

CITY OF LOS ANGELES

CALIFORNIA



Workforce Development Board
City of Los Angeles

Workforce Development Board
CHARLES WOO
CHAIR



ERIC GARCETTI
MAYOR



Economic and Workforce
Development Department
JAN PERRY
GENERAL MANAGER

March 12, 2018

Council File No.:
Council District Nos.: All
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The Honorable Eric Garcetti
Mayor, City of Los Angeles
Room 303, City Hall

City Council
c/o City Clerk
Room 395, City Hall

Attention: Mandy Morales, Legislative Coordinator

COMMITTEE TRANSMITTAL: AUTHORIZATION FOR THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT TO ACCEPT \$825,000 FROM THE CALIFORNIA WORKFORCE DEVELOPMENT BOARD TO IMPLEMENT THE LOS ANGELES BASIN REGIONAL PLAN

RECOMMENDATIONS

The General Manager of the Economic and Workforce Development Department ("Department" or "EWDD") and the Chair of the Workforce Development Board ("WDB") respectfully request that the Mayor and City Council:

1. AUTHORIZE the General Manager, EWDD, or designee, to accept \$825,000 in Workforce Innovation and Opportunity Act (WIOA) funding from the California Workforce Development Board (CWDB) to implement the Los Angeles Basin Regional Plan in the Los Angeles Basin Regional Planning Unit (the designation for the region comprising the seven workforce development boards in Los Angeles County – Burbank/Verdugo, City of Long Beach, City of Los Angeles, County of Los Angeles, Pasadena/Foothill, South Bay and South East Los Angeles County [SELACO]);
2. AUTHORIZE the General Manager, EWDD, or designee, to negotiate and execute agreements, and any necessary amendments thereto, with the competitively procured entities identified herein for the grant period January 1, 2018 through June 30, 2019.

3. AUTHORIZE the Controller to:

- a. Increase receivable within the WIOA Fund No. 57W from the California Workforce Development Board by \$825,000.
- b. Establish a new account and increase appropriations within the WIOA Fund

No. 57W as follows:

Acct #	Title	Amount
22P122	Economic and Workforce Development	49,047
22P166	Personnel	1,096
22P297	Related Costs - Personnel	870
22P299	Reimbursement of General Fund Costs	31,487
22PXXX	WIOA LA Basin Regional Planning Unit	742,500
Total		825,000

c. Increase appropriations within Fund 100/22 as follows:

Acct #	Title	Amount
001010	Salaries-General	39,656
001070	Salaries-As Needed	95
001090	Overtime	5
002120	Printing and Binding	4
002130	Travel	11
003040	Contractual Services	973
006010	Office and Admin Expense	2,994
006030	Leasing	5,309
Total		49,047

d. Increase appropriations within Fund 100/66 as follows:

Acct #	Title	Amount
001010	Salaries-General	1,096
Total		1,096

- 4. AUTHORIZE the General Manager, EWDD, or designee, to prepare Controller instructions for any necessary technical adjustments, subject to the approval of the CAO, and instruct the Controller to implement such instructions.

FISCAL IMPACT

There is no negative financial impact on the City's General Fund inasmuch as all items are funded by WIOA monies from the California Workforce Development Board. Recommendations contained herein comply with City financial policies, and provide full-cost recovery of EWDD salaries, expenses and all other related costs.

BACKGROUND

WIOA Requirement for Workforce Development Plans

Title I of the WIOA stipulates the formulation, submission and approval of state, regional, and local workforce development plans. Each such plan must set out strategic and operational elements for the expenditure of WIOA funds, and must address the employment and skills needs of job seekers and employers.

State Workforce Development Plan

For a state to be eligible to receive federal funds for WIOA Adult, Dislocated Worker and Youth employment and training programs, the Governor is required to submit for approval by the U.S. Secretary of Labor a four-year workforce development plan.

Regional Workforce Development Plans

The Governor is authorized under the WIOA to designate regional workforce development areas (WDA) based on their similar economic and labor market characteristics, and to certify their workforce development boards (WDB).

In order to be eligible to receive WIOA funding from the Governor, such regional WDAs/WDBs are required to engage in a regional planning process that produces a four-year regional workforce development plan. The plan must set out cooperative workforce development service delivery strategies and arrangements and must align with the goals of the state plan. The regional plan is subject to the Governor's approval.

