

CITY OF LOS ANGELES

CALIFORNIA

JAN PERRY
GENERAL MANAGER



ERIC GARCETTI
MAYOR

ECONOMIC AND WORKFORCE
DEVELOPMENT DEPARTMENT

1200 W. 7TH STREET
LOS ANGELES, CA 90017

September 18, 2017

Council File: 17-0600-S27
Council District Nos.: All
Contact Persons & Phones:
Robert Sainz, (213) 744-7396
Samuel Hughes, (213) 744-9723

Economic Development Committee
Los Angeles City Council
c/o Adam Lid
City Clerk
Room 395, City Hall

COMMITTEE TRANSMITTAL: REPORT BACK ON THE METRICS USED FOR ECONOMIC DEVELOPMENT PROGRAMS AND THE JOBS CREATED THROUGH THE ADULT AND YOUTH WORKFORCE DEVELOPMENT PROGRAMS

RECOMMENDATION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the City Council:

1. NOTE and FILE this report, as it is provided for informational purposes only and no Council action is necessary.

SUMMARY

Pursuant to adoption of the Mayor's 2017-18 Budget (C.F.17-0600), on June 27, 2017 the City Council instructed the Economic and Workforce Development Department to report to the Economic Development Committee on the metrics used for economic development programs and the jobs created through the adult and youth workforce development programs (C.F. 17-0600-S27).

As instructed, the EWDD has prepared this report to provide the metrics used for economic development programs and the jobs created through the adult and youth workforce development programs.

FISCAL IMPACT

The metrics used for economic development programs and the jobs created through the adult and youth workforce development programs are provided for informational

purposes and have no impact on the General Fund.

BACKGROUND

On April 9, 2013, the City Council adopted Ordinance No. 182500, which established the Economic and Workforce Development Department to manage economic development activity through its Economic Development Division and workforce development programs through its Workforce Development Division for the City of Los Angeles. In order to measure program performance and meet the department’s goals and objectives the metrics described below are used for the economic and workforce development programs.

Economic Development Programs Metrics

EWDD’s Economic Development Division manages and administers programs that sustain and grow businesses by providing City sponsored lending products, such as the Section 108 Loan Program, Industrial Development Bonds, micro-enterprise and small business development and expansion. By enhancing employment, training, and job development, attracting medium to large sized businesses, including services available for businesses at the nine (9) BusinessSource Centers located throughout the City. Economic development programming is primarily funded through Community Development Block Grant funds.

EWDD economic development programs have specific performance measures and outcomes, based on the department’s strategic goals and objectives that support long term impact on the local economy. These measures are used to assess the efficiency of the programs, processes and the activity outcomes. Furthermore, the metrics provide direct, quantifiable impact associated with EWDD’s efforts relative to business attraction, expansion and retention during any specific program year.

The program performance metrics used are identified and defined in the chart below.

METRIC	DESCRIPTION
Number of jobs created or retained	Job creation is one of the prime reasons for economic development. This metric tracks the number of new full-time equivalent employees working for businesses assisted or supported by EWDD economic development programs and/or leveraged resources. These are jobs that can be directly attributed to the department’s activities. 51% of the jobs created must be made accessible to or held by low-moderate income persons, as defined by the U.S. Department of Housing and Urban Development (HUD). Part-time jobs are converted to full-time equivalent jobs on a pro rata basis.
Number of new businesses or new locations	Newly established business or an existing business that opened a new location in the City, as a result of direct services provided by EWDD

	economic development programs.
Number of businesses enrolled/serviced	Businesses that officially enrolled in a BusinessSource Center or business incubator, and were provided services, such as business and marketing planning, needs assessment, permitting and licensing, etc.
Number of businesses provided access to capital	Businesses that were provided one-on-one consultation on how to access capital based on financial analysis, credit review, credit correction, etc.
Number of loans processed/funded	Number of business loans packaged, approved and/or funded after completion of access to capital consultation, and dollar amount of loans funded.
Number of trainings and workshops	Businesses that successfully completed entrepreneurial workshops or business courses.
Leveraged resources	Additional capital, services and other outside resources that supplement EWDD's economic development activities.
Number of real estate development projects	Newly identified real estate opportunity sites.
Number of sold, leased or acquired city-property	Number of property disposition, acquisition and/or leasing agreements resulting in new economic development activities.
Amount of additional real property tax revenue	Amount of increased real property tax revenue to the City's General Fund resulting from EWDD's involvement with development activities.
Number of jobs retained or created resulting from real estate development	Number of jobs retained or created as a result of direct services provided by EWDD to the real estate development community.
Amount of sales and lease revenue	Amount of all monies for economic development projects or programs that are received by the City from the sale or lease of city-owned property.

Performance outcomes are captured through quarterly reports and monthly scorecards that track activities. Quarterly numbers are analyzed following each reporting period to determine accuracy, progress of activities, and efficiency of the program(s). Furthermore, EWDD performs formal monitoring and fiscal reviews to ensure success in meeting outcome goals, timeliness, quality of service, and program compliance.

