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## County of Los Angeles COMMUNITY AND SENIOR SERVICES

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*Enriching Lives Through Effective And Caring Service*



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November 29, 2012

To: Members of the Los Angeles County Workforce Investment Board

From: Richard Verches, Executive Director *R Verches*  
Los Angeles County Workforce Investment Board

Josephine Marquez, Assistant Director *J Marquez*  
Workforce and Community Services Branch

### **SUBJECT: WORKFORCE INVESTMENT ACT (WIA) REDESIGN**

The purpose of this memo is to provide a summary of and CSS' response to the public forum comments on the Major Tenets of WIA Redesign, share the next steps for implementing the tenets, and recommend approval of the final Major Tenets of WIA Redesign by the Workforce Investment Board (WIB).

#### Background

Based on its May 2012 endorsement of the nine principles (Attachment C) to redesign the WIA system, in October 2012 the WIB Executive Committee asked CSS to develop recommendations to redesign the WIA system and present them at the WIB's Fall Strategic Planning Retreat. In response, CSS drafted eight major tenets for redesign to ensure the County's ability to continue to meet State and federal requirements, increase performance, and ensure the sustainability and competitiveness of the County's WIA system. In the development of the tenets, CSS sought the input of all WIA contractors.

At the morning session of the Strategic Planning Retreat, CSS proposed eight major tenets for redesign to the WIB. In the afternoon, breakout sessions were formed with WIB members, WIA contractors, stakeholders, and County staff to discuss the proposed tenets, after which each group shared their comments in a final plenary session. Based on the comments from the breakout sessions, the tenets were slightly modified and a ninth was added to strengthen services to businesses and employers.

Subsequently, the WIB asked CSS to conduct public forums to solicit input from the broader public community. Therefore, CSS conducted five public forums between November 15 and November 19, 2012. The forums were advertised on the web, in the Los Angeles Times, at WIA contractors' locations, and to local media. One forum was held in each of the Supervisorial Districts.

#### Summary of Public Forum Comments

Overall, with one exception, general support for the tenets was expressed by the public at the forums. There was consensus that standardization (like a franchise model in the private sector) with integrated service delivery (with EDD as a key partner) would increase access, improve services, achieve program and financial efficiencies and result in higher performance and outcomes. Similarly, in support of the system's sustainability, there was agreement that adequate funding is needed to cover providers' operational needs, along with a recognition that providers may need to match/leverage funds to maximize the County's WIA services.

The tenet that generated the most comments was #2 (Strengthen Services to Older Youth). Commenters were concerned that with the collocation of Youth and Adult funding and services at WorkSource Centers, as well as the focus on older youth, younger youth could lose the intensive case management, personalized mentoring, and focus on educational services they currently receive from Youth Centers.

Attachment B is a listing of unduplicated comments, by tenet, from the public forums.

#### Revisions to the Tenets Based on Public Forum Comments

Based on an assessment of the public forum comments, CSS has determined that no changes are needed to any of the tenets except for #2 (Strengthen Services to Older Youth).

In response to the comments on #2, the tenet has been renamed to *Strengthen Services to Older Youth While Continuing a Full Array of Individualized Services for Younger Youth* and revised to reflect that younger youth, as well as older youth, are at risk. The tenet now also reinforces the commitment to provide a full array of services to younger youth, with a focus on educational services, including post-secondary education, to ultimately attain self-sufficiency.

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The tenet continues to propose collocation of funding and services at WorkSource Centers to provide greater access to services, as well as opportunities and resources provided by partners present at the WorkSource Centers. This model is already in place at nine of the WorkSource Centers and Satellite Centers in the County.

Attachment A reflects the final Major Tenets of WIA Redesign which considers the comments of WIB members, WIA contractors, stakeholders, and the general public.

### Implementation Plan

While planning is already underway for the implementation of WIA Redesign, logistically, not all of the tenets can be implemented simultaneously. Work on some can begin immediately, while others will need to be phased in over multiple years. Therefore, CSS intends to develop an Implementation Plan for WIA Redesign and share it with the WIB in May 2013.

