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June 28, 2024

TO: Los Angeles County Workforce Development Board

(LACWDB)

FROM: Cheren Kochen - Executive Director, LACWDB

Department of Economic Opportunity

SUBJECT: Workforce Development Programs

Performance Updates: Fiscal Year 2023-24 through

3<sup>rd</sup> Quarter

This memo serves to provide a summary of the Los Angeles County (County) workforce development system's performance through the third quarter (Q3) of fiscal year (FY) 2023-24. The main areas of focus in this memo include:

- Overall System Performance
- Demographics of Program Participants
- Workforce Innovation and Opportunity Act (WIOA) Program Performance
- Individual America's Job Centers of California (AJCC)
   Performance
- Areas of Improvements
- Achievements & Conclusion

### I. Overall System Performance

- New Enrollments & Participants Served
- > Trainings and Employments

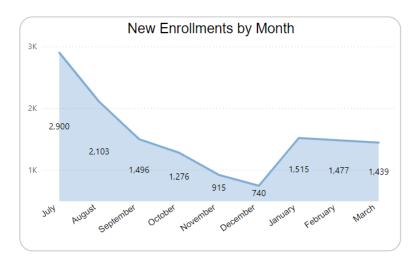
#### A. New Enrollments & Participants Served

New Enrollment is the sum of individuals that entered a program in this quarter (Q3) FY 2023-24. Participants served is the sum of new enrollments and individuals that are already enrolled in a program by the start of this quarter. The number of enrollments as well as the number of participants served through the third quarter of this fiscal year display a similar trend to the respective numbers in Q3 of last fiscal year.



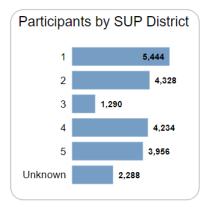
Year-Over Comparison – Enrollments & Participants Served Through 3 <sup>rd</sup> Quarter										
	FY22-23 FY23-24 Change									
Total # of New Enrollments	12,334	13,451	9.1%							
Total # of Participants Served	19,800	22,049	11.4%							

New enrollments in Q3 have increased by over 48.7% compared to Q2. The following distribution shows that enrollments increased at the start of the third quarter after a steady decline through the first 6 months of the fiscal year. This corresponds to the period when the contract funding was renewed for AJCCs. Increased resources and the start of the new year after the holiday season were important factors that contributed to the significant increase in new enrollments.



It is important to note also that the data in the first quarter of this fiscal year was heavily affected by Youth@Work Work-Based Learning (WBL) enrollments, which accounted for 73.4% of all enrollments in July and 48.1% of all enrollments throughout Q1. July and August generally have the highest number of WBL enrollments in a fiscal year due to the influx of high school students enrolling during their school's summer break and the re-enrollment of participants that were exited at the end of the previous fiscal year.

Our programs serve participants that are newly enrolled, as well as individuals whose program participation began in a prior fiscal year and still in progress at the start of this fiscal year. A certain number of carryovers (~30% for most programs) is allowed, and the specific number is dependent upon negotiated enrollment targets for the new fiscal year. These individuals are either continuing in a program that began in the prior year or receiving follow-up services up to one year after exit.



Note: Unknown refers to records where participants' address either falls outside LA County or is incorrect/nonexistent

The variation in enrollments and participants served across districts can be attributed to the County being divided into seven local workforce development areas (LWDAs). Supervisorial District 3 falls largely under the City of LA (City), except for areas such as Malibu, San Fernando Valley (which the County subcontracts to the City), and Santa Monica (which is co-located within the County and the City). In addition, there may be variation in the allocation of resources across geographical areas due to the various program requirements, funding streams, and the existence of seven LWDAs. WIOA requires local workforce development systems to work with agencies that administer federally funded programs that are required to deliver services at or in connection with AJCCs. There are also state funded as well as locally funded programs and initiatives with their own set of requirements. Finally, there are private investments that contribute to the workforce budget of various workforce development programs, especially those operated by community-based organizations. Private funds, including those that workforce development boards, consist of fundraising, foundation grants, and corporate giving programs.

It is important to note that the increase in enrollments during Q3 can be attributed to the renewal of subaward funding for AJCCs and the additional resources available because of that after the second quarter of the year. Although the expenditure rate is behind, rate of spending will align with other performance factors later in the year, enrollments always outpaces spending and as trainings and other services mature.

#### B. Trainings and Employments

Of the 2,736 participants trained, 1,850 (67.6%) were from the WIOA Adult, Dislocated Worker, and Youth (ADWY) programs. 62.5% of the trainings were provided by private training providers, 30.4% were provided by community colleges, and 7.1% were by adult schools. Typically, more dollars are spent with private providers as they offer more specialization, flexibility, and nimbleness. Also, private training providers have a significantly lower average training cost compared to community colleges. Specifically, the average cost of training at community colleges is \$3,215, while adult schools have an average cost of \$2,987. In contrast, private training providers have the lowest average cost at \$1,827. This cost difference suggests that private training providers offer a more cost-effective training solution. However, we are expanding opportunities to create more partnerships with adult schools and community colleges to diversify as well as amplify our base of training providers and to move toward better outcomes, including post-secondary education opportunities for the specific populations that they may access and serve.





Note: Average Training Cost = the average total cost of training per individual

DEO offers various training opportunities for participants to gain skills and experience in preparation for meaningful and fulfilling careers.

Preparing Los Angeles for County Employment (PLACE) program is a key strategy and central resource across all County departments for achieving countywide goals of creating pathways for targeted populations with high barriers to employment to secure quality permanent County jobs. The program serves as DEO's High Road Training Partnership (HRTP) in the public sector. Through Q3 of FY23-24, there have been 4 PLACE cohorts, 81 enrollments, 68 graduates, and 60 hires made.

Finally, another partnership to highlight is between DEO and the LA County Department of Health Services (DHS) on the Certified Nursing Assistant (CNA) training program. As part of this program, DEO and DHS formed a partnership to help fill CNA vacancies throughout County hospitals. All AJCCs who currently offer the Pandemic Recovery Rapid Re-Employment (PRRR) program have recruited for ongoing CNA cohorts. 11 cohorts have completed training and are in different stages of the County's hiring process, with 156 individuals already having accepted job offers with DHS and another 172 having accepted employment offers elsewhere.

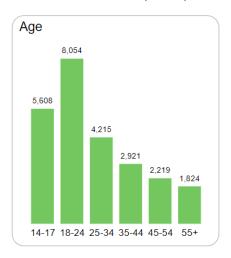
Despite the many training programs available, DEO has seen a slight (5.8%) decrease in trained participants and a 23.4% decrease in total training cost compared to Q3 FY 2022-23. Many of the AJCCs have expressed difficulty in placing participants in trainings and other activities due to the way the funding was distributed this fiscal year, where it was for a 6-month period rather than the full year as usual. When discussing successes, AJCC staff also expressed strategies that have worked well for their training outcomes like cohort trainings, employer partnerships, and proactively learning about which training programs are successful vs. those that are not.

#### II. Demographics of Program Participants

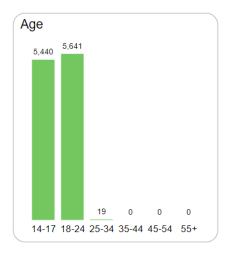
- > Age & Education Level
- > Race/Ethnicity
- > Priority Populations
- Sexual Orientation, Gender Identification & Expression (SOGIE) Data

#### A. Age & Education Level

Below is the age distribution of the 22,049 served participants through Q3 of FY23-24:



The age of most participants is between 18-24 and 14-17, which aligns with the age of individuals that our youth programs serve. These include Youth@Work WIOA, Youth@Work Work-Based Learning, and Youth@Work Elevate. These combined account for 45% of all served participants through Q3 of this fiscal year. The distribution is as follows:



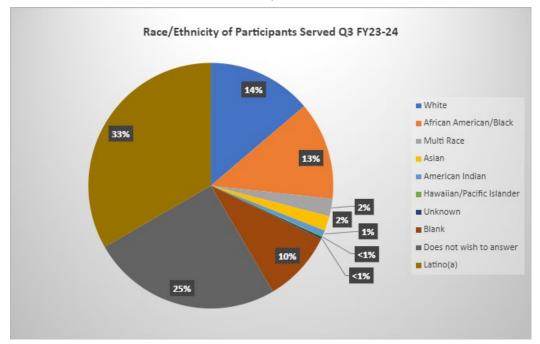
Data suggest that the system is not serving our Older Adult population as much and/or as well compared to other age groups. This presents an opportunity for DEO to delve deeper into the programs and services that are predominantly utilized by individuals 45-54 years old as well as 55 years and above, in addition to programs and services that might be underutilized or have lower reach or efficacy for these populations. Conducting impact studies would enable us to identify any barriers specific age groups face. Current efforts in this area include a partnership with the City of Los Angeles and the LA County Department of Aging and Disabilities through the establishment and work of the Older Worker Taskforce. Our goal is to ensure equitable and effective resource allocation and service delivery to individuals in our workforce regardless of their demographic characteristics, including age.

In terms of education level at enrollment, over half (58.9%) of all served participants were categorized as having attained a secondary school diploma or equivalent. The same education level also has the highest number of participants within each individual age range. The only exception is that the education level at enrollment for 98.4% of the participants in the youngest age group (14-17 years old) is 9-11<sup>th</sup> grade. This helps inform our strategy for placing focus on making available credential and training programs that are age-appropriate and taking into consideration the education levels of our participants in our program designs.

#### B. Race/Ethnicity

Of the 22,049 participants served through Q3 of FY23-24, 8,320 did not wish to provide a response on their race/ethnicity and 3,114 were blank entries (i.e., individual did not provide any response). This is a potential area of improvement moving forward since there is currently missing data for over half of our served population. Identifying the reasons behind the lack of responsiveness and finding ways to encourage or increase it would help inform our efforts to increase program efficacy. s an operational issue this would be best solved by establishing and maintaining a greater sense of trust with data collection among participants. Perhaps explanation of the purpose of collecting data may make people feel more at ease in contributing by submitting their demographic information.



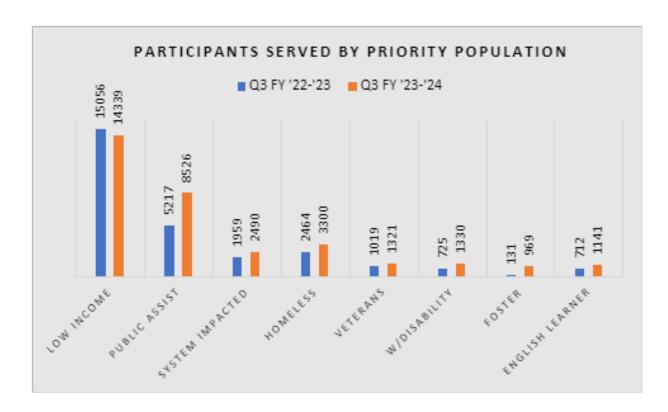


In addition to the breakdown above, here is a different breakdown of the racial and ethnic distribution that looks only at participants who have provided a response. For the 10,537 participants who selected a race/ethnicity:

- 43.3% = White
- 40.5% = African American or Black
- 6.1% = Asian
- 7.2% = Multi-Race
- 2.4% = American Indian
- 0.4% = Hawaiian/Pacific Islander
- Of 18,249 served participants through Q3 that provided a response on whether they identified as Latino, 62.2% responded Yes and 37.8% responded No.

#### **C. Priority Populations**

DEO continues to dedicate time and resources for LA County populations that are most in need of our services. These populations include individuals that are receiving public assistance, low-income, system-impacted, homeless, Veterans, individuals with disabilities, foster children, and English language learners. The effort DEO puts into connecting with our target populations is evident in the data for Q3 FY 2023-24 shown in the graph below.



There was a 22.5% increase in priority population designation in this Q3 compared to Q3 of last fiscal year. In other words, there were 22.5% more individuals that belonged to a priority population this Q3 vs. last Q3, despite a relatively lower total number of individuals served. For context, there was only an 10.9% increase in the total number of individuals served in the system between those two quarters. This difference indicates that our impact is significant for individuals that belong to more than one priority population and who may be in relatively greater need of assistance.

Our impact on priority populations is primarily due to ARPA investments and the strategic coenrollment of participants from non-WIOA programs into WIOA. This approach not only broadens the support available to these individuals but also increases our overall enrollments. The department has also hosted or supported several events to encourage Fair Chance hiring for system-impacted individuals. One such event was held at Clark Construction headquarters in downtown Los Angeles through the collaboration of DEO, LeadersUp, and Root & Rebound. During this event, employers from construction, the green economy, and advanced manufacturing sectors learned how to incorporate Fair Chance hiring into their businesses. DEO also holds job fairs throughout the year to provide resources for individuals in our target populations. These events, combined with our co-enrollment efforts, enable attendees to meet and speak with employers about job opportunities that interest them, further integrating them into the WIOA system and enhancing their employment prospects.

#### D. Sexual Orientation, Gender Identification & Expression (SOGIE) Data

SOGIE data is self-declared, so the numbers may not accurately reflect the demographics of the individuals our programs serve, as many people may not feel comfortable sharing this information openly. To address this, DEO and its partners can continuously improve by seeking opportunities to implement more equitable policies and creating safe spaces for individuals to share their information. Additionally, regular staff trainings on diversity, equity, and inclusion (DEI), implicit bias, and SOGIE awareness are essential. While questions related to SOGIE data on program participant forms are often optional, which results in a high amount of missing data, focusing on fostering an environment of trust and encouraging responsiveness can help ensure that our services align with the unique and evolving needs of our communities. Identifying ways to improve the data collection process and encourage voluntary sharing will further support this goal.