Using concise metrics allows EWDD to document and report on its successes, its progress toward goals, and the impact of its programs on the business community and City at large. Attachment A provides the metrics used to measure the BusinessSource Center System activity for Program Year 2016-17, which illustrates accomplishments based on average daily data.

Workforce Development Programs Metrics

EWDD administers workforce development programs that are funded by federal, state, and local governmental agencies as well as by private entities through its Workforce

Development Division (WDD). EWDD manages a network of service providers funded primarily with federal Workforce Innovation and Opportunity Act (WIOA) funds through its seventeen (17) WorkSource Centers (WSC) and fourteen (14) YouthSource Centers (YSC). These centers, located in strategic areas throughout the City, provide diverse workforce development services for job seekers, businesses and youth. Services are provided through a collaborative network of partners, including the State of California Employment Development Department (EDD), Department of Rehabilitation, the Los Angeles Unified School District and other educational institutions, Chambers of Commerce, economic development agencies, and other concerned entities. Through these partnerships, WorkSource and YouthSource Centers serve over 65,000 adults and nearly 23,000 youth annually.

The Year 18 Workforce Development Board (WDB) Annual Plan (Annual Plan) establishes the priorities, strategies, and policies for the City's Workforce Development System (WDS). The Annual Plan is formulated by the EWDD, in consultation with the WDB, and adopted by the City Council and the Mayor (C.F. 17-0635). The Annual Plan is a blueprint for the delivery of workforce development services to adults, dislocated workers, in-and out-of-school youth, and employers/businesses. The EWDD, under the WDB, the City Council and the Mayor's oversight, has responsibility for the Annual Plan's implementation.

Last year, the WDS, through a comprehensive network of workforce service providers, educators, employers, and other strategic partners, served 93,463 Angelenos and assisted 44,718 in finding employment. The WDS also re-engaged more than 5,600 disconnected youth into education and/or employment.

The EWDD uses workforce metrics prescribed by the U.S. Department of Labor (DOL) WIOA regulations, and the state Employment Development Department to determine the City's level of performance for said federal measures to establish contract performance goals. Under federal performance requirements, adult and dislocated worker customers served with WIOA funds are subject to the performance measures of Entered Employment, Retention, and Average Earnings. Similarly, youth served with WIOA funds are subject to the performance measures of Placement into Employment/Education, Attainment of Degree or Certificate (Youth in Education), and Literacy/Numeracy Gains (Out-of-School Youth).

In addition to the minimum federal performance measures, the City negotiated additional contractual requirements to ensure that targeted workforce services and strategies are implemented. These metrics include minimum training set asides, enrollment of participants with barriers to employment, and administrative capability, among others.

The figures below in the "Performance Measures and Service Levels" table establish minimum quantitative performance measures per individual WSC and YSC, based on the DOL measures, local measures and the State's expectations for the City's system performance. As part of continuous quality improvement and in keeping with its delivery of workforce development services plan, the WSCs and YSCs strive to exceed the minimum levels.

WORKSOURCE PERFORMANCE MEASURES AND SERVICE LEVELS		
Performance Measures		WorkSource Centers
1	Employment Rate	68%
2	Minimum number of participants trained (including sector training)	252
3	Total Enrollments	1680
4	Minimum number of enrollments for persons with disabilities	145
5	Minimum number of reentry enrollments	141
6	Minimum number of veteran enrollments	100
7	Number of Employer Customers (including 10 referrals to BusinessSource)	70

YOUTHSOURCE PERFORMANCE MEASURES AND SERVICE LEVELS		
	Performance Measure	YouthSource Centers
1	Number of Youth Served through System of Support	575
2	Total WIOA Enrollments	169
3	Minimum percentage of total Out-of-School youth to be served	75%
4	Placement in SYEP Work Experience	125
5	Number of Youth receiving educational assessment from PSA Counselors including 100% of WIOA and Non WIOA-enrolled youth	500

The EWDD's WDD establishes goals and objectives for the WDS on an annual basis and tracks corresponding metrics with the WDD Scorecard to maintain records of quantitative results. The WDD Scorecard (Attachment B) is an essential tool to measure quarterly system-wide performance against annual goals to determine percentage completed for the aforementioned WSC and YSC metrics. In addition, specialized programs and initiatives such as the Los Angeles Regional Initiative for Social Enterprise (LA:RISE), Performance Partnership Pilot (P3), HireLA's Youth / City's Summer Youth Employment Programs (SYEP), and Day Laborer program, among others.

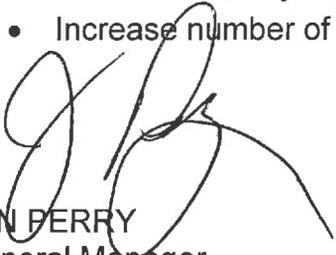
Listed on the next page are the Adult and Youth system goals and objectives for program year 2017-18.

