

ECONOMIC DEVELOPMENT POLICY COMMITTEE

Thursday, August 13, 2020

9:00 a.m. – 10:00 a.m.

Virtual/SKYPE Meeting

Call-in number: 1-323-776-6996 Access Code: 498935018#

AGENDA

1. Introductions

2. Legislative update (CEO) 5 minutes

3. Business Relief Funds update (LACDA, DCBA) 10 minutes

4. COVID-19 Portal and Website update (DCBA) 5 minutes

5. Workforce Development Alignment Study (CEO and UC Berkeley IRLE) 40 minutes

6. Public comment

NOTE:

Please send comments to EconomicDevelopment@ceo.lacounty.gov by Wednesday August 12th at noon. They will be shared with the Committee prior to the meeting.

Los Angeles County Workforce Development alignment

August 13, 2020: EDPC update



Scope

- Evaluate the progress by relevant agencies on the alignment plan adopted by the Board on July 14, 2017, and in series of motions from 2016 to 2019.
- Develop and propose recommendations for achieving workforce development alignment in LA County.
- Report on best practices in workforce development, with emphasis on Targeted Workers, from other jurisdictions inside and outside California.

Methods

- 30 interviews completed with 17 agencies, including workforce development board members, social enterprise partners, and high road training partnerships
- Visited 6 AJCCs and two DPSS offices
- Reviewed documents: cataloging policy documents, MOUs, training manuals, and other memoranda
- Reviewed data systems and reports
- Completed report in late 2019
- Additional conversations with HR&A in spring 2020

Challenges identified in findings

- Complex bureaucracy
- Fragmentation and operational siloes
- Lack of clear alignment vision
- Lack of a trust alignment leader

Overall recommendations

- A. Build a leadership structure for workforce development in the County.
- B. Adopt a shared vision for alignment at each level of the workforce development system
- C. Invest in sector-based training approaches that offer pathways to stable employment
- D. Facilitate integrated service delivery
- E. Measure real performance

Evaluation areas

1. Development of common performance measures and tracking mechanisms
2. Establishment of MOUs for sharing client data
3. Alignment and integration of services at AJCCs
4. WDACS comprehensive assessment of workforce development programs
5. Population-specific strategies as implemented across County departments

Detailed recommendations in following slides are grouped in these areas

1. Development of Common Performance Measures and Tracking Mechanisms

1. Adopt an expanded set of performance measures to be reported in addition to the required WIOA measures, and to be tracked across agencies and initiatives with the help of the CIO.
2. Engage experts to produce statistical evaluations of program effectiveness.
3. Build workforce development outcomes into required reporting for key agencies providing workforce development services, in particular for DPSS.

2. The Establishment of MOUs for Sharing Client Data

4. Create a data governance committee specific to workforce development.
5. Solidify the CIO's authority to develop an integrated data infrastructure for workforce development.
6. Develop a plan for linking workforce development data that builds on the work of the CIO.

3. Alignment and Integration of Services at America's Job Centers of California (AJCCs)

7. Develop a revised plan for siting workforce development services.
8. Conduct comprehensive evaluations of AJCCs.
9. Institutionalize cross-program training.
10. Identify alternative entry points to the workforce development system.
11. Integrate TANF / WIOA / General Relief workforce development services.

4. Assessment of Workforce Development Trainings

There has not been a meaningful evaluation of program effectiveness, in part because WDACS simply lacks the data needed to conduct such an evaluation. Sections (1) and (2) of this report include our recommendations for more effective performance evaluation.

5. Population-Specific Strategies

12. Commission sector studies of promising career pathways.
13. Adopt a sector-based strategic plan.
14. Direct funds toward sector-based training partnerships.

Structural recommendations

15. Create a workforce development alignment committee.
16. Strengthen the ability of the Workforce Development Board to provide strategic oversight.
17. Restructure the primary workforce development agency (WDACS or its replacement entity) to reflect the County's prioritization of strategic initiatives.
18. Explore the feasibility of a new County workforce development structure.
19. Expand the CEO's ability to oversee workforce development in the County.
20. Adopt a concrete alignment plan.

Workforce Development Success Factors

- Move beyond job search assistance
- Adopt sectoral strategies
- Tie training to employment
- High road training partnerships
- Integrate comprehensive services

Wrap-up: How are overall recommendations met by the new structure?

- A. Build a leadership structure for workforce development in the county.
- B. Adopt a shared vision for alignment at each level of the workforce development system.
- C. Invest in sector-based training approaches that offer stable pathways.
- D. Facilitate integrated service delivery.
- E. Measure real performance.

Questions and comments

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