



**CITY OF LOS ANGELES
WORKSOURCE CENTER SYSTEM REDESIGN SUBCOMMITTEE
OF THE WORKFORCE DEVELOPMENT BOARD (WDB)
POLICY AND OVERSIGHT COMMITTEE**

**Thursday, March 21, 2024
10:00 AM**

**Los Angeles Valley College - Administration Building, ACA 2505
5800 Fulton Avenue, Valley Glen, CA 91401**

AGENDA

1. Call to Order/Roll Call
2. Public Comment on Non-Agenda Items

ACTION ITEMS:

- | | |
|---|-------------------------|
| 3. Consideration of the Meeting Minutes of October 25, 2023 and November 16, 2023 | Nancy Hoffman
Vanyek |
|---|-------------------------|

**ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-
BACKS/UPDATES**

- | | |
|---|------------------|
| 4. Update from the Economic and Workforce Development Department (EWDD) on the Procurement of a New WorkSource Center (WSC) System | Elizabeth Macias |
| 5. Update from California State University, Northridge on its Evaluation of the Current WorkSource Center (WSC) System and Redesign of a New WSC System | Dr. Ari Malka |
| 6. Next Meeting | |
| 7. Adjourn | |

WORKSOURCE CENTER SYSTEM REDESIGN SUBCOMMITTEE:

Nancy Hoffman Vanyek, Ace Anaya, Josh Copus, Jesse Cuevas, Greg Erickson, Hrag Hamalian, Abigail Marquez, LaShondra Mercurius, Kookie Murray, Joe Paul, Steven Simon, Maria Turrubiarres

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3.

DATE: March 21, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Consideration of the Meeting Minutes of October 25, 2023 and November 16, 2023

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- ▣ Item 3 - Draft Minutes WDB Worksource Center System Redesign Subcommittee of the WDB Policy and Oversight Committee Meeting_10.25.2023
- ▣ Draft_Minutes_WDB_WSC_System_Redesign_Subcomm_of_the_WDB_Policy_and_Oversight_Comm_11.16

CITY OF LOS ANGELES
 WORKFORCE DEVELOPMENT BOARD (WDB) WORKSOURCE CENTER SYSTEM
 REDESIGN SUBCOMMITTEE OF THE WDB POLICY AND OVERSIGHT
 COMMITTEE

OCTOBER 25, 2023
 10:00 A.M. – 12:00 P.M.
 Goodwill Industries – Auditorium
 342 N. San Fernando Road, Los Angeles, CA 90031

DRAFT MINUTES

MEMBERS PRESENT: Nancy Hoffman Vanyek, Ace Anaya, Jesse Cuevas, Greg Ericksen, Hrag Hamalian, Abigail Marquez, LaShondra Mercurius, Joe Paul, Maria Turrubiarres

1. Call to Order: by WDB member and Committee Chair Nancy Hoffman Vanyek at 10:05 a.m.

After WDB staff confirmed the presence of a quorum, Chair Vanyek asked WDB members in attendance for self-introductions.

The committee's composition includes WDB members and a number of representatives from government agencies, employers/business associations, and nonprofit community-based organizations.

2. Public Comments on Non-Agenda Items: None

3. Recap and Purpose of the WDB WSC System Redesign Subcommittee WDB

Executive Director Gregg Irish explained that the purpose of the committee is to formulate recommendations for presentation to the full WDB on the redesign of the WorkSource Center (WSC) System.

Mr. Irish further explained that the WDB has been tasked by the Mayor Karen Bass with formulating a 5-Year Workforce Development Strategic Plan. In order to accomplish the goals that are likely to be established therein, the WorkSource Center System for adults and dislocated workers needs to be redesigned and reconfigured to meet the skills challenges of the ever-changing global, regional, and local economy and to prepare Angelenos of differing backgrounds (e.g., ethnic, racial, gender, etc.) and status (young, old, low-income, housing insecure, justice-involved, unemployed, etc.) for success in the labor market.

The WorkSource Center System Redesign Subcommittees activities will parallel and complement those of the WDB 5-Year Workforce Development Strategic Plan Ad Hoc Committee.

Mr. Irish further explained that the Youth Workforce Development System or Youth Source Center (YSC) System, consisting of 14 facilities that deliver and facilitate myriad education, career development, and job training services to youth, was redesigned and procured a year ago.

Public meetings were held, new partners and stakeholders were co-located in YSCs under Memoranda of Understanding (MOUs) to leverage resources and coordinate the delivery of services to in-school and out-of-school youth, ages 16 to 24.

There are still ongoing efforts to fully implement the new YSC System, but it is still considered to be one of the most innovative in the nation.

The foundation for the redesign of the YSC System was a Performance Pilot Partnership (P3) grant from the federal government that brought together local youth advocacy and stakeholder groups and organizations that worked for years on a coordinated P3 Youth Workforce Development Service Delivery Plan.

Mr. Irish said the same energy and commitment will be necessary in the redesign of the WorkSource Center (WSC) System. Under federal law, the WSC System and its operators must be procured every five years.

Mr. Irish noted that there is little connection between the current WSC System and the City's BusinessSource Center System, Domestic Violence Shelter System, FamilySource Center System.

When a customer walks into a WorkSource Center seeking help in obtaining occupational skills training or some other employment related service, no effort is made to assess the social and financial needs of that person's family members.

For example, that customer should be given priority for receipt of services through the FamilySource System.

Another example, the children of homeless parents enrolled in WSC System programs should be given priority for receipt of services through the YouthSource Center System.

Likewise, both children and parents residing in domestic violence shelters should be given priority for receipt of services through the City's various service delivery systems.

Committee member and General Manager of the City's Community Investment for Families Department (CIFD), Abigail Marquez, believes that all City-sponsored and other government supported systems should be connected. Those systems should leverage their resources in support of customers and some of the system's operators

should, when feasible, be co-located and engaged in joint service delivery arrangements. All systems should adopt a holistic family approach to service delivery.

NON-ACTION ITEMS:

4. Economic and Workforce Development Department's (EWDD) Procurement Approach and Timeline.

EWDD staff member Elizabeth Macias provided the details regarding the procurement of the new WSC System. She said the EWDD is anticipating that all procurement related tasks will be completed in time for the new WSC System to commence operations on July 1, 2024.