Adult System Program Goals

- Provide employment training and placement services to 90,000 residents through the City's Integrated Service Delivery System
- Enroll 20,000 new participants into WIOA Adult and Dislocated Worker program
- Enroll 4,100 new participants into vocational training in high-demand sectors and meet the 32 percent training requirements
- Enroll an additional 750 formerly homeless and re-entry participants into LA:RISE
- Serve 1,190 employers through Employer Services and Layoff Aversion activities
- Refer 1,500 Rapid Response contacts to WorkSource Services and avert 500 layoffs
- Register 35,000 residents into JobsLA.org
- Enroll 3,000 formerly incarcerated / probation participants system-wide

Youth System Program Goals

- Assess 8,000 young adults, predominately high school dropouts, foster, probation and homeless (75 percent disconnected youth) through YouthSource System and Performance Pilot Partnership to increase educational, career, social well-being, and housing outcomes
- Enroll 5,000 young adults to school, post-secondary, and credential programs
- Enroll 2,500 young adults into WIOA YouthSource Centers
- Provide 15,500 youth with full- and part-time employment opportunities
- Increase number of foster, homeless and probation youth served



JAN PERRY
General Manager

JP:RS:SH:GR:DB:DH

Attachment A: BusinessSource System Scorecard (PY 16-17)

Attachment B: Workforce Development Division Scorecard (PY 17-18)

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT
ECONOMIC DEVELOPMENT DIVISION - BUSINESS SOURCE SYSTEM SCORECARD
APRIL 1, 2016 - MARCH 31, 2017

BUSINESS SOURCE SYSTEM PERFORMANCE			
<u>Metric</u>	<u>Per Day</u>	<u>Measure</u>	<u>Data Source</u>
Clients Enrolled	6.96	Clients	Salesforce.com
Loans Funded by Partners	1.06	Loans	Salesforce.com
Capital Deployed	\$131,087	Dollars	Salesforce.com
New Jobs Created	3.33	Jobs	Salesforce.com
Jobs Retained	1.27	Jobs	Salesforce.com
Amount Added to LA City Economy	\$398,659	Dollars	Salesforce.com

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT
 WORKFORCE DEVELOPMENT DIVISION SCORECARD
 JULY 1, 2017 - JUNE 30, 2018

ADULT SYSTEM GOALS				
	<u>Metric Definition</u>	<u>Annual Goal</u>	<u>Measure</u>	<u>Data Source</u>
1.1	JobsLA/CalJobs Registrations - Total number of on-line registration created from JobsLA.org / Cal Jobs.	35,000	Adults	JobsLA.org
1.2	Total System Enrollments - Total number of participants served by WorkSource Centers including Wagner Peyser and WIOA.	90,000	Adults	JobsLA.org
1.2.1	Total WSC Enrollments - Total number of WIOA Adult & Dislocated Worker registrations.	20,000	Adults	JobsLA.org
1.2.2	Adult Entered Employment Rate - The percentage of WIOA-Adult registered participants that entered the workforce in second quarter after exit.	68%	Adults	JobsLA.org
1.2.3	Adult Average Earnings - Total earnings in the second quarter after exit.	\$5,157	Wage	JobsLA.org
1.2.4	Dislocated Worker Entered Employment Rate - The percentage of WIOA-DW registered participants that entered the workforce in second quarter after exit.	71%	Adults	JobsLA.org
1.2.5	Dislocated Worker Average Earnings - Total earnings in the second quarter after exit.	\$7,523	Wage	JobsLA.org
1.2.6	Total Trained - Total number of participants trained including high-demand sector occupations.	4,100	Adults	JobsLA.org
1.3	Employer Services - Total new employers served through employer services and layoff aversion activities.	1,190	Adults	Launchpad
1.4	Layoffs Averted - Total number of layoff aversions.	500	Adults	LAEDC
1.5	Rapid Response - Connect Rapid Response contacts with WSC services.	1,500	Adults	Launchpad
1.6	LARISE Enrollments - Total number of participants served.	750	Adults	JobsLA.org
1.7	Vulnerable Populations - Enroll 3,000 formerly incarcerated / probation participants system-wide.	3,000	Adults	JobsLA.org

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT
 WORKFORCE DEVELOPMENT DIVISION SCORECARD
 JULY 1, 2017 - JUNE 30, 2018

YOUTH SYSTEM GOALS				
2.1	P3 Enrollments - Total number of Youth Accessing Services through Performance Partnership Pilot (P3) partnership.	6,500	Youth	JobsLA.org
2.1.1	Total YSC WIOA Enrollments - Total number of WIOA Youth registrations.	2,379	Youth	JobsLA.org / LAUSD
2.1.2	Number of Youth Returned to School - Total number of Youth returned to school, post-secondary or credential programs.	5,000	Youth	JobsLA.org / LAUSD
2.2	HIRE LA / Summer Youth Employment Enrollments - Total number of youth placed in subsidized & un-subsidized jobs for calendar year.	15,000	Youth	JobsLA.org / County WDACS
DAY LABORER PROGRAM				
3.1	Participants served - Total number of participants served by the Day Labor Resource Center System.	2,730	Service Units	EWDD Database
3.2	Jobs obtained - Total number of single-day (short-term) jobs obtained through the Day Labor Center System.	17,000	Jobs	EWDD Database
3.3	Increase participant income through short-term jobs - Total income generated through single-day jobs obtained through Day Labor Resource System.	\$1,500,000	Dollar Value	EWDD Database