Local Workforce Development Plans

At the local level, each WDB is also required to submit a four-year workforce development plan for the Governor's approval. The local plan must align with the state and regional plans and must reflect the local WDA's/WDB's strategic workforce development vision: ensuring that job seekers are employment ready, that laid-off workers have easy access to retraining and re-employment opportunities, and that critical talent pipelines are in place from which local employers may draw needed employees.

Los Angeles Basin Regional Planning Unit (RPU)

Governor Jerry Brown designated 46 local WDAs/WDBs in California. The seven local WDBs of Los Angeles County – Burbank/Verdugo, City of Long Beach, City of Los Angeles, County of Los Angeles, Pasadena/Foothill, South Bay and South East Los Angeles County – collectively constitute one region for planning purposes. This region is officially titled the Los Angeles Basin Regional Planning Unit (RPU).

The Executive Directors of the seven local WDAs/WDBs of RPU came together and selected the City of Los Angeles to lead regional planning and capacity building efforts.

RPU Regional Plan and City of Los Angeles Local Plan

The state issued instructions relative to the mandated elements of the regional plan, and set March 15, 2017 as the due date for its submission to the California WDB. The consultants' draft of the regional plan was submitted to the seven WDAs/WDBs of RPU, and was posted for public comment on their respective websites. The RPU also received extensive public input on the regional plan through eighteen public forums held throughout the county (five were held in the City). Consultations were held with key stakeholders as well including service providers, educators, employers, labor leaders, WDB executive directors, and others.

The draft City of Los Angeles local plan was prepared by EWDD staff, distributed to WDB members, and posted for public comment to the WDB's website for the required 30-day period.

The final regional and local plans were presented for approval to the WDBs and their local elected officials before being transmitted officially to the CWDB in March 2017. The State issued conditional approvals of the plans in June 2017, and in August 2017, the CWDB formally approved the regional plan along with the seven local plans from the region.

DISCUSSION

On November 2, 2017, on behalf of the seven WDAs/WDBs of the RPU, the City's WDB and EWDD submitted an application in response to the CWDB's Request for Application (RFA) for "Regional Plan Implementation." This was the first grant application by the seven WDAs/WDBs under their collective designation "Los Angeles Basin Regional Planning Unit" (RPU).

The RPU sought \$945,000 in WIOA funds, and committed to leveraging an additional \$328,000 in WIOA formula and other funds to underwrite thirteen separate workforce development initiatives. The thirteen initiatives related directly to the five priorities drawn from the 22 strategic and tactical goals (refer to Attachment A) set forth in the "Los Angeles Basin Regional Workforce Development Plan 2017-2020" developed by the RPU and approved by the CWDB in August 2017.

On December 17, 2017, the CWDB announced its intention to award \$800,000 to the RPU to implement twelve of the thirteen proposed initiatives. The initiatives, all with regional implications (refer to Attachment B), include expansions of existing efforts at innovation; improvements to the accuracy of labor market demand predictions; efforts to elevate business engagement; and expansions of uniform standards and practices, cost savings, and efficiencies. On January 22, 2018, the Executive Director of the CWDB notified the City WDB of an award of an additional \$25,000, bringing the total award to \$825,000. The grant award (for the period January 1, 2018 through June 30, 2019) was reviewed and ratified by the RPU's WDB Executive Directors at their meeting of January 23, 2018.

Because the CWDB designated the City of Los Angeles WDB as lead and coordinator of the Los Angeles Basin Regional Planning Unit (RPU), responsibility for managing and overseeing all grant funds awarded for regional planning activities also falls to the City

WDB. In effect, because it serves as administrative and executive entity for the City WDB, the EWDD becomes the grant's de facto fiscal agent.

Since the WDB Year 18 / 2017-18 Annual Plan does not identify any new revenue for regional planning, acceptance of these new \$825,000 WIOA funds requires WDB, City Council and Mayoral approval. City Council approval is also necessary for the execution of any contracts and/or amendments relative to the distribution of grant funds to RPU partner WDBs for implementing various initiatives.