The procurement will be conducted in two phases.

Phase I will focus on the prequalifying applicants/bidders for the procurement competition. It will involve assessing each applicant's/bidder's capacity to provide quality workforce development services to adults and dislocated workers, as well as manage and safeguard public funds.

Applicants/bidders will be required to attend at least one of EWDD's multiple bid conferences as a condition for submitting a proposal to operate a WorkSource Center.

Phase II will involve the Release of a Request for Proposals (RFP) and the scoring of proposals by teams of evaluators. The RFP will also be digitized. Each applicant/bidder may be limited to submitting proposals to operate no more than two WSCs.

Instructions/guidance for completion of proposals will be available through EWDD webinars and published on its website.

EWDD will undertake an extensive marketing effort to increase the applicant/bidder pool.

A stringent appeals process will be established for applicants/bidders to contest the results and rankings of their proposals.

Final selection of WSC operators is subject to the approval of the WDB, City Council, and Mayor.

WDB Executive Director, Gregg Irish, explained that the procurement timeline proposed by EWDD may be subject to change. He mentioned the procurement of the new YouthSource Center System had to be extended by a year, which required the approval of the WDB, City Council, Mayor, and state officials.

A consultant funded through a special grant, Teil Samuels, will provide advice and assistance to EWDD on ensuring the new WSC System includes human centered

design elements. CIFD General Manager Abigail Marquez offered to share feedback from the procurement her staff conducted to select FamilySource System providers. CIFD streamlined their process. They used current demographic data to identify populations and communities most in need of services.

WDB Executive Director Gregg Irish invited Ms. Marquez to confer with EWDD regarding the data sets used by CIFD in the procurement of FamilySource Centers and requested that a follow-up discussion be scheduled at the next meeting of the committee.

He said Chicago had gone through a similar redesign process and found that its job centers were not located in communities most in need.

Mr. Irish also agreed to provide the California State University, Northridge redesign consultants with a previous study he had conducted on the costs of operating WSCs. Its conclusions were there are too many of them and that supporting the current bloated infrastructure leaves very little funding to underwrite direct participant costs (e.g., training, supportive services, etc.).

Moreover, staffing and wages at WSCs were inconsistent. So, too, the experience levels of WSC staff. As a result, there is high turnover of WSC staff that impacts the delivery quality of services.

5. California State University Northridge (CSUN) Evaluation Update and Feedback Session

Dr. Ari Malka and Christina Rubino, the CSUN redesign consultants, provided an update on their evaluation of the current WorkSource Center System. They are using a variety of research methods, including stakeholder engagement sessions, to ascertain what, how, and by whom services should be provided at these sites.

The CSUN team is gathering data from various sources, as well, to identify the services that will enable job seekers to compete for jobs and achieve labor market success.

An evaluation report with recommendations will be readied by the CSUN team for review by the 5-Year Workforce Development Strategic Plan Ad Hoc Committee and subsequent review and approval by the WDB. Said information is expected to be used by EWDD to establish WSC RFP evaluation and scoring criteria.

Dr. Malka emphasized the need for WSC partnerships and the system focusing on providing services that result in customer placements in quality jobs.

WDB Executive Director Gregg Irish again mentioned the need for right-sizing the system and suggested the CSUN consultants examine the number of job centers and

their offerings in cities like Chicago, Philadelphia, Houston, Miami, Seattle, and New York.

Mr. Irish also called for WDB investments in WSC organizational and staff development. He said the latter will require, among other things, setting minimum wage levels for WSC staff. “We must pay higher wages to WSC staff. I think the County’s minimum is \$22.00 per hour. Ours should be no less than \$25.00 per hour.”

Dr. Malka acknowledged Teil Samuels’ work on human centered design. He and Mr. Samuels echoed Mr. Irish’s comments about pay inequity and how it leads to high turnover, negative outcomes, burnout, stress, etc. They agreed, as well, that more staff training and development opportunities are needed.

Mr. Irish reminded Dr. Malka and Mr. Samuels of the importance of developing performance metrics beyond those prescribed under federal legislation and focusing the WSC system on Diversity, Equity and Inclusion.

Dr. Malka responded that current performance metrics are misaligned. Goals are over-prescriptive, rigid, and inhibiting WSCs from adequately serving vulnerable populations.

Dr. Malka previewed a slide deck of collected geo-spatial data that will be analyzed for the preparation of the final report.

He further opined that the WDB needs to advocate for the expansion of the current integrated service delivery model, reexamine the Eligible Training Provider List (ETPL) and community college and adult school course offerings to determine gaps in the availability of training to qualify customers for jobs in growing industry sectors, establish career and talent pathways that will facilitate job placements at significantly reduced costs, provide more work-based learning opportunities, etc.

Members of the committee agreed and added that the WSC System needs more connections to employers and perhaps include their associations as partners operating within WSCs. Homeless and social services agencies and apprenticeship programs should also be housed there.

Dr. Malka shared the following feedback received during their data gathering and focus group meetings, and asked the committee for input:

- WSC capacity, funding, and staff development
- How do the WDB, EWDD, and WSCs strike a balance between quality and quantity of services? Do we serve fewer people, but provide a higher level of and more costly assistance?
- Case management demand exceeds Case Manager supply. Because of high caseloads, WSC staff have a minimal amount of time to adequately

assist customers. Can the paperwork and workload be reduced through automation and technology? Will the co-location of partnership/stakeholder staff promote greater efficiencies in service delivery? Will co-located partnership/stakeholder staff allow for increased service delivery?

- WSC staff deal with the hardest to serve and most difficult customers. Are there additional resources (mental health, social services etc.) available to make their jobs less challenging?
- What is an ideal customer to staff member ratio?
- Not all populations will benefit from the WSC services or are ready/prepared for receipt of assistance. Should there be a mechanism established for referring those who are not appropriate for WSC services to other systems and tracking those referrals? Should those systems (mental health, drug treatment, etc.) have staff in WSCs to facilitate the referrals

Members of the committee and EWDD staff member Elizabeth Macias suggested that Dr. Malka explore how other jurisdictions are defining “quality jobs” and “self-sufficiency.”

CIFD General Manager and committee member Abigail Marquez asked for clarification of the process and source documents/data for establishing goals regarding case management. She agreed, as well, with the calls for increased wages for staff.

