake (which may include WPRS referrals) & orientation to One Stop Center	Follow-up services, including counseling regarding the workplace	Full development of individual employment plan	On the Job Training
Initial assessment of skill levels, aptitudes, abilities & need for additional assistance	Staff assisted job referrals (such as testing & background checks)	Group counseling	Workplace training & cooperative education programs
Employment statistics: Information, job listings, job skill requirements for job listings, & info on demand occupations	Staff assisted job development (working with employer & job seeker)	Individual counseling & career planning	Private sector training programs
Performance info on Eligible training provider	Staff assisted workshops and job clubs	Case Management	Skill upgrading & retraining
Performance info on the local One-Stop System		Short-term pre-vocational services	Entrepreneurial training
Info on filing for Unemployment Ins. Self- determined eligibility			Adult Education in combination w/training
Information on, referral to, supportive services		Follow-up services after employment	Job readiness training
Assistance in establishing eligibility for welfare-to-work activities and for other training and education programs			Customized training
Resource room			
Internet browsing (job info and training search)			
Internet accounts			
Initial development of employment plan			
Talent referrals (informational, e.g. talent scouts, labor exchange referrals of resumes without further screening)			
Workshops and job clubs			

Administrative Cost Limitations

JobsLA Participant Reporting Policy

Effective Date: July 1, 2015

Policy:

All WIOA-funded contractors are required to report individual participant data via CalJOBS through the JobsLA.org portal. The City of Los Angeles requires daily data entry to ensure that the single common record is maintained according to federal requirements. Data cannot be modified more than 30 days in arrears.

Background

The State of California Employment Development Department (EDD) is required by federal regulations to submit accurate participant reports and validated individual participant data to the Department of Labor (DOL) on a quarterly and annual basis.

Procedures

- Participant data should be entered/updated daily. Notwithstanding daily entry, all WIOA funded agencies must enter WIOA individual participant data into CalJOBSSM via the JobsLA portal within 15 days from the date of service to ensure a common record, and where appropriate, a common exit is maintained at all times.
- The data cannot be modified in the CalJOBSSM system more than 30 days in arrears.
- After individual participant data is entered into CalJOBSSM, documents must be printed out and maintained in the participant's file.

Reference: *EDD Workforce Services Directive Number WSD13-11*

(New PY 15-16)

Leveraged Resources Policy

Effective Date: July 1, 2015

Policy Statement:

This policy provides guidance to the City of Los Angeles One-Stop Operators on the distinction between Leveraged Resources that count toward State Senate Bill 734, and those that are outside the scope of SB 734. It will also set forth the reporting requirements for both types of leveraged resources.

Background:

SB 734 imposed new training expenditure requirements on local Workforce Investment Boards carrying out WIA funded programs. Beginning in Program Year (PY) 2012-13, local boards were required to spend at least 25 percent of their Adult and Dislocated Worker WIA formula fund allocations on workforce training services. That percentage is scheduled to rise to 30 percent beginning PY 16-17. A portion of the minimum training expenditure requirement (an amount of up to 10 percent of the Adult and Dislocated Worker formula fund allocation) may be met by applying designated leveraged resources used for training services. The State has indicated that these requirements will apply to WIOA funded programs as well.

On May 17, 2012, the State of California Employment Development Department (EDD) issued Directive WSD 11-9 stipulating that the **State will only consider certain funds expended on training as a leveraged resource**. Attached to that Directive is a Summary of Training Leveraged Resources (SB 734) form to capture the leveraged training resources. The form provides only seven categories that EDD will accept.

Beginning PY 14-15 through the Request for Proposal (RFP), the Economic and Workforce Development Department (EWDD) required its One-Stop operators to report all leveraged resources, including those that do not count towards SB 734.

EWDD (formerly CDD) issued Directive 12-23 on June 27, 2012 detailing the reporting requirements for both SB 734 leveraged resources, as well as those that do not count towards SB 734. The Directive contained two forms; the EDD approved SB 734 Summary of Training Leveraged Resources, and an internal EWDD form to capture all other leveraged resources.

Procedures:

At the start of each fiscal year, which runs from July 1 through June 30, agencies are required to submit a Budget/Expenditure Plan that lists all leveraged resources separated by Cost Category.

Each month the agency needs to determine what resources were leveraged and report them on the forms attached to WDS Directive 12-23, making sure that the leveraged amounts line up with what the agency claimed in their budget.

Invoices are due to the Financial Management Division (FMD) of the EWDD no later than the 15th of the month for expenses incurred in the prior month. Agencies need to include both leveraged resource forms with the expense reports on the 15th of every month, even if no leveraging occurred that month.

One copy of the Summary of Training Leveraged Resources (SB 734) form should reflect Adult leveraged resources, and one should reflect Dislocated Worker leveraged resources, similar to the submission of expenditure reports each month that separate Adult and Dislocated Worker expenditures.

The EWDD internal form contains a column to indicate which funding stream the leveraging is coming from, but to align with the budget, one copy should be used for Adult, and one for Dislocated Worker to simplify tracking.

Two copies of each form (8 total) need to be submitted each month. One copy of each form needs to be submitted to FMD, and one copy of each form needs to be submitted to your assigned budget/program analyst. FMD does allow invoices to be e-mailed prior to the actual signed copy submission, so if e-mailing FMD, copy your analyst. If the agency only submits hard copies, one copy needs to be sent to the analyst.