Program Costs and the Twelve Funded Initiatives of the RPU

Administrative Costs for RPU			
To EWDD as RPU lead			\$82,500
RPU Initiatives - Contractual Services¹			
	Description – Type of Service	Service Provider	Cost
1.	To develop, implement and lead LA P3 strategies to target for recovery, reintegration into education, reengagement into training and paid employment of disconnected youth (not at school, not at work), probation youth, foster youth, and homeless youth.	Ruben Gonzalez, Jr.	\$47,500
2.	Staffing support enabling local boards to examine P3 strategies		\$200,000
2a.		Foothill WDB	\$45,000
2b.		SELACO	\$45,000
2c.		SBWIB	\$45,000
2d.		Verdugo WDB	\$45,000
2e.		Pacific Gateway WDB	\$20,000
3.	Extended review of participant engagement strategies and best practices	David Shinder	\$18,000
4.	Identify local/sub-regional approaches to obtain industry input	David Shinder	\$9,000
5.	Develop protocol for regional upscaling of career pathways	David Shinder	_____
6.	Regional Sector Pathway – RN Specialty Training	SBWIB	\$90,000
7.	Regional Sector Pathway – Aero-Flex Pre-Apprenticeship	SBWIB	\$90,000
8.	Regional Sector Pathway – Metro WIN LA Initiative	Community Career Development, Inc. ²	\$90,000
9.	Development of Web Portal to promote rapid regional information sharing	Verdugo WDB	\$67,500
10.	Board development relative to regional collaboration	David Shinder	\$13,500
11.	Incarceration to Reentry Referral Process to AJCCs	SELACO	\$90,000
12.	I-TRAIN Regional Enhancements	SBWIB	\$27,000
Total			\$825,000

¹ All contractors named herein were competitively procured in accordance with federal and state procurement regulations and policies.

² An existing, competitively procured, City of Los Angeles WorkSource Center/America's Jobs Center of California (WSC/AJCC).

WDB ACTION

In compliance with the City of Los Angeles WDB-Local Elected Officials Agreement ("WDB-LEO"), the acceptance by the City (WDB/EWDD) of any workforce development grant in excess of \$250,000 is subject to the approval of the WDB, the City Council and the Mayor. The WDB Executive Committee approved acceptance of the \$800,000 award at its meeting of January 18, 2018. Four days later, on January 22, 2018, the CWDB awarded an additional \$25,000 to the RPU. The EWDD expects to seek approval of this additional award at the next WDB meeting scheduled for February 28, 2018.



JAN PERRY
General Manager



CHARLES WOO, Chair
Workforce Development Board

GR:BB:cg

Attachment A: LA Basin RPU Regional Plan Goals

Attachment B: WIOA - Regional Organizer - Regional Plan Implementation Grant
Awarded by the California Workforce Development Board January
2017- June 2019 Draft Workplan for Los Angeles Basin Regional
Planning Unit

LA Basin RPU

Regional Plan Goals:



Develop a plan of action to continue to expand service and outcomes for the region's disconnected youth



Implement a system-wide approach to industry engagement that supports the efforts of the seven boards and all system stakeholders



Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs. (alignment with SlingShot Compact)



Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs.



Develop a communication platform for the region to promote the sharing of information throughout the workforce system.

LA BASIN REGIONAL RPU WORKFORCE PLAN 2017-2020 – OVERALL 22 GOALS and FIVE PRIORITY GOALS

The twenty-two (22) goals within the Regional Plan fall into two categories: technical goals and strategic goals. Technical goals relate to the technical requirements of regional coordination, while strategic goals help chart a course for improving the overall effectiveness of the system within the region.

Goals highlighted in BOLD have been selected as the priority goals for 2017-18.

Local Area/Workforce Development Board: <i>(Type your WDB's name)</i>	
I. Technical Goals	
TG-1:	Further review and evaluate stakeholder recommendations for improving training effectiveness and develop a plan to address recommendations, as appropriate.
TG-2:	Working with education partners, develop a plan of action to enhance the system-wide delivery of basic skills and English language skills at levels reflecting need across the region.
TG-3:	Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs.
TG-4:	Adopt a regional definition of "industry-valued" to support credential efforts.
TG-5:	Adopt a definition/guidelines for "quality job."
TG-6:	Adopt a slate of agreed upon regional sector pathway programs and regularly update.
TG-7:	Once determined, develop a list of industry-valued credentials in the region.
TG-8:	Convene stakeholders to develop a plan to achieve the region's share of the statewide goal "1 million new credentials."
TG-9:	Working with education partners, identify ways to contextualize basic skills and English language skills into regional sector pathway programs.
TG-10:	Determine the need to streamline services to avoid delays in participants' accessing basic services, and develop an action plan, as appropriate.
TG-11:	Examine opportunities for regional coordination of support services and develop an action plan, as needed.
TG-12:	Examine opportunities to further increase and leverage the resources and talents of community-based organizations throughout the region.
TG-13:	Organize a workgroup, including education partners, to determine how to capture training-related placement data for all partners and programs.
TG-14:	Examine opportunities to collaborate on administrative functions and develop an action plan, as appropriate.
II. Strategic Goals	
SG-1:	Develop a plan of action to continue to expand services and outcomes for the region's disconnected youth.
SG-2:	Develop a regional framework for delivering demand-driven services to guide planning and program development across the network of system stakeholders
SG-3:	Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs
SG-4:	Adopt a regional protocol for incumbent worker training (IWT), including strategies for using IWT for upward worker mobility.
SG-5:	Develop a framework for supporting workers engaged in the gig economy.
SG-6:	Develop a communications platform for the region to promote the sharing of information throughout the workforce system.
SG-7:	Develop a framework for system messaging to strengthen the impact of messages to key customer groups.
SG-8:	Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders.