Committee Chair Nancy Hoffman Vanyek said the WSC System won’t be able to retain its employees if they are paid low wages. She also reiterated calls for a definition of Quality Jobs and establishing career pathways as performance metrics for the WSC System.

Some of the committee members mentioned that Jobs for the Future has defined Quality Jobs and advocated for more supportive services for customers.

Committee member LaShondra Mercurius asked about the importance of employer engagement in the process of designing a new WSC System. Ms. Mercurius also mentioned the importance of employer involvement in the WSC System. WSCs must be able to provide job seekers that meet the hiring qualifications of employers.

WDB Executive Director Gregg Irish commented that employers are primary customers of the WSC System and should be consulted on the redesign efforts.

Committee Chair Nancy Hoffman Vanyek stated that chambers of commerce are a good source of information regarding what workforce development services and worker skills are essential.

Committee member LaShondra Mercurius commented on her own training program that utilizes company managers to impart skills to potential employees. She added that soft skills training is essential.

Committee member Joe Paul emphasized the importance of training staff on how to work with different types of job seekers in finding employment. Many WSC customers

are in crisis and not ready for work. They need supportive services in combination with job training. Moreover, finding them a job is half the battle. The other is providing the interventions that will enable them to retain the job.

Members of the public commented on the importance of WSCs having a menu of training programs that, when completed by a customer, will lead to employment at living wages.

Mr. Paul asked whether the consultants intend to convene customer focus groups.

Members of the public commented that the disparities in WSC staffing and infrastructure costs.

A WSC operator advocated for a focus group with service providers to understand their challenges in delivery services, especially to job seekers with significant barriers to employment. Some job seekers need housing to obtain and retain employment. Others have mental health issues, but serving them is beyond the expertise and resources of WSCs.

Committee Chair Nancy Hoffman Vanyek commented that good questions have been raised thus far about the redesign of the WSC System and asked how the consultants intended to address them.

Dr. Malka said that he will provide additional information on the following issues at the next committee meeting: definitions of quality jobs; the number of job centers in other cities of comparable size, the costs of operating a job center; wages for job center staff; and supportive services.

WDB Executive Director Gregg Irish also suggested that he provide a summary of the input received from focus groups.

Committee member LaShondra Mercurius stated that with all the research compiled by CSUN, the WDB should consider publishing a wage guide for employers. Businesses need data on the wages being paid to employees in comparable industries.

Committee member Joe Paul commented that some job seekers are concerned about losing their public benefits/assistance if they access workforce development services. This issue needs to be addressed.

WDB Executive Director Gregg Irish suggested that CSUN develop a service delivery crosswalk for different types of WSC customers.

Committee Chair Nancy Hoffman Vanyek believes doing a cross walk is a great idea. She also wants EWDD to explain how the City and County's multiple social services systems (welfare, mental health, homeless, WSCs, FamilySource Centers, etc.) will connect.

Committee member LaShondra Mercurius shared her experience as a former participant who utilized the system to advance. She reiterated the importance of being able to access quality services.

Committee member Jesse Cuevas said that he has client feedback on WSC services. A few years ago, the AJCCs went through the Hallmarks of Excellence process that involved customer input.

EWDD staff member Elizabeth Macias reminded everyone about the 5-Year Workforce Development Strategic Plan Ad Hoc Committee's meeting tomorrow. Consultant Kyle Wicks of Civic Makers will be facilitating that session.

Committee Chair Nancy Hoffman Vanyek thanked CSUN and EWDD staff members Donny Brooks and Elizabeth Macias for the information presented today. She is looking forward to receiving follow-up information at the next meeting.

The meeting adjourned at 12:00 p.m.

The next meeting is scheduled for November 16, 2023.

CITY OF LOS ANGELES
 WORKFORCE DEVELOPMENT BOARD (WDB)
 WORKSOURCE CENTER SYSTEM REDESIGN SUBCOMMITTEE OF THE
 WORKFORCE DEVELOPMENT BOARD POLICY AND OVERSIGHT COMMITTEE
 THURSDAY, NOVEMBER 16, 2023
 10:00 A.M. – 12:00 P.M.
 Goodwill Southern California – Auditorium
 342 N. San Fernando Road, Los Angeles, CA 90031

DRAFT MINUTES

MEMBERS PRESENT: LaShondra Mercurius, Greg Erickson, Joe Paul, Steven Simon

1. Call to Order/Roll: Subcommittee member LaShondra Mercurius called the meeting to order.
2. Public Comment on Non-Agenda Items - None
3. Consideration of the Minutes of October 25, 2023

Minutes of the October 25, 2023 meeting will be presented for approval at the next subcommittee meeting.

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES:

4. Update from the Economic and Workforce Development Department (EWDD) on Its Plan to Procure a New WorkSource Center System

EWDD staff member Gerardo Ruvalcaba said that at least two different planning processes (one led by the Workforce Development Board (WDB) 5-Year Strategic Workforce Development Plan Ad Hoc Committee and the other by the WDB WorkSource Center System Redesign Subcommittee) will determine how adult and dislocated worker services will be delivered over the next five years.

He said the design of the new WorkSource Center System will be based on input received from the ad hoc and subcommittee. A WSC System procurement or competition will follow.

EWDD staff member Elizabeth Macias explained the two-phased procurement process for the selection of WorkSource Center (WSC) operators.

Phase I will prequalify organizations to compete for designation as a WSC operator. This will entail an assessment of an organization's experience in delivering services.

Phase II will involve the EWDD's release of a Request for Proposals (RFP), through which organizations will be allowed to submit WSC operator proposals that will be reviewed and scored.

The EWDD will use the results of the RFP to recommend organizations for designation as WSC operators.

Organizations will be afforded the opportunity to appeal their proposal scores to a panel comprised of the EWDD General Manager, two members of the WDB, a member of the City Council, and a representative of the Mayor's Office.

The decisions of this panel will be final, before the EWDD's recommendations are forwarded for approval by the WDB, City Council, and Mayor.

EWDD is utilizing the services of consultants to develop a concept paper on the redesign of the new WSC System. The actual redesign, however, will be subject to the approval of the WDB, City Council, and the Mayor.