#### Assigned Sex at Birth

Of the 13,451 newly enrolled individuals through Q3 FY23-24,

- sex assigned at birth: 38.5% female, 37.7% male
- about 0.2% of the enrollees preferred not to disclose
- the data is absent for another 23.6% of participants; these individuals did not provide a response, which represents a significant number of people for which we could focus future efforts on encouraging responsiveness

Of all 22,049 participants served through this Q3,

- sex assigned at birth: 42.5% female, 42.8% male
- about 14.4% did not provide a response
- about 0.3% stated that they preferred not to disclose

#### Assigned Sex at Birth

Category	New Enrollments (13,451)	Participants Served (22,049)
Female	38.5%	42.5%
Male	37.74%	42.8%
Preferred not to disclose	0.2%	0.3%
No response	23.6%	14.4%

#### Preferred Gender

When asked about the preferred gender of the 13,451 new enrollments through this Q3,

- 21.0% of the individuals identified as woman and 21.0% identified as man
- 0.7% preferred not to disclose
- 12 out of 13,170 individuals (< 0.1%) selected that they did not identify as man, woman, or transgender

- another 12 individuals selected transgender
- about 57.1% of participants did not provide a response

When asked about the preferred gender of the 22,049 served participants through this Q3:

- 13.5% of the individuals identified as woman and 13.4% identified as man
- 0.4% preferred not to disclose
- 12 out of 22,049 individuals (0.06%) selected that they did not identify as man, woman, or transgender
- 12 out of 22,049 individuals (0.06%) selected transgender
- the data is absent for 72.6% of participants; they did not provide a response

Category	New Enrollments (13,451)	Participants Served (22,049)
Identified as woman	21.0%	13.5%
Identified as man	21.0%	13.4%
Preferred not to disclose	0.7%	0.4%
Did not identify as man, woman, or transgender	<0.1% (12 individuals)	0.06% (12 individuals)
Identified as transgender	<0.1% (12	0.06% (12 individuals)

individuals) 57.14%

#### Preferred Gender

No response

 Sexual orientation blank entries constituted over 99% of all new enrollments as well as participants served. The SOGIE data fields do not mandate a response from participants, thus DEO will focus efforts on staff training on SOGIE and creating a safe environment for more individuals to share information.

72.6%

#### III. WIOA Programs

Under WIOA, DEO has been assisting adults, dislocated workers, and youth find meaningful and rewarding employment. Our dedicated teams work directly with the AJCCs toward programmatic and operational success. There are biweekly performance enhancement meetings as well as technical assistance sessions held throughout the fiscal year. We also maintain continuous communication with our AJCCs to discuss and address any needs and issues related to data and program operations. Through Q3 of this year, the WIOA programs enrolled 5,410 individuals and served 12,007 individuals. Of the 5,410 new enrollments through third quarter, the distribution across July to March was as follows:



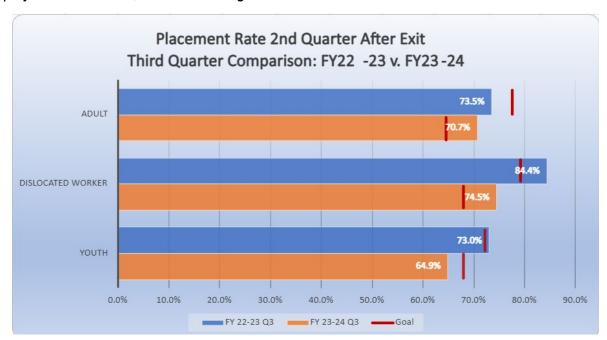
August had the highest number of new enrollments, corresponding with summer break when youths were out of school. November and December had a reduction in new enrollments that corresponded with the holiday season; the numbers increased again in January through March.

#### C. Accountability Measures

#### Accountability Measures - Progress Toward Goals by WIOA Program

	Adult	Dislocated Worker	Youth
Employment Rate 2 <sup>nd</sup> Quarter After Exit	exceeds target	exceeds target	below target
Employment Rate 4 <sup>th</sup> Quarter After Exit	exceeds target	exceeds target	within 1% of target
Credential Attainment	exceeds target	exceeds target	below target
Measurable Skill Gains	below target	below target	below target
Median Earnings	exceeds target	exceeds target	exceeds target

#### Employment Rate 2<sup>nd</sup> Quarter After Program Exit



- ➤ An important way to measure WIOA's success is by how effectively our program could help participants find employment. Our AJCCs follow up with participants in the third quarter after they exit the program and record whether the participant has been employed by that time. This corresponds to the fourth- to sixth-month period after program exit. Through Q3 FY 2023-24, our programs successfully helped 952 participants find employment by the second quarter after program exit. The system's overall employment rate reached 69.44% employment in Q3.
- DEO staff facilitates regular meetings, workshops, and training opportunities with our AJCC

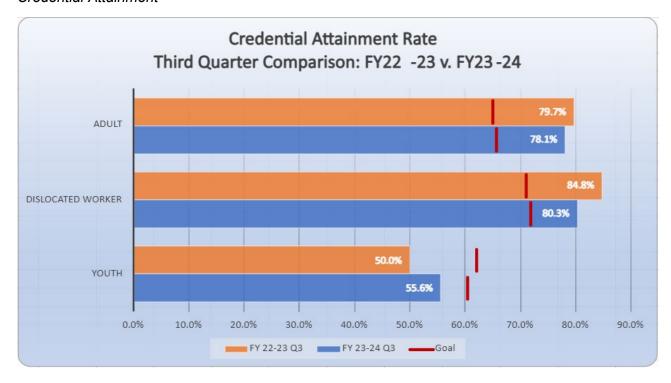
contractors to ensure that they understand WIOA regulations, performance expectations, and best practices for service delivery. The exceeded goals this quarter in the Adult and Dislocated Worker programs reflect the collaborative efforts of both DEO and the AJCCs in providing workforce services as well as effective job search assistance to program participants. DEO also promotes data-sharing and analysis by encouraging the regular and proper collection, analysis, and sharing of accurate data regarding the progress and outcomes of program participants. We continuously utilize various types of data to identify trends, track progress toward performance goals, and make data-driven decisions to improve program performance.

## Employment Rate 4th Quarter After Program Exit



- ➤ Similarly, we also follow up with program participants to see whether they have entered employment by the fourth quarter after program exit. This corresponds to the ninth- to twelfth-month period after they exit the program. For this reporting period, our programs successfully helped 688 out of 1,016 participants find employment in the fourth quarter after program exit. This represents an average employment rate of 67.7% across the system. The Adult and Dislocated Worker Programs respectively surpassed their goals, while the Youth Program is within 1% of the 67% goal.
- The significance of this measure is that sustained employment three-quarters to one year after program exit indicates that participants are not only job-ready shortly after program completion but are also able to find and/or maintain employment in the longer term. Effective skill development opportunities, job placement services, and ongoing participant support by the program all led to participants securing and retaining employment. DEO works diligently with AJCC staff as well as employers throughout the fiscal year to monitor, assess, and emphasize the importance of helping participants find and keep employment.

#### Credential Attainment



- ➤ Overall, the system reached 75.1% credential attainment in the ADWY programs, with 223 participants attaining a credential in Q3 of FY2023-24. We met our performance goals for the Adult and Dislocated Worker programs this year but missed the goal for the Youth program.
- The success of the Adult and Dislocated Worker (ADW) programs in meeting credential attainment goals is driven by a combination of factors, including targeted training programs, effective collaboration with training providers, individualized career planning services, and ongoing support services. For example, our AJCCs provide ongoing monitoring and support to participants throughout their training and credential attainment process. Case managers offer guidance, encouragement, and resources to help participants stay on track and overcome various challenges, which increases the likelihood of successful training completion and credential attainment.

Financial assistance also plays a role in supporting participants by helping cover certain costs associated with earning credentials. Supportive services, such as childcare and transportation assistance help participants overcome barriers that may exist in accessing and/or completing credential programs. Individualized career planning and guidance also play a pivotal role in the improved outcomes of this accountability measure. WIOA case managers at the AJCCs are trained to provide individualized career planning and guidance to help participants identify their career goals, assess their skills and interests, and develop personalized training plans.

#### Measurable Skill Gains (MSGs)



- MSGs is an ongoing measure that illustrates the progress a participant makes throughout the fiscal year in relation to training, education, and credential attainment. Although the system did not meet the respective WIOA program goals, the MSG levels are all higher relatively to where performance was for each respective program at this point last fiscal year. In fact, the MSGs measure for the WIOA Adult program is 20% higher than Q3 of FY 22-23. We attribute this success to the continuous efforts that our DEO program and performance teams have poured into understanding and addressing the gaps in the AJCCs' understanding of record correction as it relates to MSGs. Although we have yet to meet the performance goal, we are on track toward getting there by fiscal year-end based on historical patterns.
- ➤ Acknowledging the historical challenges of meeting performance targets was an important first step toward finding potential solutions that improve future performance. Based on open discussions with AJCCs, we have learned that some of the challenges that affect our ability to meet the MSG goals include timing (e.g., participants are still actively working toward achieving what would be counted as MSG at this time of the fiscal year), staffing challenges, and a lack of clarity on MSG data entry requirements. We have provided training to AJCC staff on accountability measures, but we plan to continue efforts on administering a more in-depth training after ensuring that DEO staff also has adequate knowledge to guide our AJCCs.

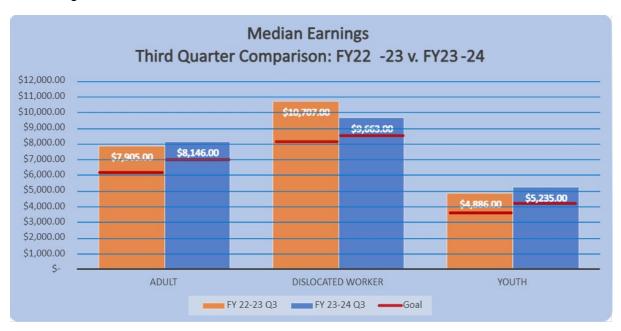
DEO's Workforce Development Program and Operations team has initiated discussions and met with our Enterprise Reporting Solutions (ERS) team to implement a "train the trainer" approach. The DEO team would train the AJCC staff on the importance of this accountability metric, despite its relative intangibility in terms of general service delivery. We anticipate that this training could help address the knowledge gap resulting from continuous staff turnovers. So far, we have begun meeting with specific AJCCs to discuss their questions and concerns related to MSGs and credential attainment; our ERS team joins these meetings and helps address specific issues, as well as provide answers and guidance.

In total, 375 participants across ADWY received MSGs, contributing to an overall MSG rate of 42.0% for FY 2023-24 Q3. Our overall progress for MSGs is detailed as follows:

- Adult Program: achieved an MSG rate of 46.2%, which is 14% below our goal of 62%
- **Dislocated Worker Program**: MSG attainment was 32.1%, missing the goal of 65%
- Youth Program: reached an MSG rate of 26.3%, falling short of the 60% goal
- MSG levels are calculated by dividing the number of MSGs obtained by the total number of program activities that would lead to an MSG. One reason that MSGs are low is that the percentage calculation includes participants that have only been recently triggered into the measure due to their enrollment in a workforce activity that will generate an MSG. These individuals are counted in the denominator of the measure, but realistically need more time to progress toward MSG attainment. We will continue working closely with AJCCs to train and instruct staff on inputting missing MSG data into the system in an accurate and timely manner. In addition, we will continuously assess and refine program strategies to better address participants' skill development needs, as well as leaning into supporting increased training completion by better tracking Individual Employment Plan (IEP) goals and IEP goal completion. Using IEPs as written proved to be an effective tools in supporting not only training completion, but subsequently meeting MSGs.

As part of DEO's AJCC Modernization efforts, there will be population-specific and sectorspecific Centers of Excellence that we anticipate having positive impacts on MSGs due to the increased focus on specific training needs of our program participants.

#### Median Earnings

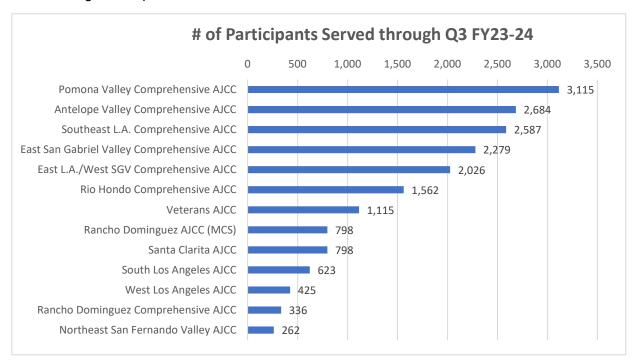


- Median Earnings is the middle value (or the average of two middle values) when all participant incomes are listed in order. In other words, the median earning is the figure that represents the middle point of all participant salaries for that quarter. This measurement helps to minimize the impact of values that are outliers.
- ➤ The median earning of participants in the Adult Program is \$8,146.00, which surpasses the program goal of \$7,000.00. For the Dislocated Worker Program, we surpassed the goal of \$8,550.00 by \$1,113.00 (13%) by having a median earning of \$9,663.00. For the

- Youth Program, we passed the \$4,200 goal with a median earning of \$5,235.00.
- For Q3 FY 2023-24, we met the median earnings goals for all ADWY Programs. Higher median earnings indicate that participants are not only finding employment but also obtaining quality jobs with better pay and/or advancement opportunities. The programs' success in this measure could be attributed to an emphasis on equipping participants with in-demand skills, credentials, and job readiness training. These strategies lead to improved job placement outcomes and higher wages.
- Moving forward, DEO aims to continue expanding our efforts in building as well as diversifying our talent pipelines into a wide range of industries. For the Dislocated Worker program specifically, we shall continue working closely with our Rapid Response team as well as the Economic and Business Development (EBD) team to identify ways to address both the needs of gualified individuals and impacted industries.