FMD will compile the data and make that information available to the Planning Group for use in the agency's annual performance evaluation. This information will also be made available to the Operations Division to help program analysts track their agency's progress throughout the program year. Failure to conform to this requirement may adversely affect an agency's performance results.

References:

SB 734 (DeSaulnier), Chapter 498, Statutes of 2011
EDD Workforce Services Directive WSD 11-9
EWDD (formerly CDD) Workforce Development System Directive 12-23

(New PY 15-16)

Priority of Service Policy

Effective Date: July 1, 2015

Background

WIOA states, in sec. 134(c)(3)(E), that priority for individualized career services (see§678.430(b)) and training services funded with title I adult funds must be given to recipients of public assistance, other low-income individuals, who are basic skill deficient (as defined in WIOA sec. 3(5)(B)) in the local area. The priority established does not necessarily mean that these services may only be provided to recipients of public assistance, other low-income individuals, and individuals without basic work skills.

Veterans under WIOA sec. 3(63)(A) and 38 U.S.C. 101 receive priority of service in all Department of Labor-funded training programs under 38 U.S.C. 4215 and described in 20 CFR 1010. A veteran must still meet each program's eligibility criteria to receive services under the respective employment and training program. For income-based eligibility determinations, amounts paid while on active duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs are not to be considered as income in accordance with 38 U.S.C. 4213 and 20 CFR 683.230.

The Local Board and the Governor may establish a process that also gives priority to other individuals eligible to receive such services, provided that it is consistent with priority of service for veterans.

Funds allocated for dislocated workers are not subject to this requirement.

Policy

States and local areas must establish criteria by which the one-stop operator will apply the priority under WIOA sec. 134(c)(3)(E). As these criteria are established, WorkSource Center operators will be notified by directive. Until such time, WorkSource Center operators will ensure veterans, recipients of public assistance, other low-income individuals, and individuals without basic work skills receive priority of service in all WIOA Adult services.

(New PY 15-16)

Salary and Bonus Limitation for 2015

Effective Date: July 1, 2015

Policy Statement:

This policy provides the salary and bonus limitation for individuals compensated by the Department of Labor-Employment and Training Administration (DOLETA) funded programs for the calendar year 2015. It applies to all City subrecipients expending Workforce Investment Act (WIA), LA Reconnections Career Academy Workforce Innovation Fund (LARCA-WIF), and Workforce Innovation and Opportunity Act (WIOA) funds.

Background:

On June 15, 2006, President Bush signed into law an emergency supplemental appropriation bill, Public Law 109-234. Section 7013 of this public law limits salary and bonus compensation for individuals who are paid by funds appropriated to DOLETA and provided to recipients and subrecipients. Specifically, Section 7013 states:

“None of the funds appropriated in Public Law 109-149 or prior Acts under the heading ‘Employment and Training’ that are available for expenditure on or after the date of enactment of this section shall be used by a recipient or subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II, except as provided for under section 101 of Public Law 109-149. This limitation shall not apply to vendors providing goods and services as defined in OMB Circular A-133. Where States are recipients of such funds, States may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from subrecipients of such funds, taking into account factors including the relative cost-of-living in the State, the compensation levels for comparable State or local government employees, and the size of the organizations that administer the Federal programs involved including Employment and Training Administration programs.”

Subsequently, on August 15, 2006, the DOLETA issued TEGL 05-06. The State of CA Employment Development Department (EDD) also issues a directive every year, the latest of which is WSD 14-11, issued on March 12, 2015, applicable for 2015. These directives inform states and other DOLETA-funded recipients and subrecipients of limitations on salary and bonus payments, the programs affected by this provision, effective dates and funding cycles, covered individuals and transactions, application of the limitation, and related grant and contract modifications.

Procedures:

Public Law 109-234 sets the limit on salary and bonus compensation at a rate equivalent to no more than an Executive Level II. A salary table providing this rate is listed on the Federal Office of Personnel Management website, under “Policy, Pay and Leave” (<https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/>). **These levels are adjusted annually.** The levels for 2015 and that last two years are as follows:

Year	Limit	Effective Date
2013	\$ 179,700	January 1, 2013
2014	\$ 181,500	January 1, 2014
2015	\$ 183,300	January 1, 2015

Additional guidelines regarding the limitation:

- It applies to both the gross amounts of salaries and bonuses. The sum of all bonuses received over the twelve-month period when added to the employee’s salary may not, at any time, exceed the limitation.
- It does not apply to benefits that are not salary and bonuses. For example, fringe benefits, insurance premiums, and/or pension plans are not included in the calculation.
- It is prorated based on the amount of time the employee is dedicated to the DOLETA-funded program(s).

Example #1:

Executive Director’s 2015 W-2 Gross Compensation is \$140,000. He worked part-time (.60 FTE) all year but 100% of his time benefited the City WIA contract:

Description	Amount
2015 Salary & Bonus Limit	183,300
Prorated Salary & Bonus Limit [$\$183,300 \times (.60 \times 100\%)$]	109,980
Executive Director’s Total Gross Compensation	140,000
Salary Benefiting City WIA Contract ($\$140,000 \times 100\%$)	140,000
Compensation in Excess of Limitation (\$140,000 - \$109,980)	30,020

Example #2:

Executive Director’s 2015 W-2 Gross Compensation is \$140,000. He worked part-time (.50 FTE) all year and only 80% of his time benefited the City WIA contract.