WDB Executive Director Gregg Irish repeated the points made by Mr. Ruvalcaba and stated that all efforts will be made to maximize the number of applications received. EWDD intends to widely publicize notices regarding the procurement process.

Deputy Mayor Brenda Shockley agreed with Mr. Irish that EWDD must ensure information about the procurement process is widespread, especially regarding the prequalification phase. Information must be clearly conveyed to the public to avoid any misunderstandings about organizations not being able to respond to the RFP without having participated in the prequalification process.

Mr. Ruvalcaba said the span of the procurement process will be 10 to 12 weeks. This will allow EWDD to engage in extensive outreach to encourage organizations to submit applications. Also, EWDD will streamline the process through the use of technology.

Ms. Macias stated that the intent of Phase I is to lessen the burden on proposers through a process that prequalifies them based on their experience and demonstrated ability. Phase II will focus on how proposers will deliver the services prescribed by the City.

Subcommittee member Steven Simon asked if procuring the WorkSource Centers using a two-phase system had been used previously.

Mr. Irish commented that it is not unusual to require prospective proposers to attend pre-bid conferences, information sessions, and webinars.

Ms. Macias said EWDD has never used a two-phase process. However, she agreed with Mr. Irish that other jurisdictions have used prequalifying rounds and it is becoming commonplace.

Mr. Irish said EWDD has received proposals from organizations under previous procurements that did not have the ability to manage public funds and deliver services in the manner prescribed under bureaucratically laden federal legislation. The two phase process will weed out those organizations early in the process and facilitate a thorough review of other, more qualified organizations.

Subcommittee member Steve Simon said that some of the organizations that will be disqualified under Phase I could still add value to the system as WSC partners.

Mr. Ruvalcaba stated that EWDD is looking to create a qualification list of potential partners, as well. Organizations that do not qualify as WSC operators could still be designated as partners in WSC service delivery, based on their expertise in serving special populations and ability to provide leveraged funding.

He said that model has worked well with the successful LA:RISE program and especially in serving the homeless population. LA:RISE utilizes a network of social enterprise agencies and partners them with WSCs. Some of those organizations are sub-recipients of City workforce development funding.

Subcommittee member LaShondra Mercurius mentioned how that approach mimics what has taken place with infrastructure projects. Those projects require a lot of expertise. The successful bidders are those who include multiple team members and partners. It broadens the capacity of the primary bidder and allows for the participation of small and minority-owned businesses, as well. The best procurement processes involve a diversified pool of bidders.

Ms. Macias proposed that EWDD, as part of its outreach efforts, convene technical assistance sessions for organizations that are not familiar with the City's contracting processes and to build a bench of future bidders.

Mr. Irish and Deputy Mayor Shockley emphasized the importance of diversity and equity not only for those who are prioritized for receipt of services, but also for contracted charged with delivering services. Some organizations like the Urban League have credibility and connections in African-American community. Others like Chrysalis have expertise related to serving the homeless population.

Subcommittee member Stephen Simon asked if there is a goal for the number of WSC operators approved for funding. Will all of them be comprehensive WSCs? Will each WSC have an industry sector focus? Will some WSCs be assigned to serving a specific population?

Deputy Mayor Shockley said that WSCs should have financial and non-financial partners.

Subcommittee member Joe Paul asked if EWDD is planning to engage actual users of the WSC System to obtain their input on how WSCs should operate.

Mr. Ruvalcaba responded that the California State University, Northridge consultants will convene multiple focus groups and conduct extensive interviews with numerous workforce development stakeholders as a means of formulating recommendations on the redesign of the WSC System.

5. Update from California State University, Northridge (CSUN) on Its Evaluation of the WorkSource Center System and a related Working Session with Committee Members and the Public

Mr. Ruvalcaba explained the role of the CSUN consultants and their expected deliverables.

For example, a definition of job quality must be developed. A definition for self-sufficiency must be developed. In addition to the federal and state WSC System performance goals prescribed under the Workforce Innovation and Opportunity Act (WIOA), local metrics must be developed. What jobs and occupations should be targeted for WSC job placements? Should the menu of supportive services be expanded? What are the career pathways to living-wage jobs? Is there a need to develop additional career pathways?

Dr. Ari Malka of CSUN explained some of the steps required to even begin to define “quality jobs” and “self-sufficiency.” The goal of the subcommittee and the CSUN consultants is to formulate recommendations to improve service delivery and outcome. Moreover, the system should address the issues of equity and diversity, and connect its customers to high wage opportunities in the local and regional labor market.

Dr. Malka gave a sneak preview on some of his initial impressions of the current WSC System and how it could be improved. He also referenced, among other things, the working conditions and wages of WSC System staff as reason for concern; the need to expand the availability of support services; the supply of training courses offered by community colleges to match the jobs being created in the local and regional economy, and the importance of learn and earn models for workers to acquire the skills for labor market success.

A discussion by meeting attendees about living wages and self-sufficiency ensued.

Mr. Irish commented that as of April 1, 2024, the minimum wage for all fast-food workers in California will be \$20.00 per hour. He also talked about pending state legislation to establish a minimum wage of \$25.00 per hour for healthcare workers. These changes will necessitate changes to the WSC System job placement metrics.

Mr. Ruvalcaba referenced an MIT definition of living wage for the City of Los Angeles.

Dr. Malka commented that of all the living wage calculators developed thus far, MIT's is considered one of the best.

Deputy Mayor Shockley expressed concerns about the living wage calculations as not really reflective of the cost of living in Los Angeles.

Mr. Ruvalcaba said that current WSC System wage at placement goals are higher than the state's minimum wage, but lower than what is needed to live in the southland. He emphasized the importance of career ladders as stepping stones to living wages.

Mr. Irish expressed concerns about California's job creation efforts. High wage jobs requiring advanced degrees from colleges and universities are being created. Low wage jobs of less than 40 hours per week and without benefits are being created. But the creation of middle skills jobs at decent wages and with benefits that can be accessed by job seekers with more than a high school diploma but less than a four-year college degree, are lagging.

Subcommittee member Steven Simon asked whether all of the answers to these questions and responses to these challenges will be ready in time to be subsumed within the procurement documents for selection of WSCs.