#### IV. Individual AJCC Performance

While the AJCCs have faced several challenges this fiscal year – such as staff shortages and a change to the subrecipient for one of the AJCCs – the system overall is on schedule to meet the enrollment goals for the ADW programs. Of the 22,049 served individuals through third quarter of FY23-24, the distribution across individual AJCCs is as follows:



Note: Comprehensive AJCCs have a base funding of \$3 million, must operate a minimum of one Affiliate site, and must be co-located with EDD Wagner-Peyser Employment Services Program. Non-comprehensive and specialized AJCCs have a base funding of \$1 million, serve pockets of areas not accessible via our Comprehensive AJCCs by expanding services, or serve priority populations, such as the Veterans AJCC. As such, performance expectations will vary between such sites for all measures.

Pomona Valley AJCC has served over 3,000 individuals through Q3 FY23-24, while Antelope Valley AJCC, Southeast Los Angeles AJCC, East San Gabriel AJCC, and East Los Angeles/West

San Gabriel Valley AJCC all served around 2,000-2,700 individuals. In contrast, South Los Angeles AJCC, West Los Angeles AJCC, and Northeast San Fernando Valley AJCC – none of which are Comprehensive sites – have served under 700 individuals total. Although Rancho Dominguez Comprehensive AJCC (Managed Care Solutions) has served under 800 participants, it is important to note that the agency underwent a transition\*. Unlike other AJCCs on the list, Rancho Dominguez AJCC under current MCS management does not have any carryovers included in their numbers.

Please see **Attachment I** for a detailed breakdown of the accountability measure outcomes for individual comprehensive AJCCs as well as Veterans AJCC by WIOA program. There is neither a definitive top performer nor an underperformer consistent across all categories. East Los Angeles/West San Gabriel Valley AJCC meets performance targets across most measures, except for some missing MSG data. Southeast Los Angeles AJCC is among the top 3 AJCCs in overall WIOA performance for all 5 accountability measures. Pomona Valley AJCC is also notable for meeting targets for most accountability measures through this Q3 of FY23-24, though one area of improvement would be the MSGs (33% below goal) for the Youth program.

As we have noted earlier in this memo, the MSGs are unfortunately low across the system. However, it's notable that Antelope Valley AJCC and East Los Angeles/West San Gabriel AJCC are among the lowest at 27.1% and 17.2%, respectively.

\* Note: Community Career Development (CCD), which also administered the ARPA PRRR program, was the one-stop operator of the Rancho Dominguez AJCC. CCD was replaced by Managed Career Solutions (MCS) during this fiscal year 2023-2024. The modification resulted in minimal disruption of services, as the new provider was already a subrecipient of the program but for a different designated subregion of LA County. We anticipated no impact to priority populations or financial implications from this pivot.

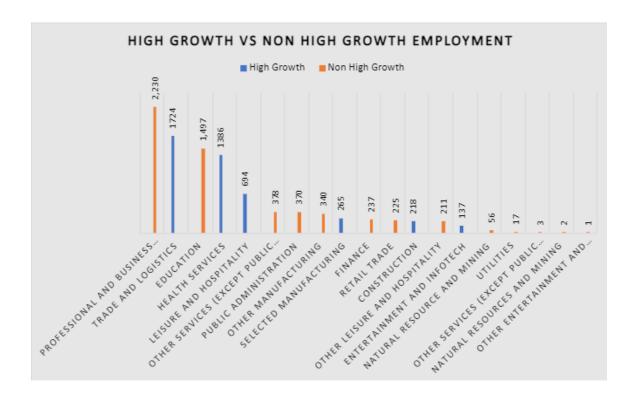
#### A. Employment and Wages

DEO and AJCCs are committed to helping individuals find gainful employment and create quality jobs through various public-facing activities, including hosting job fairs throughout the year for both priority populations and the general job seeker community.

In Q3 FY 2023-24, there were 8,417 participants in unsubsidized employment, with a median hourly wage of \$19.00. Additionally, 6,809 participants were in subsidized employment, with 1,642 of these participants transitioning to unsubsidized employment.

An identified area of opportunity is increasing the number of training-related employments by addressing the difficulty in contacting participants once employment is attained. Although case managers reach out at various points during the follow-up period, reducing the frequency of no responses could lead to a more accurate picture of the impact and return on investment (ROI) of our training services.

DEO emphasizes helping participants attain jobs in high-growth sectors identified by the Workforce Development Board, including Health Services, Trade and Logistics, Leisure and Hospitality, Construction, Selected Manufacturing, and Entertainment and Infotech. In Q3 FY 2023-24, 4,424 out of 9,991 (or 44.3%) participants in unsubsidized employment were in these high-growth sectors, representing a 5.3% increase compared to 39% in Q3 FY 2022-23. The breakdown is shown in the chart below.



Note: In some cases, an individual may be placed in more than one sector, for multiple jobs at different times, and/or placed multiple times throughout the fiscal year.

#### V. Areas of Improvement

Gaps & Needs Assessment; Needs & Opportunities

DEO has several notable achievements, including successful job fairs, trainings, apprenticeships, affinity hub meetings, and small business summits. These initiatives have helped participants gain the skills needed for employment and career changes. However, DEO faces challenges, such as increasing public awareness of our programs and services to enhance effectiveness and performance. To address this, we are actively increasing our presence in the community and on social media by conducting robust outreach and marketing efforts. Additionally, the Equity Action Team's Community Engagement and Program Design Committee is strategizing on community engagement to reach populations with limited access to our services. We are also developing a community needs assessment to ensure our programs align with the evolving needs of the community, thereby increasing DEO's overall impact in our workforce region.

As a system, we also conduct needs assessments with the AJCCs that help administer our programs and services. Through regular meetings and discussions with the AJCCs, we received feedback and learned that some of the challenges they have been facing include staffing needs and personnel changes, funding limitations with a 6-month contract, and on-site equipment deficiencies for both staff and the public. We are working on addressing these hurdles and some of the strategies will be highlighted in the next part of this memo.

#### VI. Achievements & Conclusion

Among DEO's program achievements, our Youth@Work Elevate program welcomed two new cohorts throughout the FY23-24 fiscal year, alongside one cohort that was already in progress at the start of the fiscal year. Other notable departmental efforts include job fairs and expos that DEO coordinates, hosts, and supports in partnership with AJCCs. These events provide essential resources and services to our target populations, such as job placement assistance, skills training, and career counseling, ensuring participants receive comprehensive support to enhance their employment opportunities.

In addition, DEO's employer partners are a crucial part of the success of the department. The department works with dozens of businesses and organizations to help provide training, apprenticeships, jobs, and resources for participants. DEO builds and fosters relationships with its partners by hosting and supporting different events throughout the year. On February 28, 2024, DEO was excited to join Second District Supervisor Holly J. Mitchell in the groundbreaking ceremony for the construction of the Harbor UCLA Medical Center In-Patient Tower in Torrance. In collaboration with Hensel Phelps, DEO provides a pipeline of construction workers for this project through our American Rescue Plan Act's High Road Training Partnerships (HRTP) program. To date, we have a total of nine apprentices who have joined this construction project.

DEO has continued efforts to increase accountability among our contractors, the AJCCs, to achieve our performance goals. Through biweekly performance enhancement meetings with the AJCCs, our Programs and Operations team continuously monitors and evaluates the AJCCs' advancement toward their respective performance goals and exchange pertinent updates on program and operational needs. These sessions facilitate open discussions about successful approaches as well as hurdles that programs encounter, including staffing limitations, funding constraints, and equipment deficiencies. This collaborative approach allows both DEO and its contractors to adapt as necessary.

DEO's Programs and Operations team will continue efforts in holding and improving biweekly performance enhancement meetings with the AJCCs. We have recently reformatted the structure of these meetings to bring more focus to each important area by having separate, in-depth meetings on program operational updates vs. program performance. We also invite guest speakers, subject matter experts, and our ERS team to offer guidance, training, and support for issues related to CalJOBS and other questions that may arise throughout the fiscal year. Some of the challenges that AJCCs have communicated include staffing needs, funding limitations, and equipment deficiencies. One of the interventions that have been planned is an equipment needs assessment where our team at DEO will conduct data collection and perform a gap analysis on the computer and technological needs at each AJCC. The goal of the equipment refresh is to ensure that AJCCs have the resources they need to manage their case files and provide services to individuals that visit their sites.

Furthermore, DEO's program teams regularly convene technical assistance (TA) meetings with our contractors. These TAs encompass a comprehensive review of performance metrics, including enrollments, placements, missing credentials, missing measurable skill gains, and pending follow-ups. DEO staff also conduct thorough file reviews from each AJCC to ensure compliance with established policies. As a follow-up to these meetings,

each AJCC is subsequently required to submit a performance enhancement plan (PEP) delineating areas of underperformance detailing plans for corrective actions. This enhances our system's likelihood of meeting accountability measures and achieving performance goals by fiscal year-end.

#### Attachments:

Attachment I – AJCC Accountability Measures by WIOA Program, Q3 FY23-24 Attachment II – WDB Dashboard FY 2023-24 Q3 Attachment III – Accountability Measures Dashboard FY 2023-24 Q3

## Attachment I – AJCC Accountability Measures by WIOA Program, Q3 FY23-24

	Q2 Employment				Q4 Employment			Credential Attainment			MSGs			Q2 Median Earnings						
				<u>Total</u>				<u>Total</u>				<u>Total</u>	<u>Total</u>			<u>% &gt;</u>			<u>% &gt;</u>	
_	<u>A*</u>	DW*	<u>Y*</u>	<u>%</u>	<u>A</u>	<u>DW</u>	<u>Y</u>	<u>%</u>	<u>A</u>	<u>DW</u>	<u>Y</u>	<u>%</u>	<u>A</u>	<u>DW</u>	<u>Y</u>	<u>%</u>	<u>A</u>	<u>DW</u>	<u>Y</u>	state goal
				66.84									~43%		~49%					
AV	✓	X	X	%	✓	✓	[ - ]	68.3%	X	X	<b>√</b>	50.0%	< goal	X	< goal	27.1%	✓	$\checkmark$	✓	61.83%
			w/i																	
ELA/			n																	
WSG			0.5	70.14									~50%	~58%						
V	✓	✓	%	%	✓	✓	✓	66.7%	$\checkmark$	✓	✓	96.6%	< goal	< goal	✓	17.2%	✓	✓	✓	61.39%
			w/i																	
			n	67.72																
ESGV	✓	✓	3%	%	✓	✓	✓	72.4%	Χ	✓	[-]	62.5%	X	X	X	50.9%	✓	✓	✓	59.38%
NESF				55.56										~32%						
V	Χ	X	✓	%	✓	✓	[-]	83.3%	[-]	[-]	[-]	[ - ]%	[-]	< goal	[-]	25.0%	✓	✓	✓	60.00%
				74.53										33%						
PV	$\checkmark$	<b>✓</b>	✓	%	✓	X	✓	69.8%	$\checkmark$	✓	<b>✓</b>	71.6%	✓	< goal	X	66.0%	✓	✓	✓	57.32%
				56.59									~18%	40%	~27%					
RD	Χ	<b>✓</b>	X	%	✓	✓	X	67.3%	$\checkmark$	✓	X	78.1%	< goal	< goal	< goal	39.3%	Χ	✓	✓	54.79%
			w/i																	
			n																	
			0.5	75.86									~20%	~20%	~34%					
RH	$\checkmark$	X	%	%	✓	✓	X	64.7%	$\checkmark$	✓	✓	80.0%	< goal	< goal	< goal	37.4%	✓	X	X	50.00%
				77.54									~22%	~28%	~45%					
SELA	$\checkmark$	✓	Χ	%	✓	Χ	✓	73.8%	✓	Χ	[-]	91.7%	< goal	< goal	< goal	39.6%	✓	✓	✓	61.68%
			N/	68.92																
VETS	Χ	[ - ]	Α	%	✓	✓	N/A	65%	✓	✓	N/A	88.9%	✓	X	[-]	72.7%	✓	[-]	N/A	68.63%

<sup>\*</sup>A = WIOA Adult Program

DW = WIOA Dislocated Program

Y = WIOA Youth Program

AV = Antelope Valley Comprehensive AJCC; ELA/WSGV = East Los Angeles/West San Gabriel Valley Comprehensive AJCC; ESGV = East San Gabriel Valley Comprehensive AJCC; NESFV = Northeast San Fernando Valley Comprehensive AJCC; PV = Pomona Valley Comprehensive AJCC; RD = Rancho Dominguez AJCC; RH = Rio Hondo Comprehensive AJCC; SELA = Southeast Los Angeles Comprehensive AJCC; VETS = Veterans AJCC

#### Legend

< = "below"

√ = exceeded goal

X = below goal
> = "above"

[ - ] = no data recorded w/in = "within [...] of goal"