New Policies

Description	Amount
2015 Salary & Bonus Limit	183,300
Prorated Salary & Bonus Limit [$\$183,300 \times (.50 \times 80\%)$]	73,320
<hr/>	
Executive Director's Total Gross Compensation	140,000
Salary Benefiting City WIA Contract ($\$140,000 \times 80\%$)	112,000
Compensation in Excess of Limitation ($\\$112,000 - \\$73,320$)	38,680

Example #3:

Executive Director's 2015 W-2 Gross Compensation is \$160,000. He worked full-time all year but only 50% of his time benefited the City WIA contract.

Description	Amount
2015 Salary & Bonus Limit	183,300
Prorated Salary & Bonus Limit ($\$183,300 \times 50\%$)	91,650
<hr/>	
Executive Director's Total Gross Compensation	160,000
Salary Benefiting City WIA Contract ($\$160,000 \times 50\%$)	80,000
Compensation in Excess of Limitation ($\\$80,000 < \\$91,650$)	0

- It applies to salaries and bonuses regardless of whether they are paid as a direct or an indirect cost.
- It does not apply to "contractors" as defined in 2 CFR 200.23.
- The City will use the limitation imposed by the State EDD if and when it sets a limit below Executive Level II.

References:

- Public Law 109-234
- DOL Training and Employment Guidance Letter (TEGL) 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, dated August 15, 2006
- State of California Employment Development Department Workforce Services Directive (SWD) 14-11, Salary and Bonus Limitations for 2015, dated March 12, 2015

Inquiries:

If you require further information regarding this policy, please contact your EWDD Program Monitor or the Financial Management Division at (213) 744-9000.

(New PY 15-16)

Youth Customer Flow

Effective Date: July 1, 2015

Policy Statement

This policy describes the sequence of activity for a youth accessing WIOA services through the City's YouthSource system.

Background

Since its redesign in PY 12-13, the YouthSource system has focused on addressing the region's high school dropout crisis and implementing student recovery efforts. The system place a high priority on services to out-of-school youth. To achieve its goals of improving student retention and bolstering academic proficiency, the City formed a partnership with the Los Angeles Unified School District (LAUSD) Office of Pupil Services which collaborates with the YouthSource system to identify out-of-school youth and target them for services.

A significant variation between WIA and WIOA legislation is WIOA's priority on delivery of services to out-of-school youth. WIOA stipulates that not less than 75 percent of allotted funds be used to provide youth workforce activities to out-of-school youth.

Since PY 2012-13, the City's YouthSource Centers (YSCs) have been contractually mandated to have out-of-school youth comprise a minimum of 70% of its total enrollment. This has strategically positioned the City to implement the WIOA 75% out-of-school youth expenditure requirement.

As an integral component of executing the system redesign and with the inception of the 70% out-of-school youth requirement, the City established a formal partnership with LAUSD to place a Pupil Services and Attendance (PSA) Counselor in each YouthSource center. PSA Counselors are child welfare and attendance experts who work with students, parents, school staff, and communities to increase student attendance and engagement toward better academic outcomes for all students. PSA Counselors hold a Master's degree in Social Work (MSW), Marriage and Family Therapy (MFT), Counseling or Psychology in addition to their educational counseling expertise.

Youth customers derive from multiple recruitment and referral sources including the LAUSD dropout list and truancy diversion project, direct YSC outreach, self-referred youth ("walk-ins"), and other youth and community-based organizations such as the City FamilySource centers. YSCs maintain a regular weekly schedule of general orientation sessions at which attendees obtain information about the YSC's WIOA services as well as auxiliary services.

During orientation, YSC staff ascertains attendees' educational status (in-school, out-of-school, high school graduate, dropout). As a targeted priority group, dropout youth are immediately contacted by the PSA Counselor who assesses their academic standing and discusses options for their return to school. The YSC staff and the PSA Counselor confer on the appropriateness of the WIOA program for the individual.

Youth committed to participating in YSC WIOA activities complete the eligibility determination process and, if eligible, the enrollment process. All enrolled youth meet with the PSA counselor to determine their progress toward attainment of their high school diploma and/or for guidance toward achieving their educational goals. The PSA counselor works with the youth to establish an educational plan that includes both traditional and alternative school programs as well as alternatives to the high school diploma.

Youth who are found to be ineligible for WIOA or who choose not to enroll are referred to other resources such as the WIOA WorkSource adult program, YouthBuild, and community colleges, as appropriate

Enrolled youth complete an objective assessment of the academic levels, skill levels, and service needs. A service strategy is developed in conjunction with a YSC case manager that addresses the youth's needs and goals and is directly linked to WIOA youth performance indicators. Taking the objective assessment into account, the strategy will identify career pathways that include education and employment goals, and appropriate achievement objectives and services. Services provided to the youth will include, as appropriate, activities leading to attainment of a secondary school diploma or equivalent, preparation for post-secondary educational and training opportunities, strong linkages between academic instruction and occupational education, preparation for unsubsidized employment opportunities, and effective connections to employers.