Attachment B

**WIOA - Regional Organizer - Regional Plan Implementation Grant
Awarded by the California Workforce Development Board
January 2017- June 2019
Draft Workplan for Los Angeles Basin Regional Planning Unit**

PRIORITY GOAL 1: Continue to expand services and outcomes for the region's disconnected youth

Initiative 1

Utilize consultant expertise to lead the development and implementation of LA Performance Partnership Pilot (P3) strategies, including recovery and reengagement efforts for disconnected probation, foster, and homeless youth to reintegrate back into the educational system, training programs, and paid employment. (\$67,500 - Program) *Lead Workforce Development Board (WDB): City of Los Angeles; Consultant: Ruben Gonzalez, Jr.*

Deliverables/Outcomes:

- 1) Reevaluate partners' understanding of systemic barriers that impede youth access to workforce programs
- 2) Generate innovative approaches to address barriers for target populations
- 3) Implement pilots to test new strategies
- 4) Adopt strategies that support desired results
- 5) Replicate strategies throughout P3 and across region.

Estimated completion date: June 30, 2019

Initiative 2

Provide staffing support to four of the RPU's WDBs (Foothill, SELACO, South Bay and Verdugo) that have not yet adopted the P3 framework and strategies, creating a structure for them to interact with the P3 network, leadership and consultant to identify P3 approaches and consider combining these with other programs/efforts in their local areas. (\$180,000 – Program) *Foothill, SELACO, SBWIB, and Verdugo Workforce Development Boards*

Deliverables/Outcomes:

- 1) Each identified local board assigns a liaison to engage with the P3 initiative.
- 2) P3 leadership communicates to local boards regarding activities and opportunities to engage with P3 network.
- 3) Through P3 engagement, local boards report on strategies they will adopt.
- 4) Local boards report on decision to fully adopt P3 model or elements thereof.

Estimated completion date: June 30, 2019

PRIORITY GOAL 2: Implement a system-wide approach to industry engagement that supports the efforts of the seven boards and all system stakeholders

Initiative 3

Conduct an extensive review of business engagement strategies used by local boards, economic development agencies, education and other stakeholders. Concurrently, identify and examine best

practices in regional business engagement from across the nation. (\$18,000 – Program) *Lead Workforce Development Board (WDB): City of Los Angeles; Consultant: David Shinder*

Deliverables/Outcomes:

- 1) Produce a report summarizing results of local scan/review and survey of national best practices.
- 2) Identify and communicate practices that can serve as benchmarks for regional scalability.
- 3) Using identified benchmarks, recommend promising local initiatives that can be expanded to function as regional strategies in the Los Angeles Basin
- 4) WDBs and stakeholders review recommendations and develop plan for regional industry engagement plan.

Estimated completion date: September 30, 2018

PRIORITY GOAL 3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs

Initiative 4

Survey the local and sub-regional approaches used by the workforce system and all key partners to obtain industry input on skill gaps, desired credentials and programs that will prepare workers for jobs in the region's target sectors. (\$9,000 - Program) *Lead Workforce Development Board (WDB): City of Los Angeles; Consultant: David Shinder*

Deliverables/Outcomes:

- 1) Produce a report summarizing findings and specifying where regional business priorities have been determined.
- 2) Recommend approaches that should be brought to scale throughout the region to increase effectiveness in gathering industry input.
- 3) WDBs and stakeholders review recommendations and develop plan regional industry engagement plan.

Estimated completion date: September 30, 2018

PRIORITY GOAL 4: Develop a framework for determining the scalability and replication of potential career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs.