N/A = not applicable

# Los Angeles County Workforce Development Board

Programs Report



FY 2023-24
Data as of 6/6/2024





## **DATA DICTIONARY**

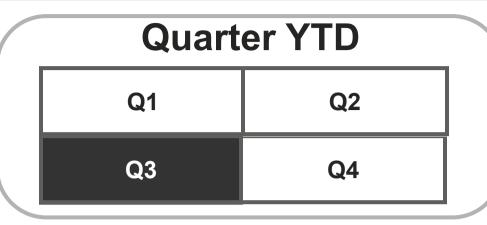
- Base Wage Data This data is obtained from Unemployment Insurance records. Quarterly data arrives and is updated three months after the end of each quarter.
- Baseline measure The data is captured in current reporting period to develop future goals.
- Employed Participants Participants who have been placed in unsubsidized, permanent employment, as recorded at closure or follow-up (supplemental data), or through base wage data (base wage data does not include Occupation Code/Group).
- **Employment Sector** Sectors are defined by the NAICS (North American Industry Classification System) code entered when a placement is recorded at closure, during follow-up or through base wage data.
- Employment Type- High growth sectors for LA County as defined by LAEDC's 2016-2021 Jobs report published June 2017.
- Hourly Wage Only from supplemental data; base wage data does not include hourly rate as wage data is reported quarterly.
- Living Wage Hourly rate that an individual in a household must earn to support his or herself and their family. (For this report, we are using 1 adult and 0 children from MIT Living Wage Calculation for Los Angeles County to Sangeles County: Living Wage Calculator Living Wage Calculation for Los Angeles County, California (mit.edu)
- Occupation and Occupation Groups Derived from ONET codes entered in employment records at closure or follow-up. Please note that ONET codes are not available for base wage employments as base wage only contains NAICS codes.
- Placed Participants WIOA Participants who have been placed in unsubsidized, permanent employment, as recorded at closure or follow-up (supplemental data) or through base wage data. Includes WIOA Youth post-secondary and advanced training placements.
- Served Participants Participants who received services in the time period, including carryovers from prior periods and those receiving follow-up services.
- Supplemental Data Employment-related indicator information from tax docs, payroll records, employer records, etc., provided by participants to case managers.
- Participants Trained Participants who have successfully completed a training activity or are currently receiving training during the time period. Activity codes included in this measure include: 224: Pre-Apprenticeship Training, 225: Enrolled in Post-Secondary Education, 300: Occupational Skills Training (Approved ETPL Provider), 301: On-the-Job Training, 302: Entrepreneurial Training, 303: Distance Learning (TAA), 304: Customized Training, 305: Skills Upgrading and Retraining, 306: WIOA Prerequisite Trainings, 320: Private Sector Training, 322: Job Readiness Training, 323: Workplace Training & Cooperative Education, 324: Adult Education with Training Services, 325: Apprenticeship Training, 328: Occupational Skills Training (non-ETPL provider, non-formula), 330: Local Board Determination Training, 346: Out-of-State Training Provider other ETPL (Requires Case Note to indicate other State's ETPL), 408: Youth Internship (Unpaid), 416: Occupational Skills Training (Approved ETPL Provider), 421: Enrolled in Post-Secondary Education, 425: Work Experience (Paid), 426: Work Experience (Unpaid), 427: Internship (Paid), 428: Youth On-the-Job Training, 430: Youth Occupational Skills Training (Youth Service Eligible Provider List), 431: Enrolled in Pre-Apprenticeship Training, 432: Enrolled in Apprenticeship Training.
- Youth@Work- Includes CORE internship program, Work Based Learning Local Grant (WIOA), WBL, Youth, and Youth@Work Elevate. The rest of the programs are grouped under Adult Programs



## **NEW ENROLLMENTS**

FY 2023-24



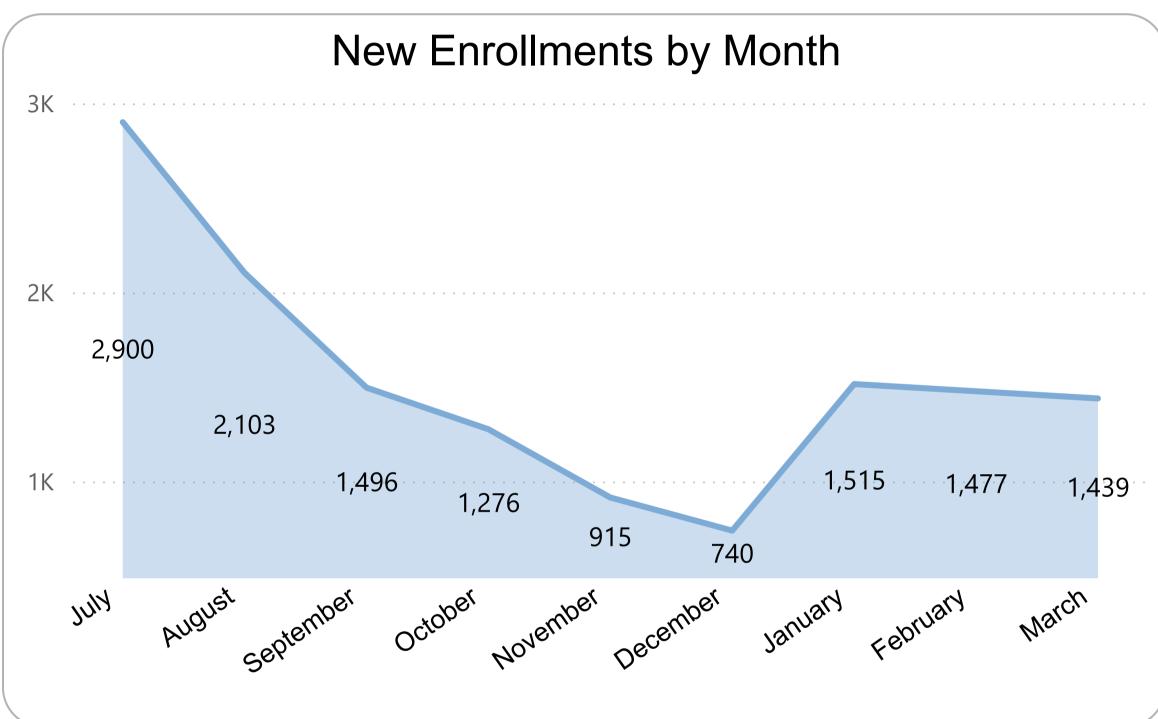


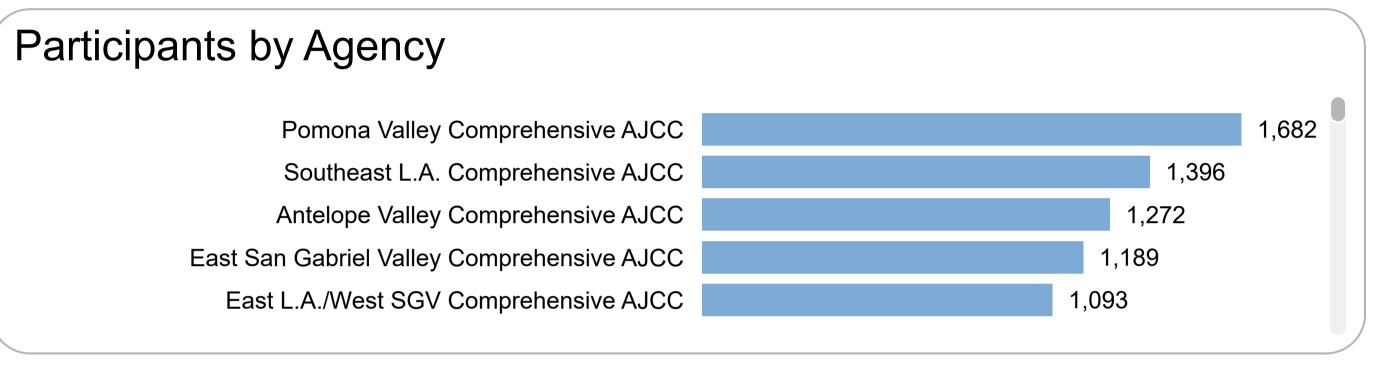


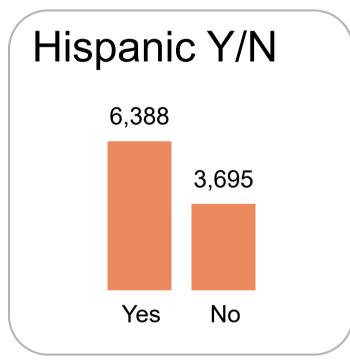


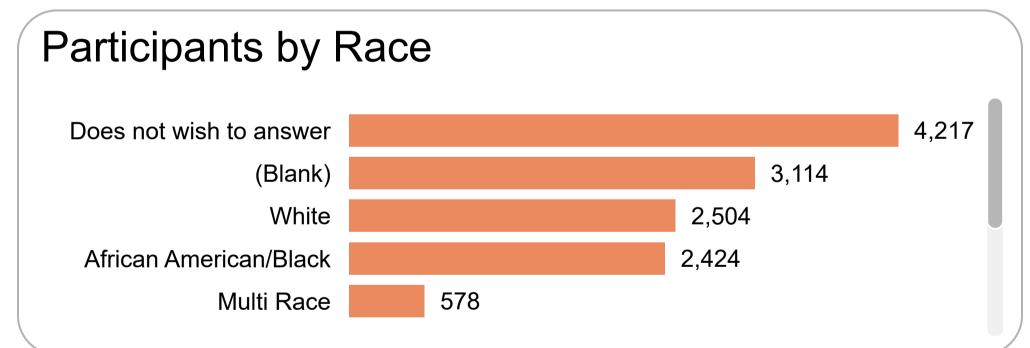
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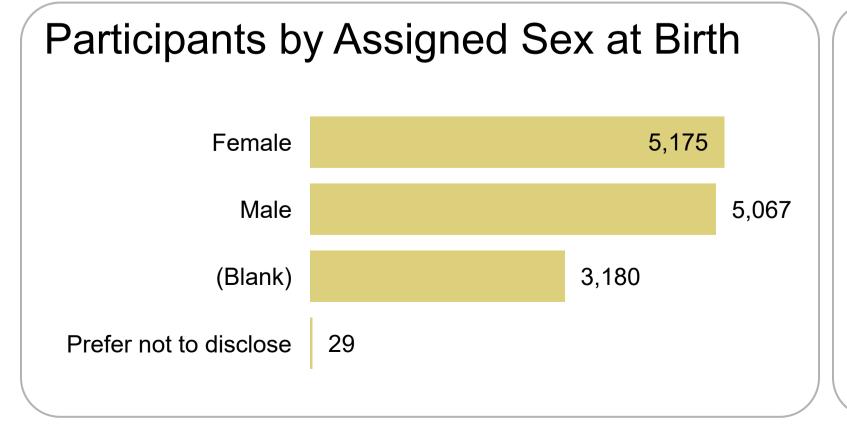
New Enrollments