Youth and YSC staff maintains regular communication and the service strategy is reassessed periodically and updated as needed as the youth progresses toward completion of planned activities and attainment of program outcomes.

On completion of planned services, a strategy for the required 12-month follow up period is developed and executed.

Youth Customer Flow Policy

- Referrals to YouthSource Centers (YSCs) are made through multiple sources including partner agencies, LAUSD, direct YSC recruitment, and self-referrals/walk-ins
- YSCs will conduct general orientation to the YouthSource system twice weekly on an established schedule.

- YSC staff working in conjunction with the LAUSD PSA Counselor will determine school status of youth in attendance: In-School Youth (ISY) and Dropout/Non-Dropout Out-of-School youth (OSY). A minimum of 75% of youth enrolled in the YouthSource system must be out-of-school youth as defined by WIOA. Subsequent activity is guided by a youth's school status as follows.

■ Dropout OSY

PSA Counselor immediately contacts and engages youth, discusses options for return to school

YSC case manager and PSA counselor review applicants on an established schedule

■ ISY and Non-dropout OSY

YSC staff contact the youth to schedule a meeting with YSC staff and the PSA counselor

Youth meets with YSC staff and PSA Counselor

- YSC staff will determine program eligibility based on WIOA eligibility criteria.
- Youth who are ineligible or choose not to enroll in the YSC/WIOA program are referred to other WIOA and non-WIOA resources (i.e. WorkSource Center, LAUSD Support Services Educational Options; FamilySource Center, community-based organizations). Dropout youth are returned to school; In-School youth remain in school.
- Eligible youth are enrolled in the YSC and WIOA:
 - Dropout youth are returned to school or alternate high school diploma/diploma equivalency program; In-school youth remain in school
 - Each youth completes an Assessment and an Individual Service Strategy is developed
 - Planned services are provided and progress toward goal attainment is reviewed on a regular schedule
 - There is completion of services linked to performance outcomes
 - An Exit and Follow-up Strategy is developed with the youth
 - YSC conducts 12-month follow up, providing services and support as needed

Youth Eligibility

Effective Date: July 1, 2015

Policy Statement:

This policy provides guidance to youth contractors on how to establish participant eligibility for youth enrolled under the Workforce Innovation and Opportunity Act (WIOA).

Background: The WIOA seeks to strengthen the workforce development system through innovation, alignment and improvement of employment, training and education programs in the US by promoting individual and national economic growth.

To be eligible to participate in activities carried out under WIOA during any program year an individual shall, at the time the eligibility determination is made, be an in-school or out-of-school youth as defined below.

An **in-school youth** is defined as follows:

- attending school (as defined by State law);
- not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21;
- a low-income individual; and
- one or more of the following:
 - Basic skills deficient.
 - An English language learner.
 - An offender.
 - A homeless individual, a homeless child or youth a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
 - Pregnant or parenting.
 - A youth who is an individual with a disability.
 - An individual who requires additional assistance to complete an educational program or to secure or hold employment.

An **out-of-school youth** is defined as:

- not attending any school (as defined under State law);
- not younger than age 16 or older than age 24; and
- one or more of the following:
 - A school dropout.
 - A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.

- A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is—
 - basic skills deficient; or
 - an English language learner.
 - An individual who is subject to the juvenile or adult justice system.
 - A homeless individual ,a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
 - An individual who is pregnant or parenting.
 - A youth who is an individual with a disability.
 - A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

In addition to the aforementioned items, the WIB has identified the following additional eligibility requirements. Youth must be:

- A current resident of the City of Los Angeles;
- Eligible to work in the Unites States of America
- In compliance with Section 3 of the Military Selective Service Act (Males only)

References:

- A homeless individual as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)),
- a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))),
- a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677)
- WIOA Section 129 (a).
 - SPECIAL RULE.—For the purpose of this subsection, the term “low-income”, used with respect to an individual, also includes a youth living in a high-poverty area.
 - EXCEPTION AND LIMITATION.—
 - EXCEPTION FOR PERSONS WHO ARE NOT LOW-INCOME INDIVIDUALS.—
 - (i) DEFINITION.—In this subparagraph, the term “covered individual” means an in-school youth, or an out-of- school youth who is described in subclause (III) or (VIII) of paragraph (1)(B)(iii).
 - (ii) EXCEPTION.—In each local area, not more than 5 percent of the individuals assisted under this section may be persons who would be covered individuals, except that the persons are not low-income individuals.
 - (B) LIMITATION.—In each local area, not more than 5 percent of the in-school youth assisted under this section may be eligible under

paragraph (1) because the youth are in-school youth described in paragraph (1)(C)(iv)(VII).

Youth Workplace Learning Expenditure Requirement

Appendix

1. **CEQA**
2. **Public Comments**
3. **2013/2014 Performance**
4. **Status of Supporting Activities**
5. **Transmittals**
6. **CAO Report**
7. **Maps**
8. **WIOA Materials**

Written Public Comments

Three written public comments were received (attached). All three comments advocated providing services to the city's homeless population, in particular to youth, people with mental disabilities, and people who have been incarcerated.

Two of the commenters advocated for a strategy to provide services to out-of-school youth ages 16-24, enhancing the YouthSource system to provide these services and providing funding opportunities for providers of service to homeless youth.