In terms of the specific impact of tenet #2 on the process of procuring upcoming WIA services, CSS does not intend to implement it in Fiscal Year (FY) 2013-14. It would be implemented at a later point in time. With regards to upcoming procurements, CSS intends to:

- Request (distinct) WIA Youth Program proposals shortly from those contractors who have executed Master Agreements for the Youth Employment Program. Contracts would be awarded to youth providers effective July 1, 2013.
- Release a Request for Statement of Qualifications (RFSQ) shortly for a (combined) Youth and Adult Employment Services Program. This procurement would: 1) initially lead to the award of contracts for the WIA Adult programs effective July 1, 2013; and 2) permit the collocation of Youth and Adult programs once that particular tenet is implemented across the system.

CSS intends to implement tenet #2 in close collaboration with the Youth Council to determine funding and priority of services for younger and older youth.

### Recommendation

CSS recommends WIB approval of the nine Major Tenets of WIA Redesign detailed in Attachment A. These tenets, similar to those presented at the Strategic Planning Retreat on October 26, 2012, have considered comments from WIB members, WIA contractors, stakeholders, and the general public.

Please let us know if you have any questions.

RV/JM:mq

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Attachments



## COUNTY OF LOS ANGELES COMMUNITY AND SENIOR SERVICES



### Redesigning the WIA System “Building on our Successes”

#### Major Tenets of WIA Redesign

1. **Adopt the Integration Model Recommended by the California Workforce Investment Board (CalWIB):** In California, and throughout the country, local Workforce Investment Areas have been moving toward integrating WIA and Wagner-Peyser partners and services to better serve their customer pools. In California, many WIBs that have adopted this model have significantly higher enrollments and placements.

The California Workforce Investment Board (CalWIB) adopted recommendations from a study it commissioned in 2010 that endorsed this model for all local areas. Several of the highest performing areas in the State, such as Riverside, San Bernardino and San Diego, have adopted an integrated service delivery model to transform the WIA service delivery system into a comprehensive "One-Stop", whereby all customers who enter the one stop are enrolled for full menu of services offered by EDD and the WorkSource Center.

All customers who enter the WorkSource Centers would be enrolled for services and receive a common set of EDD and WIA services from a single access point. Sharing responsibility for services to customers will result in greater efficiencies and cost-savings. In comparison to the Los Angeles County workforce system, areas that partner with EDD such as Riverside, San Bernardino and San Diego have higher enrollments and placements, as well as lower placement costs.

Currently, 7 of Los Angeles County's 17 WorkSource Centers and 3 satellite centers, are already collocated with EDD staff.

2. **Strengthen Services to Older Youth While Continuing a Full Array of Individualized Services for Younger Youth:** Serving older youth (ages 17-21) is one of the County's highest priorities since they are an at-risk population. This population is significantly represented in the County's system involved youth such as probation, foster care and CalWORKs. The seven WIBs in the County have adopted

a common policy to coordinate and collaborate to serve all AB12 emancipated foster youth. Co-enrollment of these youth in both WIA Youth and Adult programs would provide greater levels of services and support to prepare these youth to enter the labor market with career pathways.

However, younger youth (ages 14-16), are also at risk and have different needs than older youth. Still maturing, they require the full array of services available to youth under WIA, including intensive case management, personalized mentoring and specialized services. The services for younger youth will continue to focus on education, including post-secondary education, instead of the taking the first available minimum-wage job. This approach is appropriate for two reasons: 1) education is ultimately the key to attaining self-sufficiency; and 2) younger youth will not have the priority for employment opportunities that older youth and adults have.

The goal of this tenet is to collocate Youth and Adult funding streams and program services at the same WorkSource Center site, ensuring that all youth, as well as adults, can be served at the same location. Youth would be positively impacted because they would have greater access to seamless services offered by the WIA Youth and Adult funding streams, as well as myriad opportunities and resources provided by partnerships present in our WorkSource Centers. Though the program would be colocated with Adult funding streams, the full array of services specifically targeted for the youth population would continue to be provided. Nine of the WorkSource Centers and Satellite Centers in the County already have this model.

3. **Standardization:** The Workforce Investment Board is very interested in establishing a franchise model for the branding and the delivery of WIA services in the County. This approach would standardize the way all WorkSource Centers are identified and services offered at all County-funded sites. The Department of Labor announced a national branding initiative in May 2011 and encouraged all WIA funded locations to be identified as, or as a partner of *America's Job Centers Network*. While this branding is optional, States are considering ways to implement this branding. The WIB is committed to the County of Los Angeles being more prominently recognized with the Department of Labor for funding WIA programs and services by all funded contracted agencies, as well as employers and jobseekers, and ensuring there is consistency and uniformity in the way WIA services are provided.