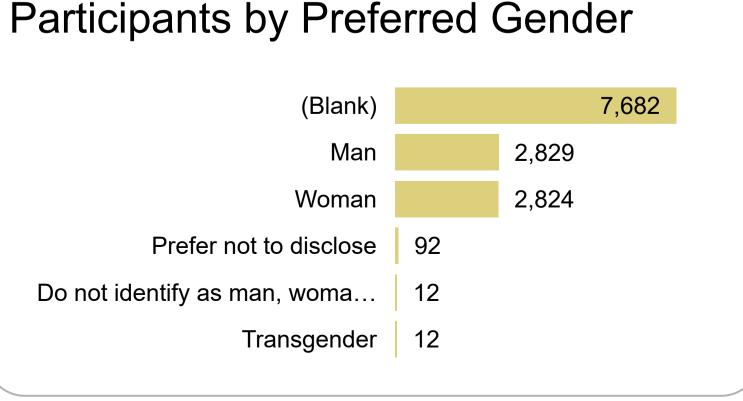












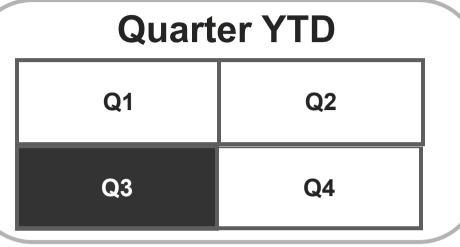




## PARTICIPANTS SERVED

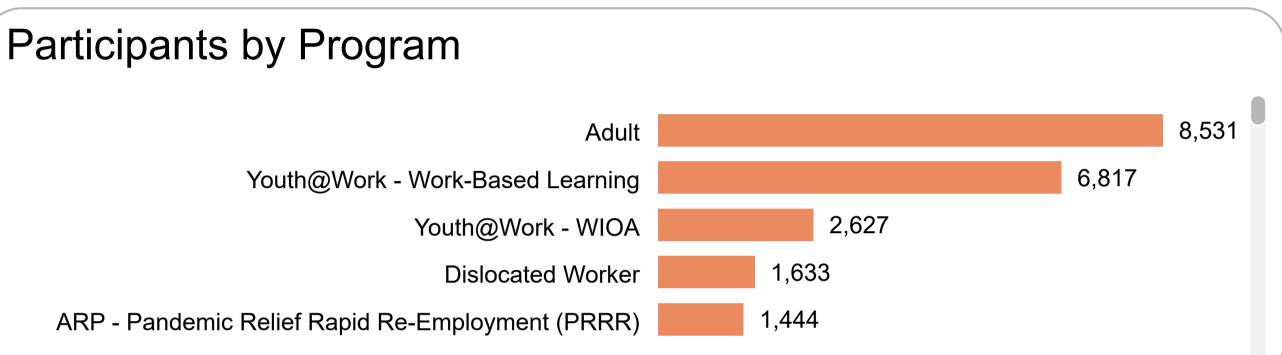
FY 2023-24

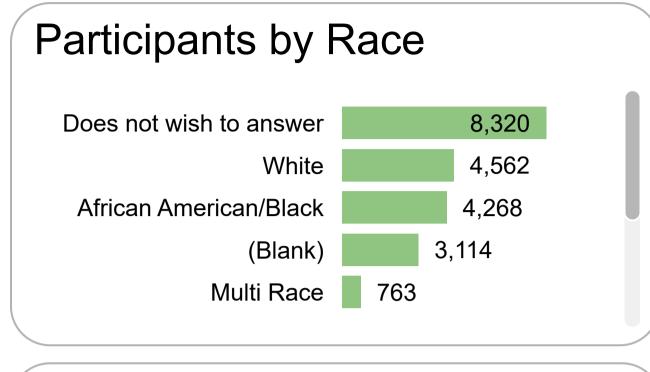


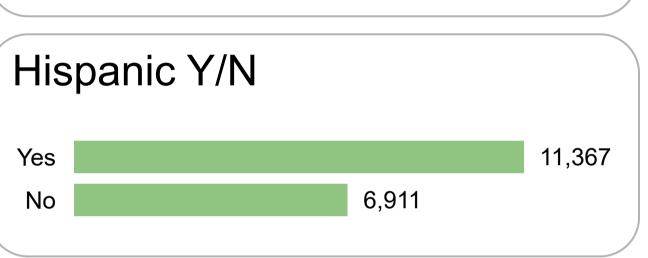


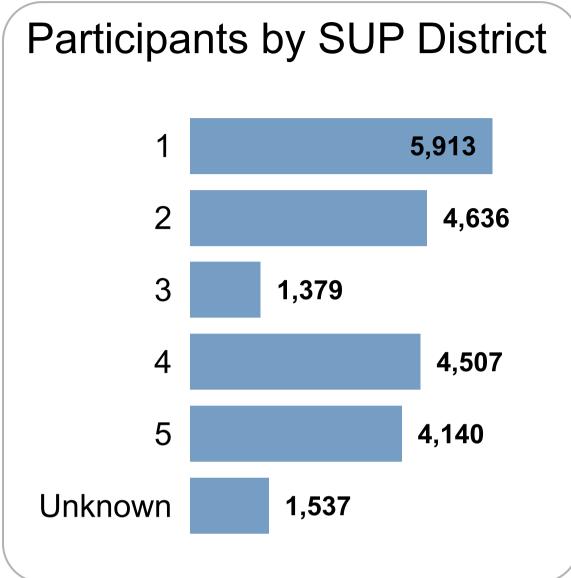
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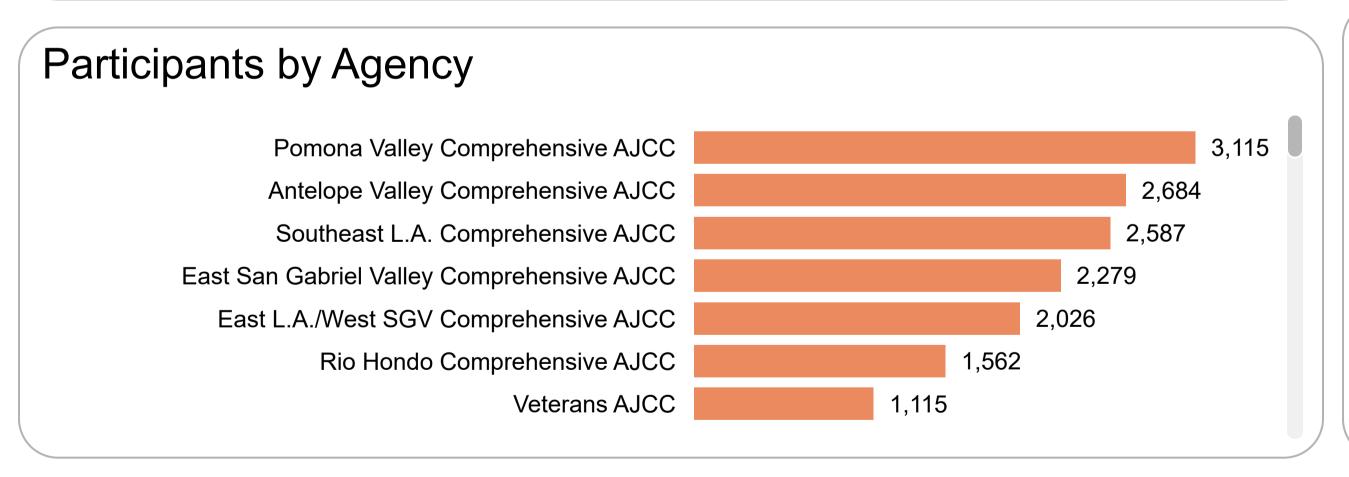
Participants Served