Online Survey

There were seventeen responses to the online survey. Two thirds of the respondents either work at the City of Los Angeles, a WorkSource Center, a YouthSource Center, or a partner agency. Two respondents were job seekers, one an employer, an education and homeless advocate, and a youth services provider.

When asked to rank the most important WorkSource Center services, focusing services on assisting long-term unemployed find employment, helping homeless individuals secure employment, and training laid-off workers for new employment and career options were the highest rated.

I am Marsha Temple, Executive Director of the Integrated Recovery Network. Thank you for this opportunity to speak with you about the Workforce Innovation and Opportunity Act.

Now that the economy has improved, many of the people who can work are working. As I understand WIOA, the Department of Labor is now asking you to think very seriously about the people who are not working, those with the most severe barriers to employment: people with mental disabilities, people who have been homeless and people who have been incarcerated.

In 2013, according to LAHSA's count, there were 29,682 homeless people in the City of Los Angeles, an increase of 26% from the previous count in 2011. Of those people, 56% were working age folks, between 24 and 56 years old. Most of the homeless people were African American men. 29% of the homeless people in Los Angeles were mentally ill. 25% were counted within City Council District Nine, which encompasses Skid Row.

If you know how it works on Skid Row, you know that routinely, mentally ill people are arrested and taken to Twin Towers, that part of County Jail where mentally ill men are kept. They may stay for only a brief time or longer. When they are released, they go back to Skid Row without follow up care. The cycle soon repeats itself. That's why we call the connection between Skid Row and Twin Towers the revolving door. Typically a person on Skid Row who has a mental disability has been arrested many times.

So today in the City of Los Angeles, there are probably at least 8,500 homeless people with mental disabilities who have been incarcerated.

You might be wondering if there isn't an easier population to work with.

Over the years, it has been my honor to work with this population and see 177 of these folks get jobs. Our agency has learned that it is fairly easy to get someone a job, but it can take us a lot of hard work to help someone become ready to be employed.

I would ask you not to be afraid of that hard work. I would also suggest that the best places to help these people stabilize might not be a WorkSource center. It might be a homeless service provider that offers housing with wrap-around services: case management, psychotherapy, treatment for addiction, and employment services.

Just because something is difficult, does not mean it is impossible. The cost of doing

nothing is not free. The homelessness problem is costing the City of Los Angeles \$100 million a year. Most of that expense goes to the LAPD to arrest homeless people. Wouldn't it be better to get them housing, healthcare and a job?

Thank you.

Marsha Temple, Executive Director
Integrated Recovery Network
1200 Wilshire Blvd., Suite 650
Los Angeles, CA 90017
[213-977-9447](tel:213-977-9447)
mtemple@integratedrecoverynetwork.org



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May 15th, 2015

City of Los Angeles Workforce Investment Board
Economic & Workforce Development Department
1200 W 7th Street,
Los Angeles CA 90017

Attention: Mr. Charles Woo, Chair

Subject: EWDD Planning Department - Year 16 WIB Annual Plan

Dear Mr. Woo,

We at the Los Angeles LGBT Center recognize the great work the WIB has done to assist young people with completing high school education and preparing them for post-secondary education as well as seeking employment through the YouthSource Centers. We value our existing collaborations with the Workforce Investment Board and the YouthSource centers in providing opportunities for our most disadvantaged youth.

We have reviewed the Annual Plan in particular as it relates to changes needed to respond to the Workforce Investment and Opportunities Act (WIOA).

Through our discussions with The United States Interagency Council of Homelessness (USICH) and our federal partners at HHS, HUD and DoL, it is clear that their intent is for the WIOA to target services to populations with the highest barriers to employment. This includes youth who are older and, out-of-school, and those who face extensive barriers to employment. We would respectfully suggest that the draft plan does not adequately embrace the intent of the Act to serve those most in need of services. We refer to two specific areas:

1. The definition of out-of-school youth has been expanded to include individuals ages 16 to 24, who have dropped out of school and those who face extensive barriers to work, which includes homelessness. The existing YouthSource system is designed to meet the needs of youth 14 to 21 and relies heavily on the collaboration with LAUSD. There is no mention in the plan on how the current system will reach and serve older youth, 21 to 24, many of whom have no connection or opportunities with LAUSD.
2. While the Annual Plan does mention the intent to provide services to youth at risk of or experiencing homelessness, there is no mention of any services or interventions that will be provided to this population. On any given day or night there are an estimated 6,000 homeless youth in Los Angeles, up to 40% of

whom identify as LGBTQ. This population includes youth who have exited out of foster care, are staying with friends or living in a transitional living program or other housing program. Many are ready and willing to enter the workplace and need the services and support provided under WIOA to achieve this.

At the same time older youth, LGBTQ youth and youth experiencing homelessness need a range of services that are more accessible and different from those currently available in the existing YouthSource System. The Los Angeles LGBT Center, as well as other youth serving agencies, provide services to assist these youth in overcoming the challenges they face in achieving self-sufficiency. Several agencies, including ourselves, provide employment services to these youth and use interventions, such as Individual Placement and Support, which work well with this population. There is no mention in the plan on how this population will be reached and served and no mention of the services and interventions that will be provided.