4. **Sustainability:** With implementation of SB 734, most WorkSource Centers reported reductions in staff to meet the training requirement. Currently, \$5.6 million or 25% of the funds in Adult and Dislocated Worker are set aside specifically for training. In future years, the County will be required to set aside 30% or roughly \$7.2 million assuming funding levels remain the same. So, funding that used to be available to cover other functions is no longer available. At the same time, due to the new training requirements, many of our WorkSource Centers are challenged with the compliance implications of staffing shortages as well as the requirements to provide business services, case management, job development, etc. Appropriate funding levels are needed to cover the operational needs of a fully functional WorkSource Center. Since funding levels are likely to stay the same or decline, some reduction in the number of WorkSource Centers may need to be considered.
5. **Expand Access to Services:** Technology has changed how individuals and businesses look for jobs and talent, including the use of the internet, social media and remote sites. EDD's new computer system will also provide another access point for WIA resources, including enrollment, on-line training, link to jobs, etc. To increase access to on-line WIA services, the County needs to expand on-line access so services can be accessed from customers' homes, County libraries or County Service Centers.
6. **Collaborate with other County Departments to Explore Ways to Maximize Employment Outcomes for Individuals Served by Multiple Agencies:** Many of the WIBs in the Los Angeles region, as well as the local WIB's WorkSource Centers, have relationships with County Departments in providing employment services. However, the relationships are often forged on an agency-by-agency basis, are not broadly coordinated with other services, limiting maximum outcomes. EDD, as the State's umbrella agency, also serves the same population. There is merit in having EDD, the region's WIBs and County Departments explore how they can work together to share resources to maximize employment outcomes for their shared customers. CSS will be working with all these partners to strengthen the collaborations to maximize employment outcomes for their customers.
7. **Leverage Resources and Partnerships:** Federal funding for the WIA program is likely to be reduced in future years. Requiring contractors to leverage other funding sources and partnerships to support our employment efforts is critical. This would likely result in contractors that have diversified funding and/or demonstrated ability to successfully compete for state and federal workforce grants, as well as those with well established relationships with mandated and other key workforce development partners. This would also ensure additional resources are contributed to our system, which would allow us to maximize WIA services in the County.



8. **Target Training and Employment in High Growth Sectors:** In 2011, the Workforce Investment Board approved seven sectors: construction, transportation and logistics, engineering and green jobs (energy/utilities), healthcare, biotech, hospitality and tourism, and finance. This would entail aligning the County's training and employment strategies with high growth sectors identified by local economic development data.
9. **Strengthen Services to Businesses and Employers:** Training and targeted investments in high growth sectors are intended to strengthen and better align services, as well as increase staff that outreach to businesses and employers to know their current and projected employment needs, training requirements and gaps, if any, and better utilize the public workforce system to support their workforce development and employment needs.



**COUNTY OF LOS ANGELES  
COMMUNITY AND SENIOR SERVICES**

**ATTACHMENT B**



**WIA Redesign  
Comments from Public Forums  
October 15 – 19, 2012**

**1. Adopt the Integration Model Recommended by the California Workforce Investment Board (CalWIB)**

- This would improve initial assessment of clients, tailoring individual plans to the level of services needed
- Businesses and employers should be served better
- County should take/get credit for all who use and receive services and for all placements
- All clients should be enrolled in CalJOBS and served, or offered services, not only those in WIA/JTA
- Ensure that we have adequate resources and the capacity to serve all
- Require all to use the same data entry and case management system not multiple systems as we do currently

**2. Strengthen Services to Older Youth**

- Collocation model will improve access by parents and youth if services are at the same location
- Collocation creates cost savings and efficiencies through shared resources (business perspective)
- Collocation improves oversight and technical assistance
- Youth are intimidated by WorkSource Centers, whose services are geared towards adults. Younger youth will get lost in the WorkSource Center system
- Youth, particularly younger youth, need to focus on education – they are the future of our nation
- If youth services are collocated at WorkSource Centers, younger youth will lose the intensive case management, personalized mentoring and education focus they get from Youth Centers
- Younger youth need to focus on education services, including post-secondary education. Education is ultimately the way out of poverty and the key to attaining self-sufficiency
- If youth have to travel to WorkSource Centers, this could be dangerous for the youth who must cross gang territories to get to the WorkSource Centers