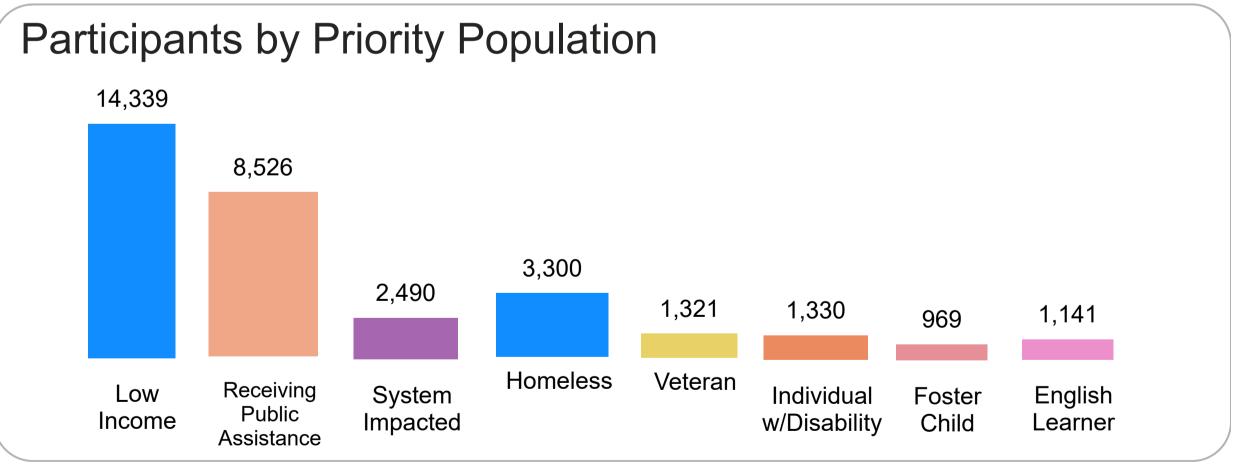


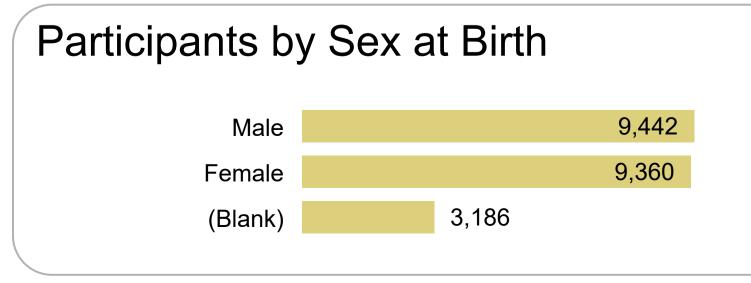


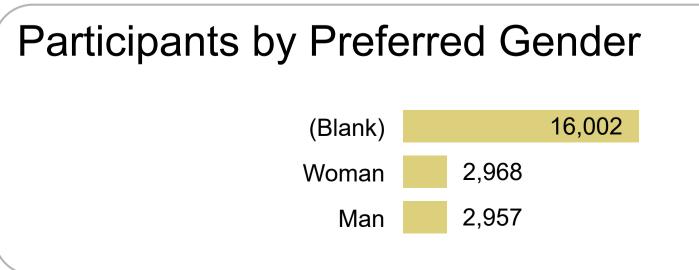












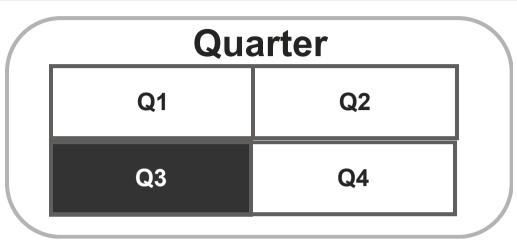




# WDB QUARTERLY REPORT DEMOGRAPHICS OF PARTICIPANTS SERVED

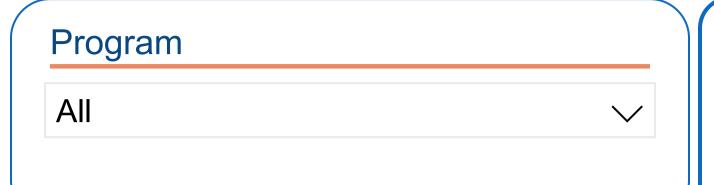


# FY 2023-24



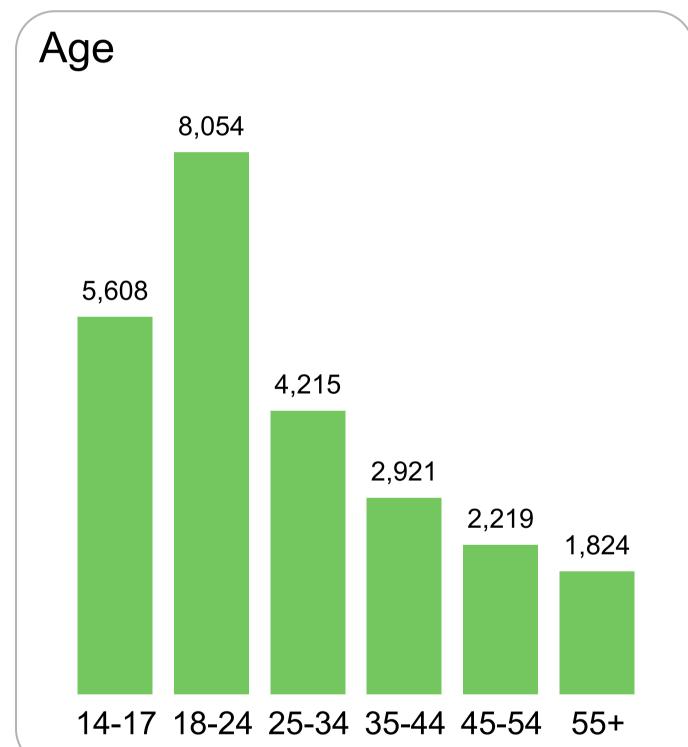


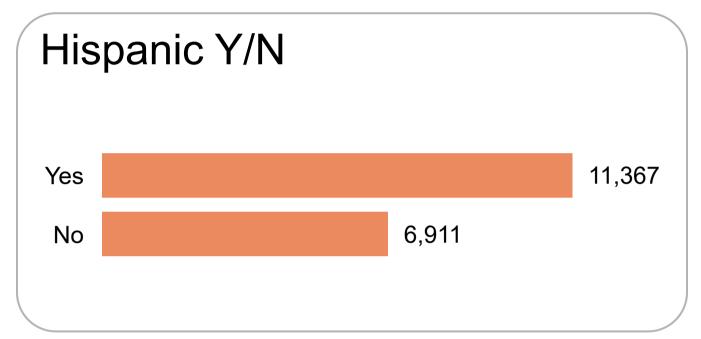


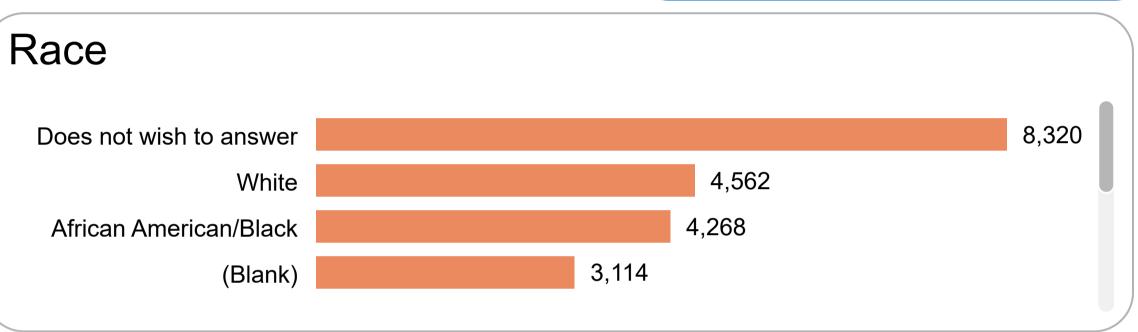


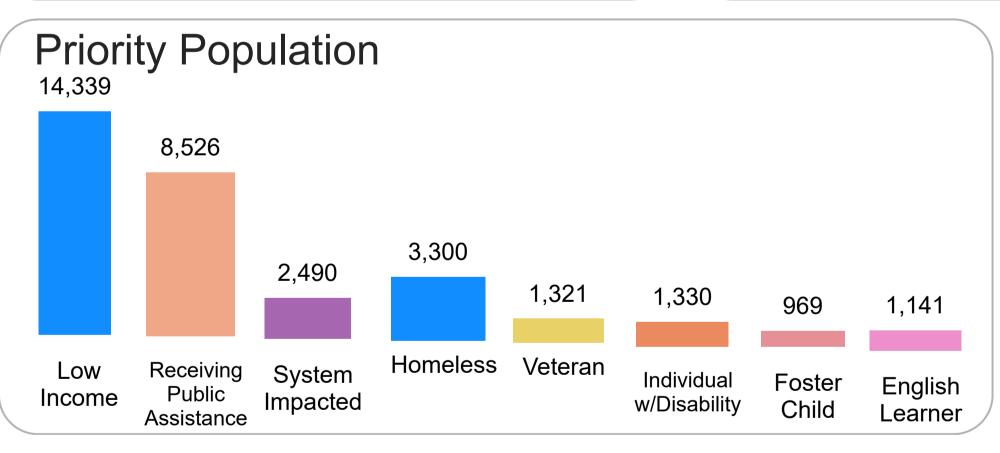
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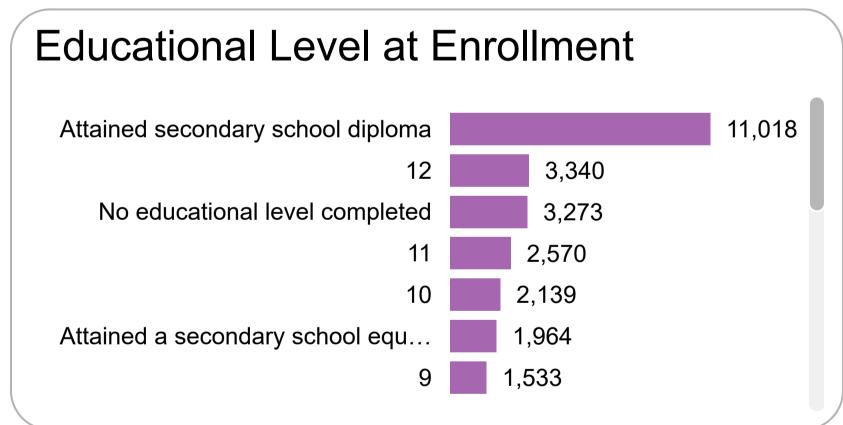
Participants Served

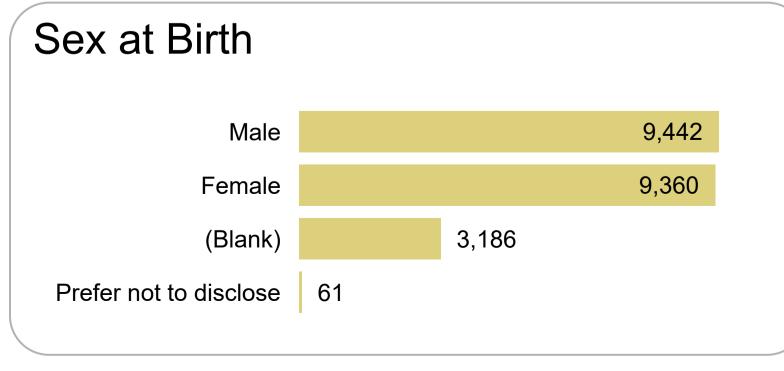


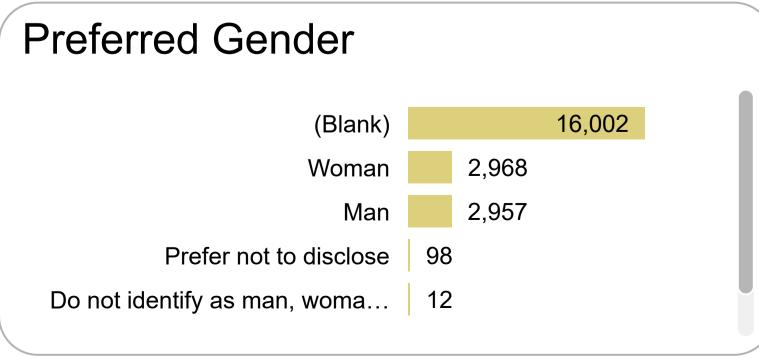


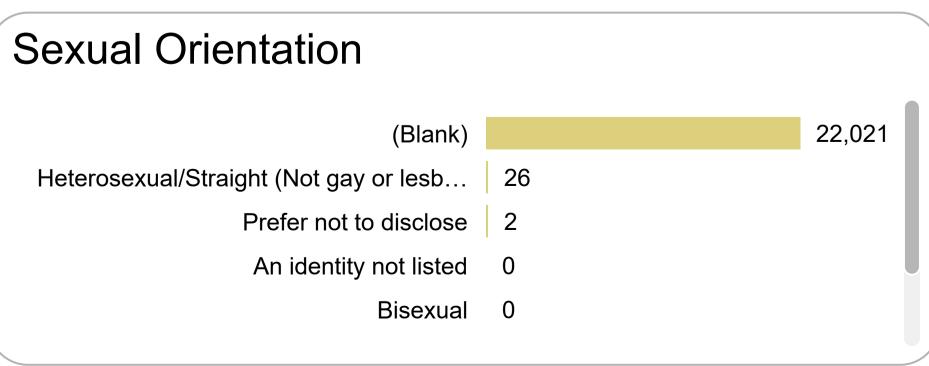










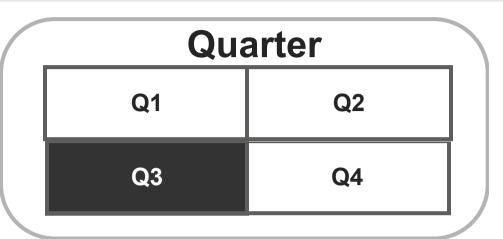


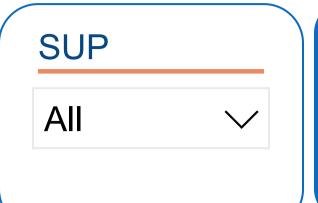


## TRAINED PARTICIPANTS

FY 2023-24







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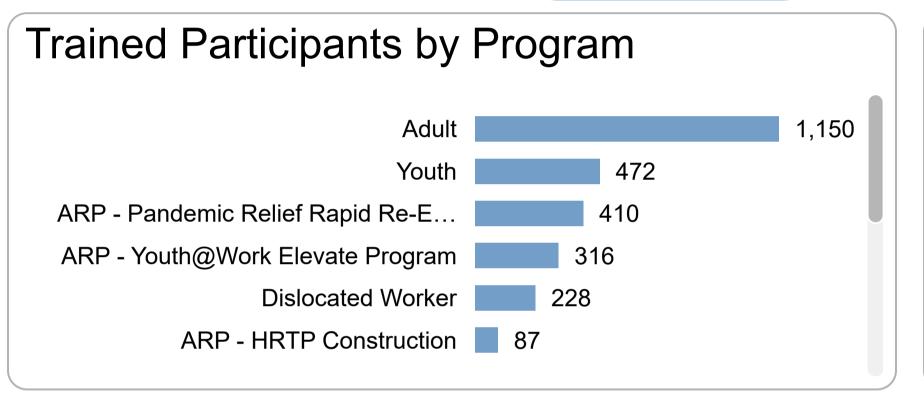
Participants Trained

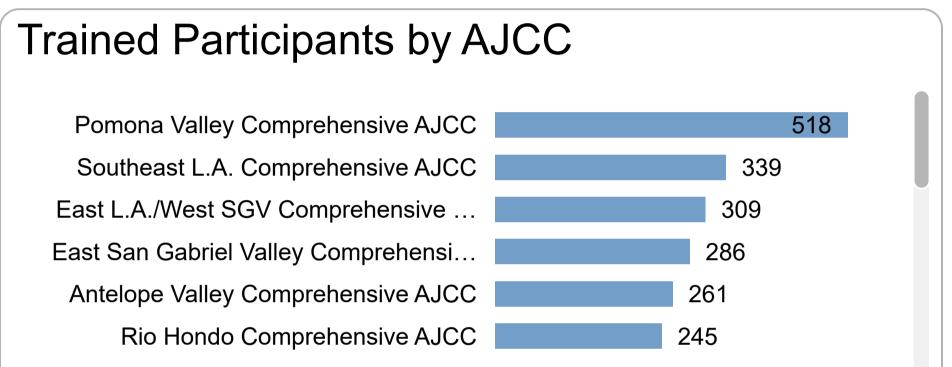
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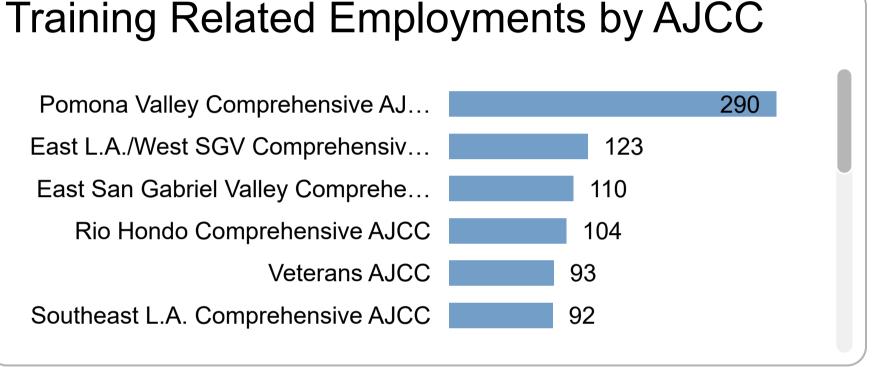
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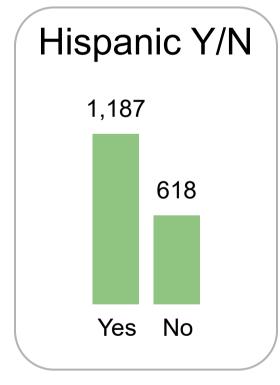
\$6,511,571

**Total Training Cost** 

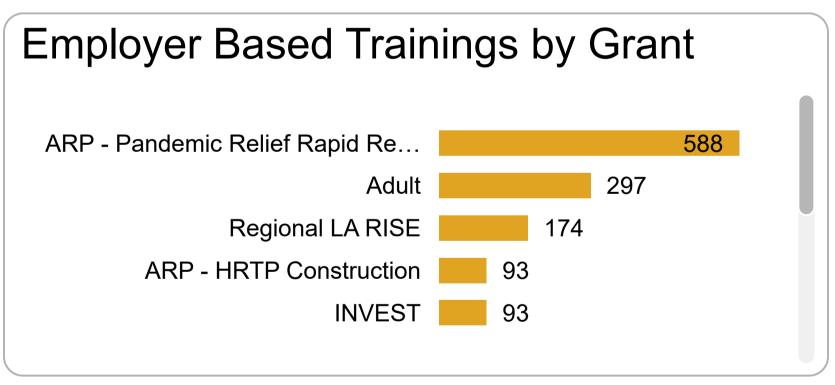


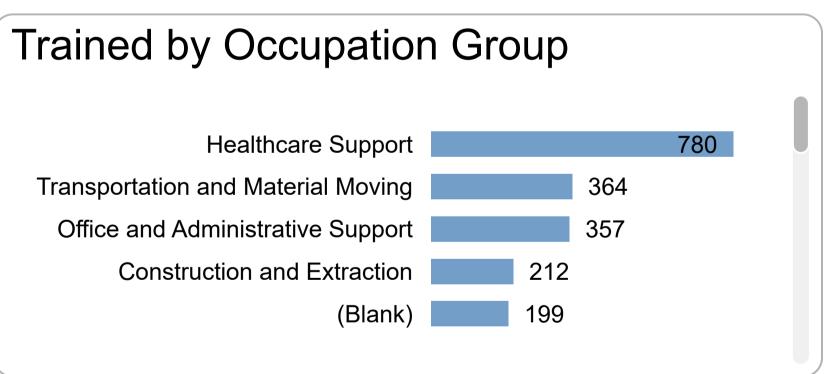


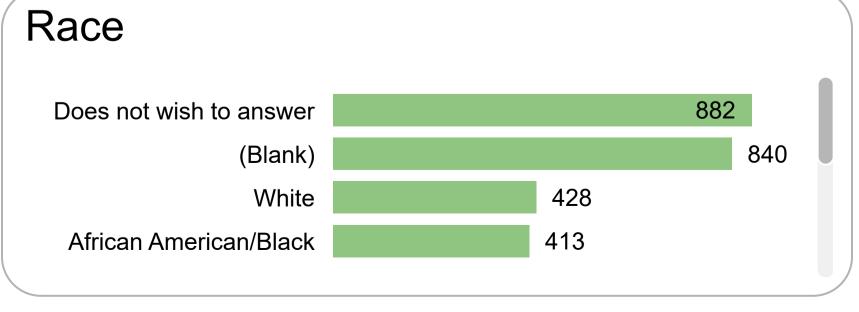


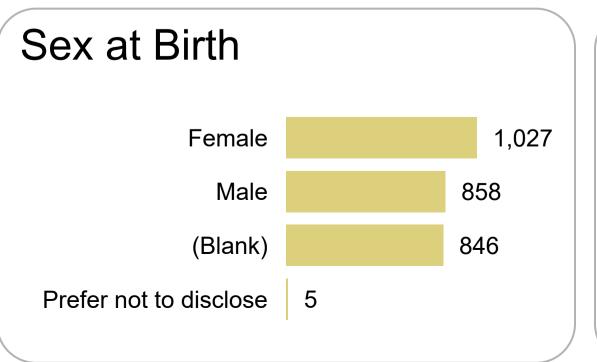


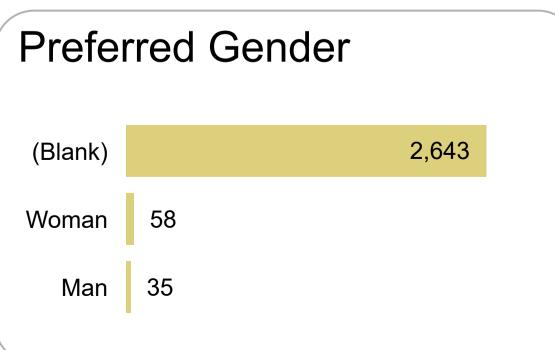


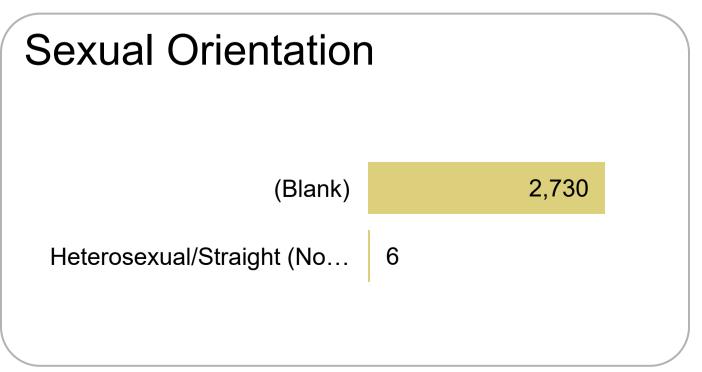












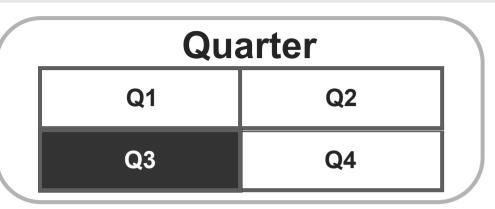
\*The tab only includes successfully completed and in-progress CalJOBS trainings.