We would ask that the annual plan address these questions:

1. What services and interventions will be made available for:
 - A) older, ages 16 – 24, out-of-school youth:
 - B) LGBTQ youth, and
 - C) Youth who are at-risk of or experiencing homelessness?
2. How will the YouthSource system be re-tooled to provide these services?
3. How will providers, who have a proven record in providing services to this population, be provided a meaningful opportunity to compete for funding to provide these services?

The Los Angeles Homeless Services Authority is now releasing the results of the recent homeless count. Los Angeles has the largest population of youth experiencing homelessness in the country. I would ask the Youth Council and the WIB to not only meet the minimum requirements of the WIOA but to embrace the intention of the WIOA and show the City and even the country that these resources can be used to make a purposeful and meaningful change in the lives of youth experiencing the highest barriers to employment.

Sincerely,



Curt Shepard, Ph.D.

Director of Children, Youth & Family Services

Phone: (323) 860-3615

Fax: (323-308-4433

Email: cshepard@lalgbtcenter.org

CC: Jan Perry, General Manager, Economic & Workforce Development Department,
Gregory Irish, Executive Director, City of Los Angeles Workforce Investment Board, Economic
& Workforce Development Department

CITY OF LOS ANGELES
 WORKFORCE DEVELOPMENT SYSTEM
 WIA PERFORMANCE MEASURES
 FY 2013-14

APPENDIX 3

ADULT	ENTERED EMPLOYMENT	EMPLOYMENT RETENTION	AVERAGE EARNING
Actual Performance	84.5%	85.2%	\$14,420
Negotiated Goal	77%	79.0%	\$12,500
Success Rate	109.8%	107.8%	115.4%
DISLOCATED WORKER	ENTERED EMPLOYMENT	EMPLOYMENT RETENTION	AVERAGE EARNING
Actual Performance	84.6%	86.0%	\$16,718
Negotiated Goal	78.5%	84.0%	\$15,000
Success Rate	107.8%	102.4%	111.5%
YOUTH	PLACEMENT	ATTAINMENT	LITERACY/NUMERACY
Actual Performance	65.5%	59.3%	59.8%
Negotiated Goal	72.0%	60.0%	60.5%
Success Rate	90.9%	98.8%	98.9%

Year 16 Annual Plan 2015-16

Transmittal

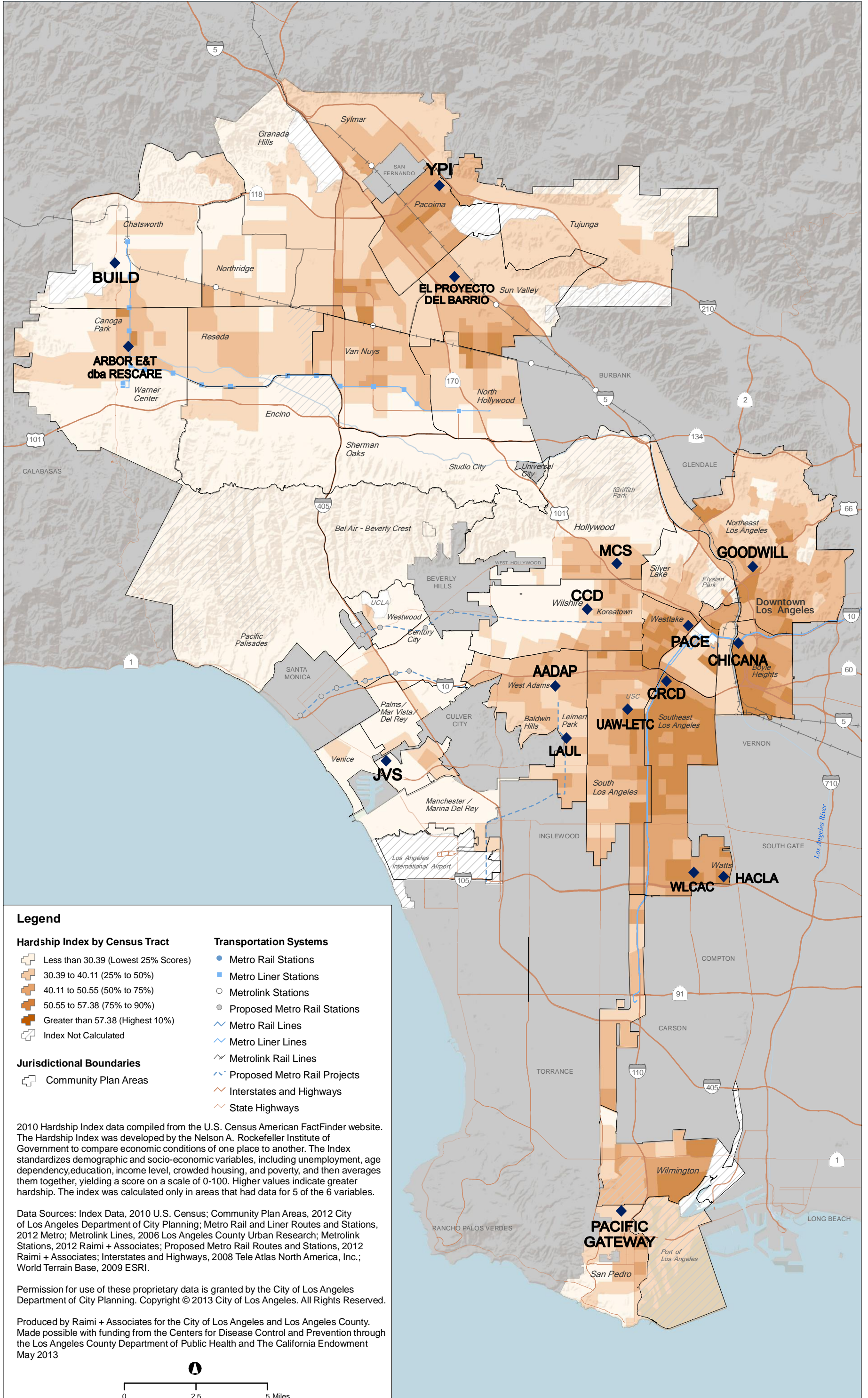
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Year 16 Annual Plan 2015-16