Dr. Malka and Mr. Ruvalcaba responded that some of those issues may be addressed in sufficient time to be included in the procurement process. Others may be part of an implementation process that extends beyond the procurement period and original contract awards. There will be immediate and aspirational goals for the new WSC System.

CSUN has already interviewed WSC operators and staff. The following are some of the recommendations obtained from those sessions:

- To adopt a tiered customer service model based on customer barriers
- Set a realistic goal for the placement of skills ready customers into quality jobs
- Set a realistic goal for the placement of customers in career ladder jobs
- Increase WSC staff pay
- Integrate the high-road training partnership concept model into the WSC System

The subcommittee meeting was then paused to enable subcommittee members and other attendees to join breakout groups to discuss the above recommendations. The breakout groups were facilitated by Dr. Malka and Teil Samuels, a staff member funded under a special grant and assigned to the Mayor's Office to explore ways to incorporate human centered design principles into the WSC System.

Teil Samuels reported that his breakout group was in favor of a tiered approach to service delivery to customers. Customers have different levels of need for workforce development services. Some need lower touch points (e.g., resume preparation, job search assistance, etc.) and others need higher touch points (e.g., ESL instruction, job training, support services, etc.). Adopting a tiered system of service delivery could potentially prove successful in meeting the varied need of customers. WSC performance metrics should also reflect the tiered approach. Not all customers are ready for job placement. In such cases, skills attainment would be a metric of performance.

Mr. Irish asked Magdalena Duran about the tiered system under the former federal Workforce Investment Act (WIA) that required all customers to first look for a job, before being able to access job training, supportive services etc. He said WIOA stipulates, instead, that customers must undergo an assessment of their skill levels, credentials, and job readiness, from which an individualized plan for receipt of workforce development services is formulated.

Magdalena Duran stated that the WSCs are concerned about the performance measures applying to all customers, regardless of their status, service needs, and ability to enter the labor market. The current way of doing things does not acknowledge that all customers are not the same. Some have significant barriers that must be mitigated, before they are ready to enter the labor market.

Mr. Irish said that WSCs alone cannot mitigate all customer barriers. They must have the support of co-located partners with expertise in serving specific populations. The redesigned system needs to include expanded partnerships.

Ms. Duran also complained about the time-span and associated metrics for service delivery. Some customers require more assistance over a longer period of time to ready them for success in the labor market. Yet the performance metrics don't allow for expanded time to deliver services.

The following is input from Dr. Malka's breakout group:

- A lot more analysis is need regarding the tiered system. It sounds too hierarchical and may be an impediment to some customers accessing the full array of services.
- The definition of quality jobs needs to be more clearly defined and career ladder goals need to be a WSC performance metric. A job placement should be

considered a success if the customer, through a career ladder, can progress to a living wage and good job.

- WSC performance metrics for wages at placement should be increased, inasmuch as the wages for fast food workers and healthcare workers have been elevated as a result of state legislation. It used to be that placing a customer in a minimum wage job was not sufficient to justify the investment of public funds.
- The metrics for job placement should not be limited to wages, but also include hours of work per day and week, and benefits.
- The definition of a quality job should also include hours of work per day and week, and benefits.
- A great deal of critical thinking should go into who should receive priority for receipt of WSC services. If every group is a priority for receipt of services, no group is a priority.
- Eligibility for services under the YouthSource System and the WSC overlap. To avoid duplication, a decision should be made about where best to serve young people. This is critical inasmuch as certain programs and grants classify a youth as an individual 24 years of age and younger. While others classify a youth as 30 years of age and younger.

What system is best equipped to serve them?

Do youth have enough information to make a decision about which system to access?

6. Next Meeting: TBA
7. The subcommittee was adjourned at 12 noon by subcommittee member LaShondra Mercurius.



4.

DATE: March 21, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Update from the Economic and Workforce Development Department (EWDD) on the Procurement of a New WorkSource Center (WSC) System

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Update from the Economic and Workforce Development Department (EWDD) on the Procurement of a New WorkSource Center (WSC) System

City of Los Angeles WorkSource System Redesign Subcommittee of the Workforce Development Board Policy and Oversight Committee

March 21, 2024





Update from Economic and Workforce Development Department (EWDD) on the Procurement of a New WorkSource Center (WSC) System



Procurement of the WorkSource System

The City's America's Job Center of California (AJCC) system (locally known as the Adult and Dislocated WorkSource System) was last redesigned and procured in 2018.

As part of the Department's Year 24 Program Year 2023-24 Annual Plan, the City Council authorized EWDD to issue a WorkSource Center (WSC) Request for Proposals (C.F. 23-0602) and authorized the evaluation of the WSC System (WorkSource Center Redesign).

The goal established in the Annual Plan is to redesign the WSC System to identify ways to improve its service delivery system, connect program participants to high-wage jobs, and reduce inequities among program participants.

5-Year WD Strategic Plan

September 2023- May 2024



Year 2024-25 Annual Plan
January 2024- June 2024



AJCC/WorkSource System
Procurement
December 2023- June 2024



Older Worker Strategy
October 2023- June 2024



AJCC/ WorkSource System
Redesign Evaluation
August 2023- May 2024



LA P3 Youth Strategic Plan
July 2023-December 2023

EWDD is in the process of conducting various strategic planning efforts which include the evaluation and redesign of the WorkSource System, the development of an Older Worker 55+ strategy, an updated Los Angeles Performance Partnership Pilot (P3) strategic plan focused on enhanced services for disconnected youth; and the development of a Five-Year Workforce Development Plan.

All of these strategic plans will also support the development of EWDD's Annual Plan strategies.

All these strategic planning efforts are to be completed by June 30, 2024.



2024 Procurement Process (Phase 1 & 2)

In order to incorporate the recommendations of the AJCC/WorkSource Redesign Evaluation and the 5-Year Strategic Plan and the other workforce development strategic efforts currently being completed, the EWDD will administer the AJCC/WSC System procurement process in two phases.

Phase I: Request for Qualification (RFQ) (Jan. 2024 -April 2024)

EWDD will use this RFQ to establish the qualified list of proposers before issuing the full Request for Proposal (RFP). The RFQ will focus on the applicant's demonstrated ability.