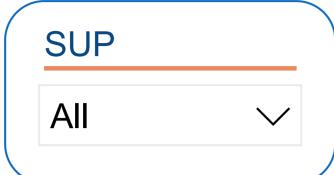


## RETURN ON TRAINING INVESTMENT

FY 2023-24







2,736

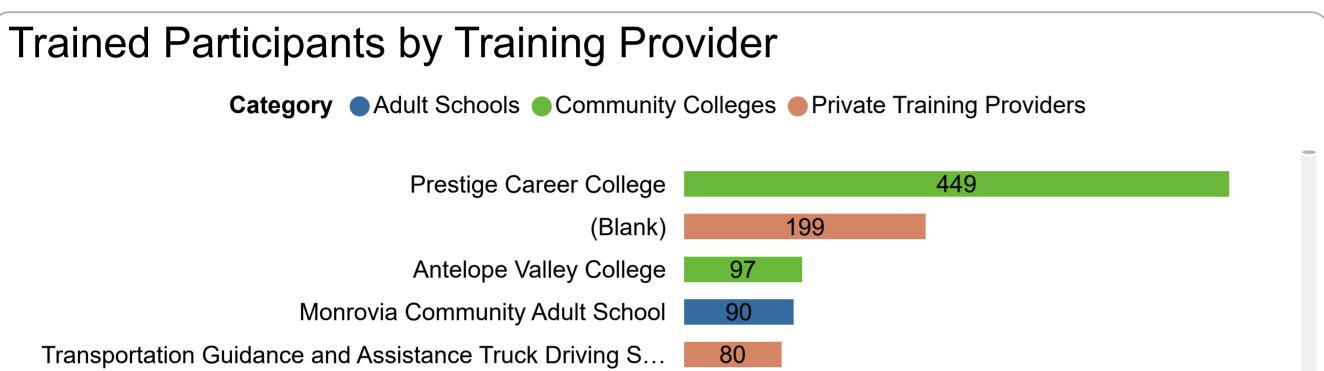
**Trained Participants** 

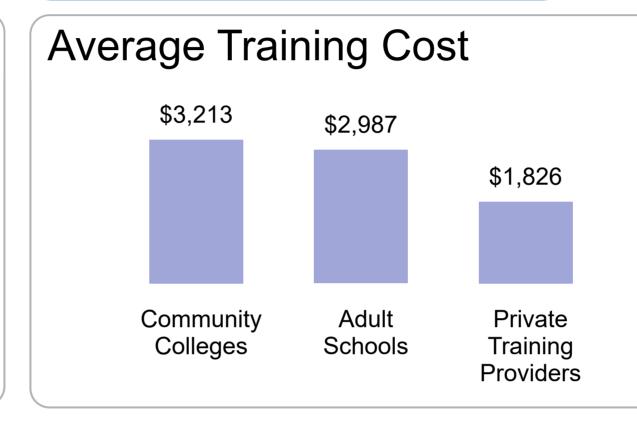
\$2,380

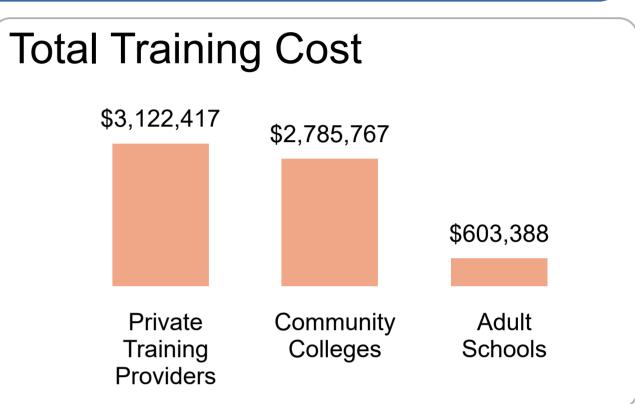
**Average Training Cost** 

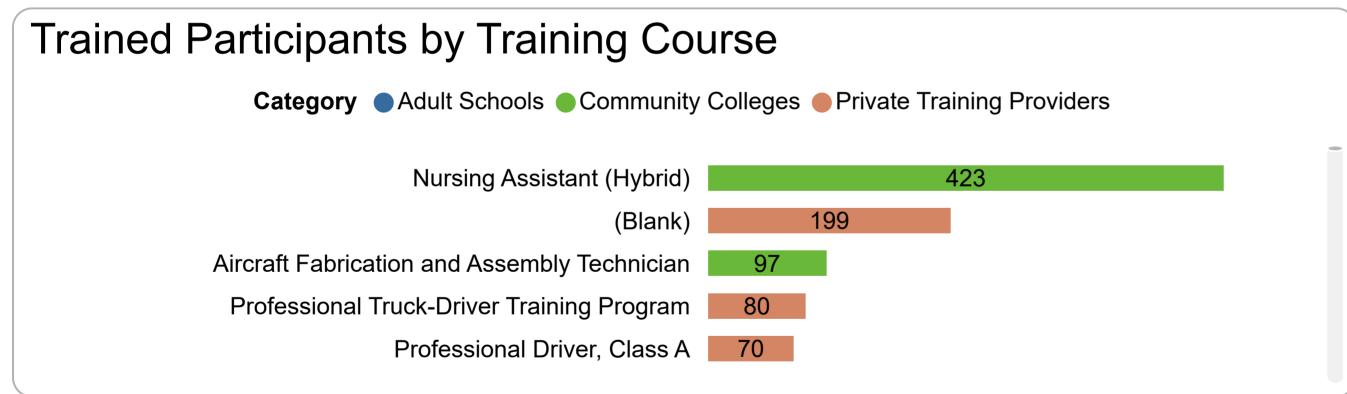
\$6,511,571

**Total Training Cost** 

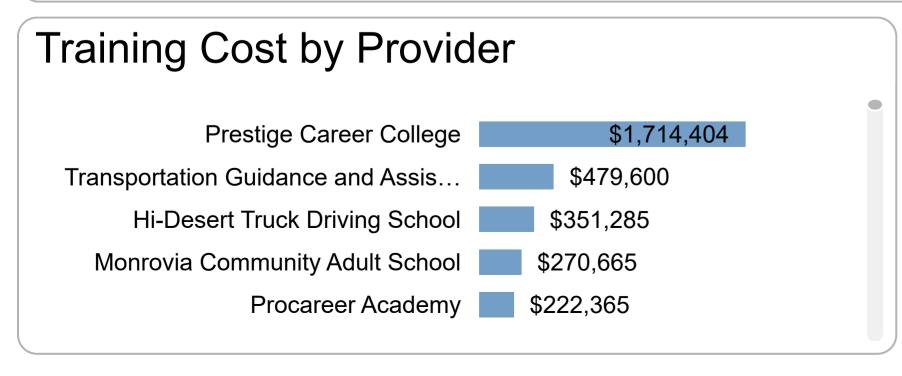


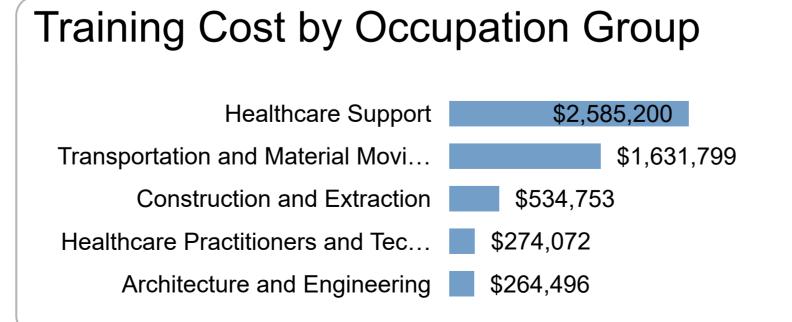


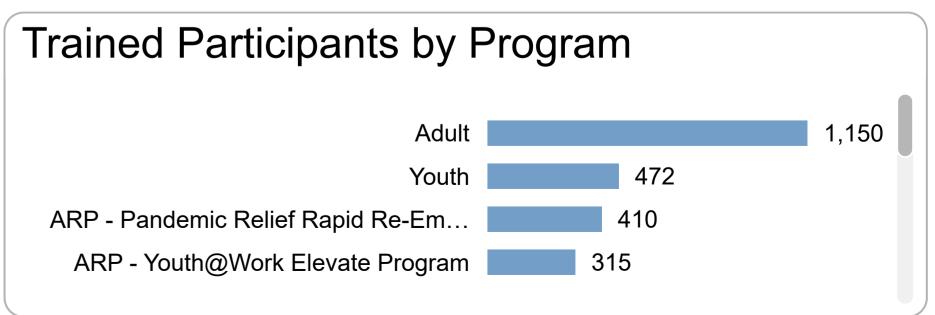




Activity	Trained Participants	Total Training Cost  ▼
Occupational Skills Training (Approved ETPL Provider)	1,516	\$5,926,100
Occupational Skills Training (non-ETPL provider, non-formula)	169	\$255,072
Pre-Apprenticeship Training	143	\$104,500
Customized Training	83	\$103,121
Pre-Apprenticeship Program w/Occupational Skills Training (ITA)	25	\$47,996
Incumbent Worker Training	40	\$44,782
Apprenticeship Training	27	\$30.000







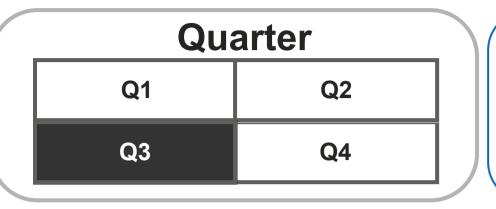
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## **UNSUBSIDIZED EMPLOYMENTS**