Initiative 5

Develop a protocol for determining the regional upscaling and replication potential of locally developed career pathways. (No new WIOA funds, funded with existing Regional Planning funding) *Lead Workforce Development Board (WDB): City of Los Angeles*

Deliverables/Outcomes:

- 1) Develop a written protocol that draws from regional best practices, including the SlingShot initiative
- 2) WDBs and stakeholders adopt and implement protocol, applying it to develop regional sector pathways, including those represented by Initiatives 6, 7 and 8

Estimated completion date: March 31, 2018

Initiative 6

Specialty Training for Registered Nurses (RNs) Initiative will create expanded career pathways for Registered Nurses by supporting curriculum development, implementation, and training. (\$90,000 - Program) *Lead Workforce Development Board (WDB): South Bay Workforce Investment Board*

Deliverables/Outcomes:

- 1) Develop specialty curricula
- 2) Implement training in specialty areas
- 3) Initiate program evaluation

Estimated completion date: June 30, 2019

Initiative 7:

Aero-Flex Pre-Apprenticeship is an industry-recognized program that addresses the need to build multiple skills and increase interest in engineering/ manufacturing careers. (\$90,000 - Program) *Lead Workforce Development Board (WDB): South Bay Workforce Investment Board*

Deliverables/Outcomes:

- 1) Recruit and enroll 80 new pre-apprentices from communities throughout the region
- 2) Provide pre-apprenticeship training
- 3) Continue employer engagement with AMETLL Consortium businesses to develop and maintain apprenticeship and employment opportunities

Estimated completion date: June 30, 2019

Initiative 8

Metro WIN-LA Initiative is a transportation sector career pathway for bus drivers, train engineers and other Metro positions modeled after an existing City of Los Angeles WDB-funded program. (\$90,000 - Program) *Contractor: Community Career Development, Inc.*

Deliverables/Outcomes:

- 1) Recruit and enroll 100 candidates from communities throughout the region.
- 2) Provide transportation training to meet industry hiring needs.
- 3) Place graduates with Metro and other agencies throughout the RPU

Estimated completion date: June 30, 2019

PRIORITY GOAL 5: Develop a communication platform for the region to promote the sharing of information throughout the workforce system.

Initiative 9

Develop an internet portal linked to an existing web structure that will enable information to be shared in real time, across the full range of stakeholders within the region, utilizing a variety of media. (\$67,500 - Program) *Lead Workforce Development Board (WDB): Verdugo Workforce Development Board*

Deliverables/Outcomes:

- 1) Engage a firm or individual with expertise to develop the platform.
- 2) Pilot and test the platform, seeking input from all key stakeholders
- 3) Implement the platform, assigning a Communications Strategist to promotion, training, content review, maintenance and other features of start-up and use.
- 4) Prepare and adopt a plan for on-going operation and sustainability

Estimated completion date: June 30, 2019

OTHER REGIONAL PLANNING GOALS: Address elements of regional planning goals not included among the five priorities by concentrating on areas where progress is underway and significant traction against completion can be gained over the next 18 months.

Initiative 10

Board Development on Regional Collaboration: RPU's consultants will assist interested local areas in developing strategies to engage their boards in regional collaboration and achieving Regional Plan goals. (\$13,500 - Program) *Lead Workforce Development Board (WDB): Foothill Workforce Development Board; Consultant: David Shinder*

Deliverables/Outcomes:

- 1) Provide orientation and training to local boards on the regional workforce system alignment and facilitate planning session
- 2) Prepare plans describing boards' efforts to engage in and support regional efforts.
- 3) Advise and support local boards implementing their plans

Estimated completion date: September 30, 2018

Initiative 11

"Back on Track" Recidivism Reduction Initiative was developed and is led by various public justice system agencies and promotes effective "hard hand-off" referrals to the workforce system. (\$90,000 - Program) *Lead Workforce Development Board (WDB): Southeast Los Angeles County Workforce Development Board*

Deliverables/Outcomes:

- 1) Create a regional referral system using CalJOBS.
- 2) Train all Workforce Source Center/America's Job Centers of California (AJCC) staff and system stakeholders on the referral system.
- 3) Implement a tracking mechanism for referrals.

Estimated completion date: December 31, 2018

Initiative 12

I-TRAIN Regional Enhancements: I-TRAIN will be further developed to support regional training sector needs and will enable job seekers to easily identify training opportunities leading to in-demand employment in middle skilled jobs. (\$27,000 - Program) *Lead Workforce Development Board (WDB): South Bay Workforce Investment Board*

Deliverables/Outcomes:

- 1) Upgrade include operating system, database and video production software and systems; and
- 2) Host regional technical assistance sessions with community colleges, adult schools, and other stakeholders that support the regional workforce training delivery system

Estimated completion date: June 30, 2019