CAO Report

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Hardship Index (2010)



Legend

Hardship Index by Census Tract

- Less than 30.39 (Lowest 25% Scores)
- 30.39 to 40.11 (25% to 50%)
- 40.11 to 50.55 (50% to 75%)
- 50.55 to 57.38 (75% to 90%)
- Greater than 57.38 (Highest 10%)
- Index Not Calculated

Jurisdictional Boundaries

- Community Plan Areas

Transportation Systems

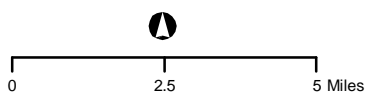
- Metro Rail Stations
- Metro Liner Stations
- Metrolink Stations
- Proposed Metro Rail Stations
- Metro Rail Lines
- Metro Liner Lines
- Metrolink Rail Lines
- Proposed Metro Rail Projects
- Interstates and Highways
- State Highways

2010 Hardship Index data compiled from the U.S. Census American FactFinder website. The Hardship Index was developed by the Nelson A. Rockefeller Institute of Government to compare economic conditions of one place to another. The Index standardizes demographic and socio-economic variables, including unemployment, age dependency, education, income level, crowded housing, and poverty, and then averages them together, yielding a score on a scale of 0-100. Higher values indicate greater hardship. The index was calculated only in areas that had data for 5 of the 6 variables.

Data Sources: Index Data, 2010 U.S. Census; Community Plan Areas, 2012 City of Los Angeles Department of City Planning; Metro Rail and Liner Routes and Stations, 2012 Metro; Metrolink Lines, 2006 Los Angeles County Urban Research; Metrolink Stations, 2012 Raimi + Associates; Proposed Metro Rail Routes and Stations, 2012 Raimi + Associates; Interstates and Highways, 2008 Tele Atlas North America, Inc.; World Terrain Base, 2009 ESRI.

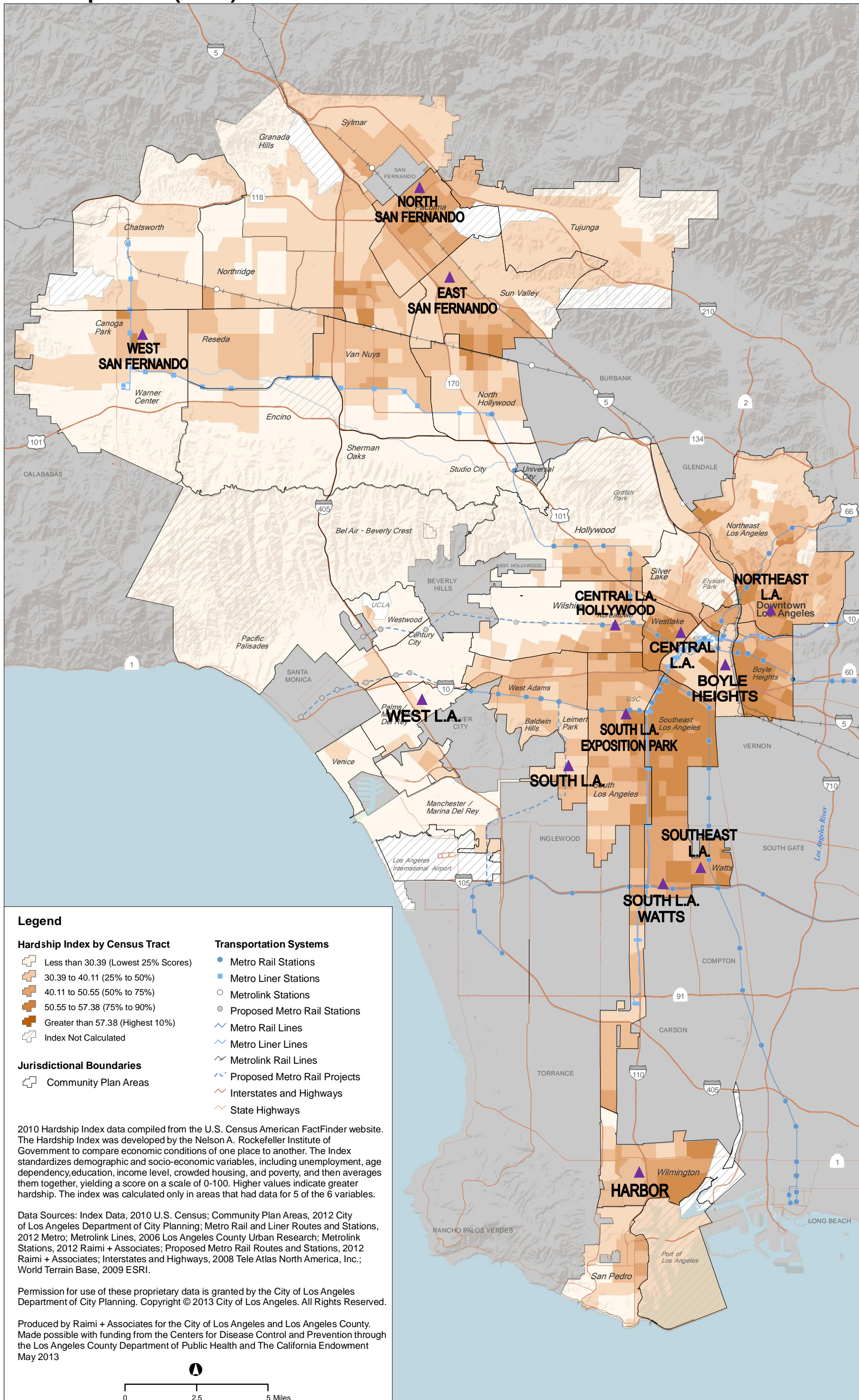
Permission for use of these proprietary data is granted by the City of Los Angeles Department of City Planning. Copyright © 2013 City of Los Angeles. All Rights Reserved.