Phase II: Request for Proposal (RFP) (TBD Spring 2024)

Phase II will be implemented after the System Redesign has been finalized and approved by the WD Board. *Only the pre-qualified list of proposers will be invited to participate in Phase II to submit a AJCC Operator proposal.* The RFP will focus on the proposed Program Design, Cost Reasonableness and Leveraged Resources, and Facility Site Readiness.

RFQ Timeline

Release of Request for Qualifications	Friday, January 19, 2024
Proposers' Conference	<u>Virtual Meeting #1</u> 11 AM (PST), Wed, January 31, 2024 <u>Virtual Meeting #2</u> 2 PM (PST), Wed, February 14, 2024 <u>Virtual Meeting #3</u> 1 PM (PST), Wed, March 13, 2024
Deadline for TA Questions	Friday, March 22, 2024, 11:59 PM PST
Responses to Final TA Questions posted to EWDD website	Friday, March 29, 2024
Deadline to submit Application	Friday, April 5, 2024, 11:59 PM PST
Application Results/ Decision	Wed, May 1, 2024
Release of Request for Proposals	TBD - Spring 2024

PROPOSER'S CONFERENCES

DATE	TOTAL NUMBER IN ATTENDANCE
JANUARY 31	35
FEBRUARY 14	30
MARCH 13	21
TOTAL	86

From approximately 25 different organizations

Phase I: AJCC/ WSC Operator RFQ



The purpose of the RFQ is to solicit applications from eligible organizations interested in qualifying to serve as America's Job Center of California (AJCC) Operator.

FUNDING

Funds **will NOT be** awarded through this process as the sole purpose of this RFQ is to establish the Qualified List.



Los Angeles AJCC RFQ

The RFQ was posted on the Regional Alliance Marketplace for Procurement website To access the bid opportunity, please visit www.RAMPLA.org Opportunity ID# 212331 or visit EWDD's website at <https://ewdd.lacity.gov/index.php/about-ewdd/bids>.





5.

DATE: March 21, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Update from California State University, Northridge on its Evaluation of the Current WorkSource Center (WSC) System and Redesign of a New WSC System

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Update from California State University, Northridge on its Evaluation of the Current WorkSource Center (WSC) System and Redesign of a New WSC System