- A higher priority of service is needed for older or out-of-school youth; currently there is a 50-50 split in service
- High priority of service should be given to system-involved youth, including kids in Probation, Foster Care, TANF, Public Housing
- Present data that substantiates targeted investment and specific goals for serving a “high need” group
- Career Pathways, Work Experience, and Training should focus on high growth industries
- There are clear benefits and strong support for collocation and out-of-school youth
- Review County’s cost per placement (compare with other local areas) (currently \$8,500/\$10,900)
- WorkSource Centers do not collaborate well with Youth Centers and there is a lack of coordination/communication between WorkSource and Youth Centers

### 3. **Standardization**

- Uniform appearance throughout the system improves brand identity
- Standardization will provide similar attraction for both youth and adults
- Logo/branding should be extended to all points of contact such as business cards, phone greetings, etc. There needs to be a common “feel” and type/level of services throughout the system; common measures lead to common services; and uniform identification of staff is needed
- Standardization ensures recognition of LA County, WIB, and DOL WIA-funded public workforce system
- There is demonstrated success with franchise models in private sector (FTD, hotels, restaurants, etc.)
- Include standardization in technology, infrastructure and service priority sectors, monitoring, internships, career days, apprenticeships
- There is benefit to public, policy makers, and elected officials to connect programs and services to WIA, not only to funded agency
- Must consider how County will incorporate DOL branding: America’s Job Center Network
- Can’t serve all with limited funding, but those served should all get same level and quality of services
- Staffing expertise and capacity to deliver high quality and range of services must exist, including ability to utilize technology, social media and work confidently with businesses
- WIA system should promote its ability to provide high quality (standardized) services to employers and the public
- Standardized high level of expertise should exist at all WorkSource Centers

4. **Sustainability**

- Increase public/private partnerships to bring other resources to the table (e.g., grants)
- Can the County afford the current number of WorkSource Centers and still provide the expected services?
- Training must meet (State) requirements
- Funding needs to be equitable and adequate – no disparity between providers

5. **Expand Access to Services**

No comments were received

6. **Collaborate with other County Departments to Explore Ways to Maximize Employment Outcomes for Individuals Served by Multiple Agencies**

No comments were received

7. **Leveraging resources and partnerships**

- Recommend a defined percentage that bidders are required to match (LA City is about 35% (\$1.1 in WIA funds + 600K in matching funds from contractors)
- Make collaboration with identified partners a requirement with delineated roles and responsibilities
- For the partnership to work, leverage/maximize County, State and private funding

8. **Target Training and Employment in High Growth Sectors**

No comments were received

9. **Strengthening Services to Businesses and Employers**

No comments were received

10. **Other**

Consider adopting an annual goal of serving a minimum of 10% of customers with disabilities

## **RE-IMAGINING THE LOS ANGELES COUNTY WORKFORCE SYSTEM**

The WIA system nationally faces significant challenges. As the 3rd largest local workforce investment area in the U.S. and 2nd largest in California, the potential impact to L.A. County in the near future is great. Funding reductions are likely to continue at the federal level. At the State level, there has been an increase in legislative proposals to restrict the use of WIA funds and place a greater emphasis on performance, accountability and cost effectiveness. The new statewide workforce computer system offers an opportunity to change the way we do business, expand services and increase access by both business and job seekers. Given these challenges, it is imperative that the County take this opportunity to address the Affordability, Accountability and Effectiveness of the current workforce development system.

On May 17, the L.A. County Workforce Investment Board unanimously endorsed these principles as a foundation for designing a high performing and innovative workforce development system in the County. These Principles represent overarching values to guide a process over the next year to re-imagine a WIA system in the County that addresses these challenges and better meets the employment and training needs of jobseekers and businesses.