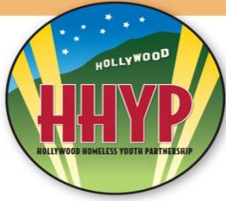
Produced by Raimi + Associates for the City of Los Angeles and Los Angeles County. Made possible with funding from the Centers for Disease Control and Prevention through the Los Angeles County Department of Public Health and The California Endowment May 2013



YOUTHSOURCE CENTERS

Hardship Index (2010)





HOLLYWOOD HOMELESS YOUTH PARTNERSHIP

May 18, 2015

Mr. Charles Woo, Chair
 City of Los Angeles Workforce Investment Board
 Economic & Workforce Development Department
 1200 W 7th Street,
 Los Angeles CA 90017

Re: WIB Board Draft Plan

Dear Mr. Woo,

The Hollywood Homeless Youth Partnership (HHYP), an alliance of 6 agencies providing services to homeless youth in Hollywood, writes to comment on the Annual Draft Plan with regard to recent changes to the Workforce Investment and Opportunities Act (WIOA). The HHYP member agencies include Children's Hospital Los Angeles, Covenant House California, Los Angeles LGBT Center, Los Angeles Youth Network, My Friend's Place, and Step Up on Second.

We recognize the great work the WIB has done to assist young people with completing their high school education and preparing them for post-secondary education as well as seeking employment through the YouthSource Centers. We have reviewed the plan and ask that the board re-evaluate the plan's suggestions around meeting the needs of youth experiencing homelessness with regard to two specific areas: (1) the definition of out-of-school youth and (2) the fact that the plan does not specifically mention the intent to provide services to youth at risk or experiencing homelessness.

1. The definition of out-of-school youth has been expanded to include individuals ages 16 to 24, who have dropped out of school and those who face extensive barriers to work, which includes homelessness. The existing YouthSource system is designed to meet the needs of youth 14 to 21 and relies heavily on the collaboration with LAUSD. In light of the expanded definition, there is no mention in the plan on how the current system will reach and serve older youth, 21 to 24, many of whom have no connection or opportunities with LAUSD.
2. Youth experiencing homelessness face unique challenges that affect their stability and participation in services. We find that the plan overly emphasizes returning to school and does not strike a balance with meeting the employment needs of homeless youth. Specifically, there is no mention of any services or interventions that will be provided to the homeless youth population. Youth

experiencing homelessness need a range of services that are often best served by embedding services within agencies already serving this population. The YouthSource System has little experience meeting the needs of this population. There is no mention in the plan on how this population will be reached and served and no mention of the services and interventions that will be provided.

While we agree that obtaining an education is important, in our HHYP “No Way Home” report (2010), we found that youth experiencing homelessness “struggled to achieve their education goals when they also had to deal with more immediate housing and employment issues. As a result, not all youth saw education as the priority.”

We respectfully ask the WIB Board to:

- Specifically outline services and interventions to be made available for older, ages 16 – 24, out-of-school youth, and those who are experiencing homelessness;
- Enhance the YouthSource Centers to provide these services; and
- Provide more meaningful grant opportunities to service providers who work directly with homeless youth to address their specific needs with regard to education and employment, health, mental health services, life skills, and housing.

We look forward to partnering with you to ensure the needs of youth experiencing homelessness in the City of Los Angeles are met.

Sincerely,



Arlene Schneir, MPH
Co-Chair, Hollywood Homeless Youth
Partnership
Associate Director, Division of Adolescent
and Young Adult Medicine, Children’s
Hospital Los Angeles



Heather Carmichael, LCSW
Co-Chair, Hollywood Homeless Youth
Partnership
Executive Director, My Friend’s Place

CC: Jan Perry, General Manager, Economic & Workforce Development Department,
Gregory Irish, Executive Director, City of Los Angeles Workforce Investment
Board, Economic & Workforce Development Department