AJCC-LA EVALUATION & REDESIGN
SUBCOMMITTEE MEETING

Current & Potential Future AJCC-LA System

March 21, 2024

TODAY'S AGENDA

Part I

Accomplishments
to Date

Part II

High-Level
Overview of Key
Topics

Part III

Comparing
Current &
Potential Future
Systems

Part IV

Summary
Recommendations
& Next Steps

PART I

Accomplishments to Date

ACCOMPLISHMENTS TO DATE



Abbreviated
Environmental
Scan



Stakeholder
Interviews



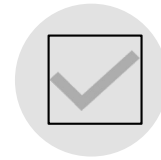
Surveys



Geospatial
Analysis



Implementation &
Outcome Data



AJCC-LA Customer
Engagement

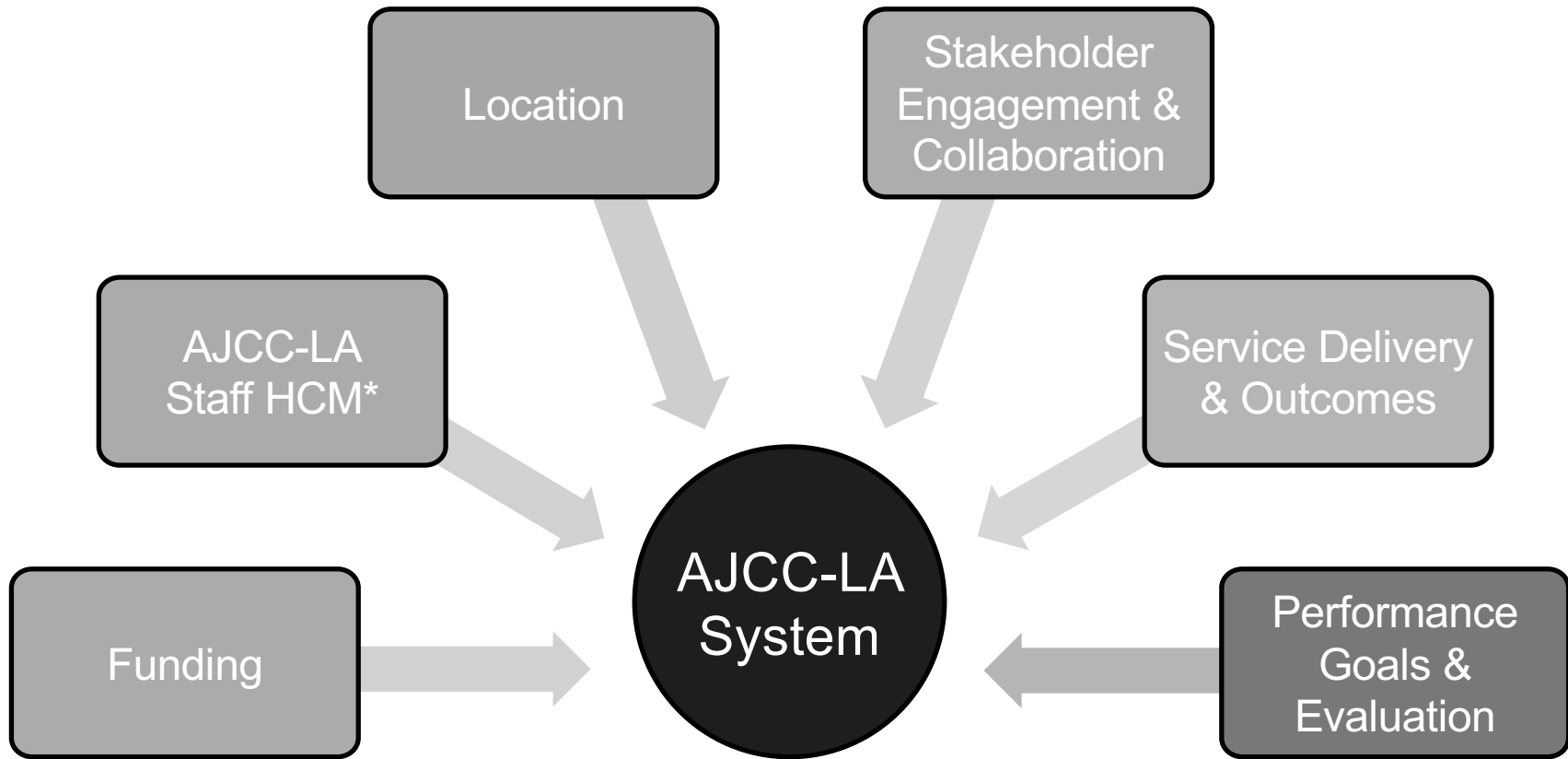


Draft Report

PART II

High-Level Overview of Key Topics

AJCC-LA SYSTEM FRAMEWORK



*Human Capital Management

KEY TOPICS

Funding	WIOA Guidelines	Budgeting & Expenditures	
Staff HCM	Pay Equity & Workload	Frontline Staff Counts	Professional Dev & TA
Location	Asset Map	LMI Data	
Stakeholder Engagement & Collaboration	Employer Engagement	Intra-City Collaboration	MOUs
Service Delivery & Outcomes	Delivered Services	Customer Outcomes	
Performance Goals & Evaluation	Enrollment & Service Req's	AJCC-LA Scorecard	WIOA Performance Indicators

PART III

Comparing Current & Future Systems

FUNDING

CURRENT

- City of LA Funding = \$1.1M per AJCC-LA (15)
 - Adult + DW
 - Total Budget = \$16.9M*; Expenditures = \$14.9M*
- Guidelines
 - Admin = 4%
 - Personnel 60% (max)
 - Supportive services = \$10k (min)
 - Leveraged resources = \$600k (min)
- Training Services
 - ≥ 30% of City Share & 14% of Leverage
 - Total Budget = \$5.1M*; Expenditures = \$4.7M*
- AJCC-LA staff compensation is discretionary

FOR CONSIDERATION

- Fund all AJCC-LAs equally at \$1.5-\$2 million regardless of service area
 - Acknowledging that \$1.5 million is not enough to serve as those in need, the continued leveraging of resources is critical
- Continue with the required leveraging of resources, administrative, facility and participant related cost caps
- Consider re-implementing “Incentive Fund”
 - Additional funds contingent upon meeting equity/performance goals & effectiveness of serving highest need populations

AJCC-LA STAFF HCM

CURRENT

▪ Pay Equity

- Avg case mgr / job developer pay = \$46k → \$22/hr
- Living wage(s): 1 adult, 1 child ~ \$49/hr; 2 adults (both working), 1 child ~ \$26
- Take home pay ~ \$3,100 → Avg. 1 BR apt ~ \$2,300

▪ Workload

- ~76 CMs
- System-wide particip-to-CM ratio = 172 (Range = 38 to 624)

▪ Lack of professional development opps

▪ High staff turnover

▪ Staff qualifications is discretionary

- All AJCC-LAs employ case managers, but number is discretionary

FOR CONSIDERATION

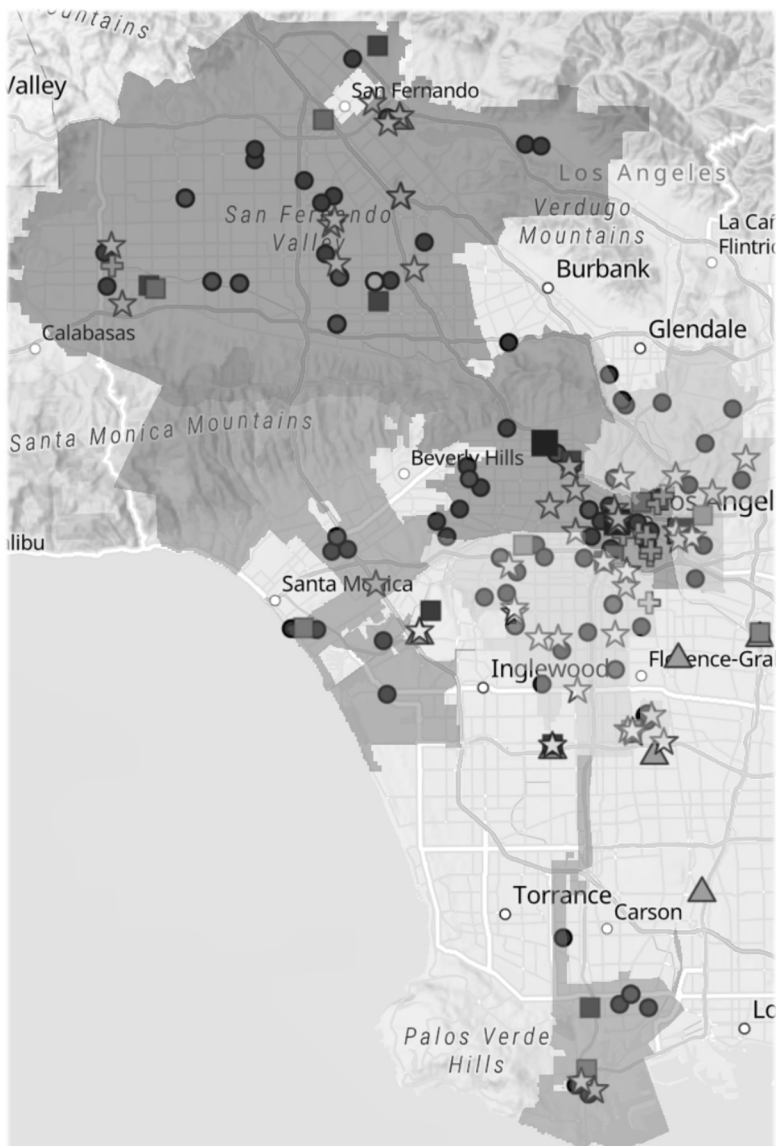
▪ Require a \$35 per hour minimum wage rate for all AJCC-LA staff providing direct program services

▪ Minimum # of full-time case managers and job developers to be able to effectively and efficiently handle workload

▪ AJCC-LAs must have program staff that are experienced and well-paid to promote retention

- EWDD formal training academy to certify case managers
- Explore formal apprenticeships for case managers (youth side is currently engaged this type of project)