**To re-imagine the WIA system in the County, we affirm our support for the following principles:**

### **WE COMMIT TO...**

**1. A recognized and valued workforce development system locally, statewide and nationally.**

The work we do is often times not appreciated and recognized by policy makers and the public. Increasing public awareness about employment services provided by the WIA system should be one of our top priorities.

**2. Leadership in innovation and regional coordination of workforce development initiatives.**

As the 2nd largest WIA system in the State and the 3<sup>rd</sup> largest in the Nation, we are well positioned to assume greater leadership responsibilities for regional coordination of WIA initiatives.

**3. Maximizing access to workforce development services.**

New technologies and social media represent new opportunities to increase access and expand delivery of services.

**4. An integrated workforce system that delivers seamless services for youth and adults.**

Through the integration of services, we can achieve greater efficiencies and provide a continuum of workforce services for youth and adults.

**5. A cost-effective workforce development system.**

Affordability of the system is essential for long term sustainability.

**6. A system designed to meet the needs of the business customer and job seekers.**

Our workforce system is successful when we develop business practices that align with the employment and training needs of businesses and job seekers.

**7. Commitment to a performance-driven workforce development system.**

Increased legislation and public scrutiny demand greater accountability. High-level performance is a priority of the Board of Supervisors, the Workforce Investment Board and federal and state legislators.

**8. Training that leads to placement in recognized high growth sectors.**

The alignment of training to leading growth sectors will increase the effectiveness of the WIA system.

**9. Partnership and coordination with all stakeholders to meet federal, state and local requirements.**

A successful WIA system is dependent on strong partnerships and shared responsibility.



# Los Angeles County and Youth

# WorkSource Centers Program Providers

# GUIDING PRINCIPLES

## DISTRICT 1

### Adult/Dislocated Worker Providers

Career Partners WorkSource Center (Rosemead)  
Central San Gabriel Valley (El Monte)  
Chicana Service Action Center (East L.A.)  
Hub Cities WorkSource Center (Huntington Park)  
ResCare East. L.A WorkSource Center (East L.A.)  
MCS - West San Gabriel Valley (Monterey Park)

### Youth Program Providers

Career Partners (Rosemead)  
Door of Hope (East L.A.)  
Goodwill Industries (L.A.)  
Hub Cities (Huntington Park)  
Maravilla Foundation (East L.A.)  
Mexican American Opportunities (Commerce)

## DISTRICT 2

### Adult/Dislocated Worker Providers

Compton WorkSource Center  
L.A. Urban League – Pomona  
L.A. Urban League – Avalon (South L.A.)  
AYE Satellite WorkSource Center -Florence Firestone

### Youth Program Providers

Asian American Drug Abuse Program Inc. (AADAP)  
AYE of Catholic Charities of Los Angeles (L.A.)  
Communities in Schools (Carson)  
Compton Career Link (City of Compton)  
L.A. County Office of Education (LACOE)  
Watts Labor Community Action Center (WLAC)

## DISTRICT 3

### Adult/Dislocated Worker Providers

JV Services (West Hollywood /Mid-Wilshire)  
Jewish Vocational Services (Marina Del Rey)  
Northeast San Fernando Valley (San Fernando)

### Youth Program Providers

Jewish Vocational Services (West Hollywood)

## DISTRICT 4

### Adult/Dislocated Worker Providers

SASSFA WorkSource Center (Santa Fe Springs)  
SASSFA Satellite WorkSource Center (Paramount )

### Youth Program Providers

SASSFA WorkSource Center (Santa Fe Springs)  
SASSFA Satellite WorkSource Center (Paramount)  
Special Services for Groups (SSG) (Torrance)

## DISTRICT 5

### Adult/Dislocated Worker Providers

Managed Career Solutions (MCS) (Alhambra)  
Antelope Valley WorkSource Center (Lancaster)  
Santa Clarita Satellite (College of the Canyons)  
L.A. Works WorkSource Center (Irwindale)  
South Valley WorkSource Center (Palmdale)  
Career Partners (Rosemead)

### Youth Program Providers

L.A. Works WorkSource Center (Irwindale)  
Career Partners (Rosemead)



# Los Angeles County Workforce System

**Creativity is thinking up new things. Innovation is doing new things.**  
**Theodor Levitt**

**You have all the reason in the world to achieve your grandest dreams. Imagination plus innovation equals realization.**  
**Dennis Waitley**