▪ Tiered service system



LOCATION

CURRENT

- 15 AJCC-LAs generally located in areas with greatest need
- Exceptions: W. Valley & W. LA
- Virtual service delivery exists, but:
 - No standardized workflows
 - High digital divide
 - Potential safety concerns going to AJCC-LA

FOR CONSIDERATION

- Utilize 7 APCs to identify areas w/greatest need
- Continue to ensure all AJCC-LAs:
 - Adequate space for intake, assessment, case mgmt & classroom training
 - Close to public transportation; adequate customer parking
- Fund development & implementation of “City AJCC-LA App” to facilitate city-wide service access
- Expand existing relationship w/City Library Dept
 - Establish multiple library branches as AJCC-LA affiliate centers

STAKEHOLDER ENGAGEMENT & COLLABORATION

CURRENT

- Enhanced ISD through strategic & formal partnerships:
 - LAUSD, DPSS, DOR, EDD, Dept of Econ Opp, Probation Dept, LA Comm College District, YSC, FSC, BSC
- High-Road Economy
- Challenges in:
 - Establishing partnerships w/employers
 - CMs must provide case management services **and** build rapport w/partners and/or employers (among other things)
 - Implementing MOUs w/ISD partners
 - If partners are mandated, responsibility of performance goals should be shared b/w them & AJCC-LA
- Larger WDS is siloed
 - WD occurring in other City Departments w/out involving EWDD = missed opportunity

FOR CONSIDERATION

- Joint effort (Mayor's Office, LA WDB, & EWDD) to develop & implement strategy for partnering w/largest employers
 - LA County, LAUSD, City of LA, UCLA, Fed. Gov't, Kaiser Permanente, State Gov't, USC; 450,000 jobs, huge occup. variety
 - Require all AJCC-LAs to establish working relationship w/major employer in service area (e.g., UCLA)
- Expand existing programs that create alternate pathways into Civil Service
 - Targeted Local Hire (1,595 hires since 2012) & Bridge to Jobs
 - Opportunity to increase collaboration w/other city depts (e.g., Port of LA, LAWA, LADWP)
- Formally adopt HRTP across AJCC-LA System
 - Registered apprentice programs
- Mandate AJCC-LA collaboration
 - Adopt LA P3 monthly meetings with all service providers to share information about customers and programs

SERVICE DELIVERY* & OUTCOMES

CURRENT

- Identical services menu, incl., not limited to:
 - Outreach, enrollment, IEP, training, case mgmt., support. services, job placement, follow-up
- Goals & targets: Identical for all AJCC-LAs
 - Job placement goal = 80% of trained
 - Actual enrollments, training, and job placements varied
- Most common training areas:
 - Security, driving & transportation, healthcare & medical, IT & tech, construction & trades
- Most common employers:
 - Crypto.com, Allied Universal Security, City of LA, LAUSD, CRCD
- Most common occupations:
 - Security guards, cashiers, stockers & order fillers, customer serv reps, home health aides, laborers, drivers/sales workers, food service workers

FOR CONSIDERATION

- Easy access to services via a physical site or virtually is critical
- AJCC-LAs must have program staff that are experienced and well-paid to promote retention
- AJCC-LA services must be available via multiple languages which could be facilitated via a “City AJCC-LA App”
- Partner with County AJCCs to delivery virtual services

	Indiv. AJCC-LAs		System	
	Goal	Actual	Goal	Actual
Enrollments	750	455 -1,595	12,000	13,050
Trainings	150	14 - 501	2,400	3,049*
Jobs	--	2 - 1,032	--	6,519**

*Differentiate enrollments & services; **2,568 successful completions; ***3,590 unique participants

PERFORMANCE GOALS & EVALUATION

CURRENT

- All AJCC-LAs evaluated through Local Annual Performance Evaluation that incorporates federal measures but adds local “real time” indicators focused on AJCC-LA success in meeting service & outcome goals w/sound administrative practices
- All AJCC-LAs: must be “Certified” once every 3 yrs against State standards

FOR CONSIDERATION

- All AJCC-LAs shall continue to contribute to the City’s success in meeting federal performance standards
- Local Annual Performance Evaluation shall continue, but w/major revisions to be presented to WDB for approval
- Develop new “Program Benefit” metric to measure impact of earnings generated through AJCC-LA placements against program expenditures

DOL WIOA Measures	Adult	DW	Adult	DW
Employment Rate (Q2 after Exit)	63%	67%	63% + x	67% + x
Employment Rate (Q4 after Exit)	61%	66%	61% + x	66% + x
Median Earnings (Q2 after Exit)	\$5,200	\$7,100	\$5,200 + x	\$7,100 + x
Credential Attain. (w/in 4 Qs after Exit)	55%	64%	55%	64%
Customer Satisfaction	9.0/8.6	9.0/8.6	TBD	TBD
Min. # of Persons with Disabilities	145		145 + x	
Min. # of Re-entry Enrollments	141		141 + x	
Min. # of Homeless Enrollments	100		100 + x	
Min. # of Specialty Pop. Enrollments	100		100 + x	
Min. # of Employer Customers	70		70 + x	

PERFORMANCE GOALS & EVALUATION

CURRENT

- System is very prescriptive
- High performance goals result in less time spent time with customers
- Consideration that some populations require greater resources
 - *Some populations have greater barriers than others, so they should not all have the same targeted goals - performance goals should consider that some subpopulations are not going to ready for employment in 6 months and need special case management*

FOR CONSIDERATION

- Reward not only individual AJCC-LA performance, but system performance
- While enrollment & placement goals will be identical across all AJCC-LAs, success to be measured by extent to which goals are exceeded

PART IV

Summary Recommendations & Next Steps

SUMMARY RECOMMENDATIONS

Increase	funding for AJCC-LA (subject to fund availability)
Increase	wages for case managers to \$35/hour
Reward	high performing AJCC-LAs with additional dollars from an “incentive fund”
Establish	a formal Case Manager Training Academy to help improve individual and system capacity
Develop	strategies to build relationships with a small number of large employees
Develop	an “AJCC-LA App” to facilitate service delivery
Expand	upon existing programs for civil servant job placements

NEXT STEPS

Integrate

feedback from stakeholders & revise accordingly

Present

finalized summary of evaluation findings & redesign recommendations during April meeting

Submit

final full report near end of May