# FY 2023-24









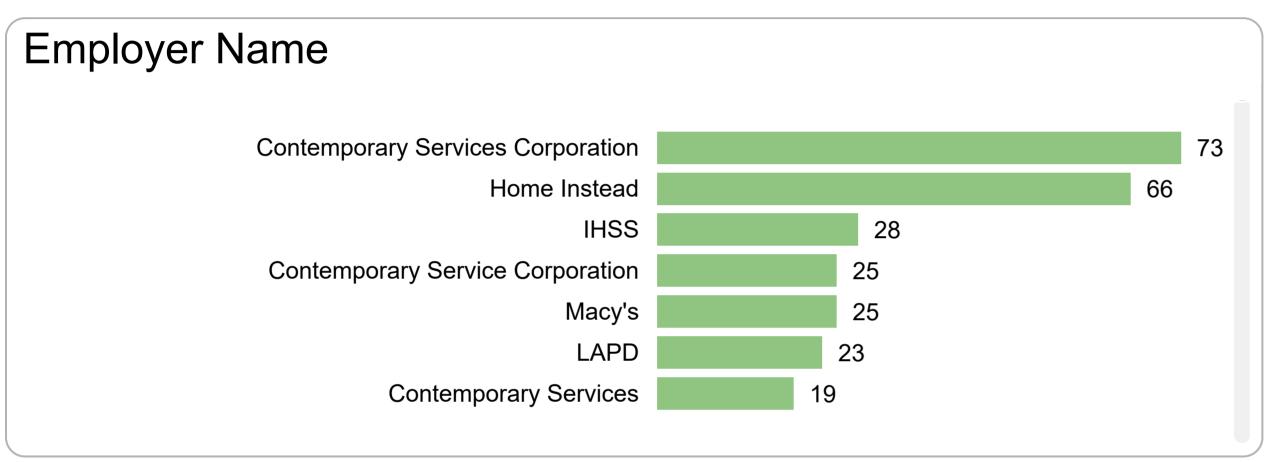


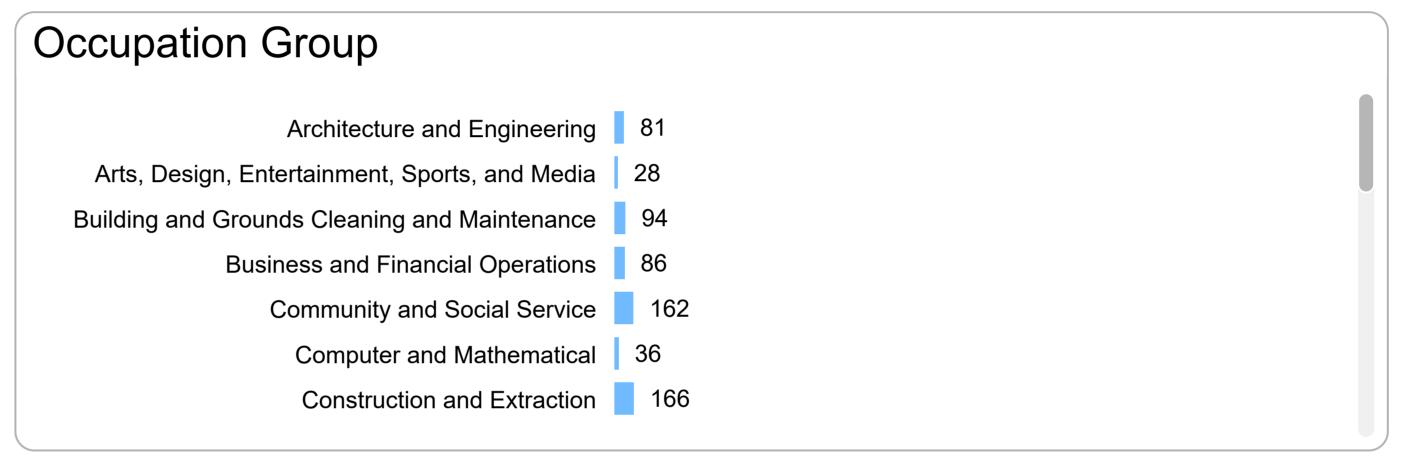
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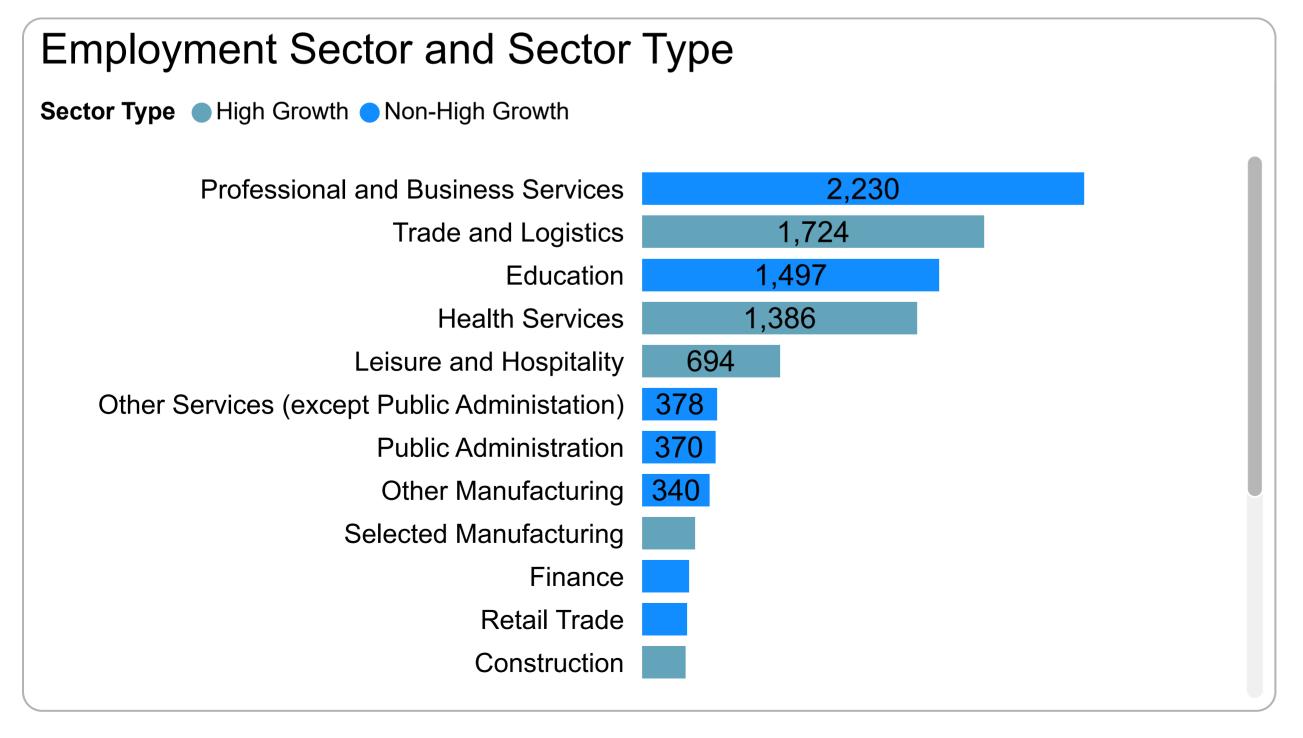
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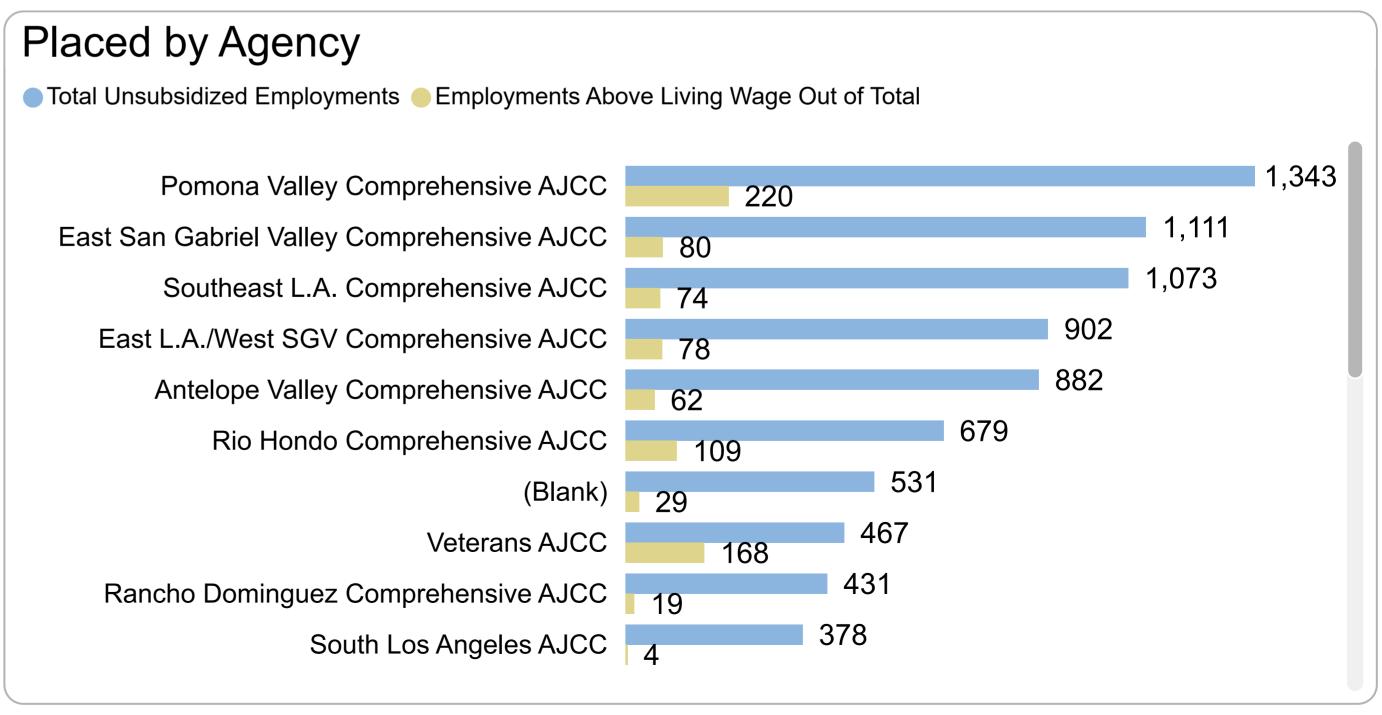
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Median Hourly Wage







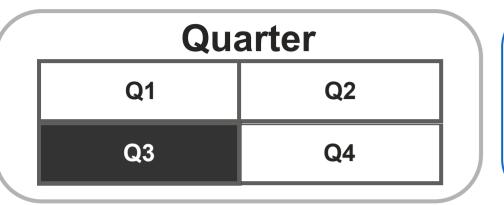




# WDB QUARTERLY REPORT UNSUBSIDIZED EMPLOYMENTS DEMOGRAPHICS

department of economic opportunity

# FY 2023-24







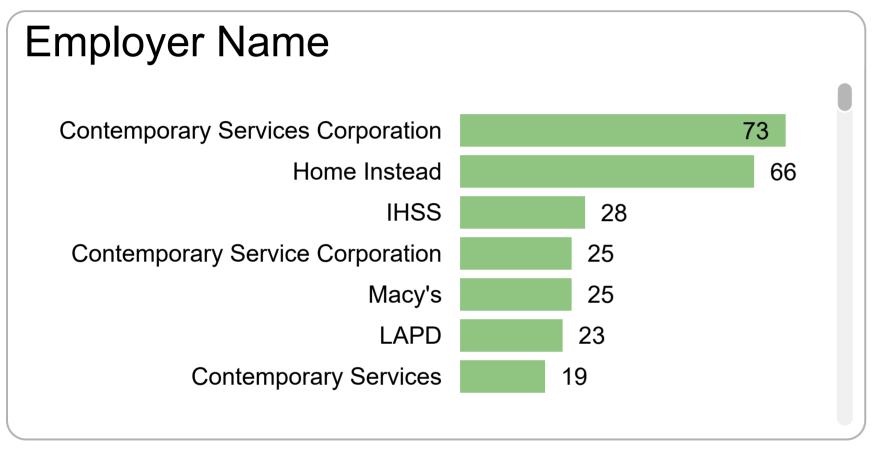


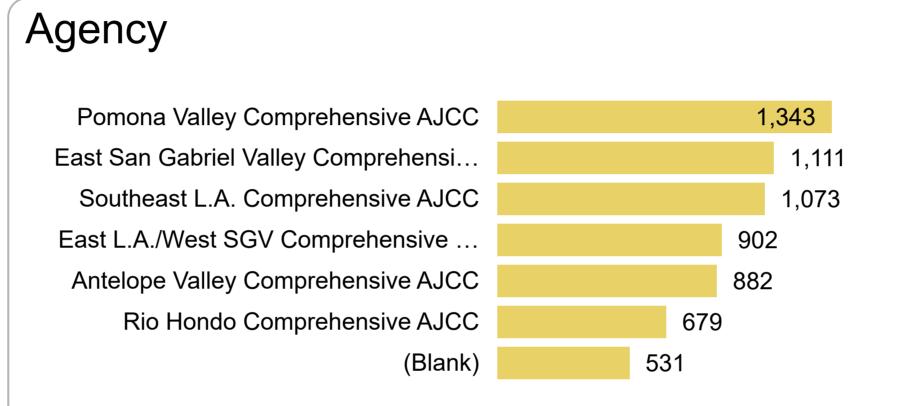
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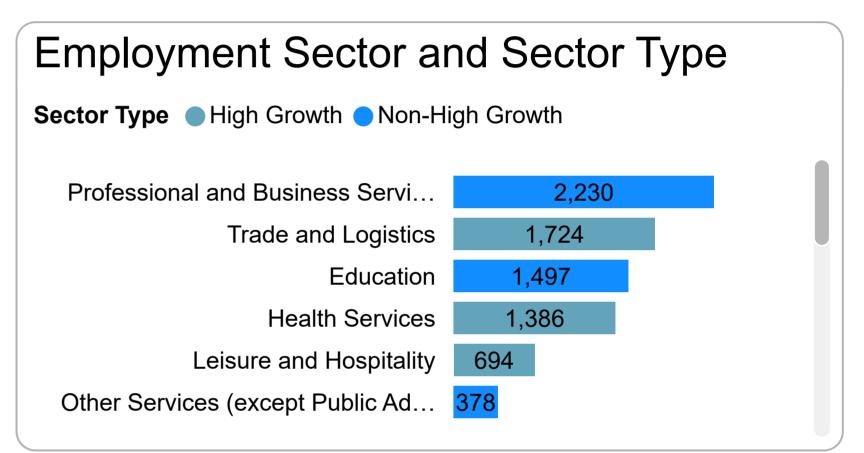
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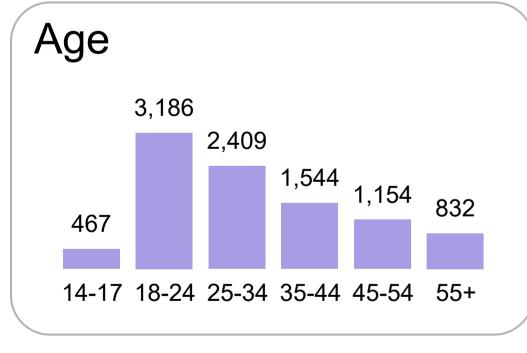
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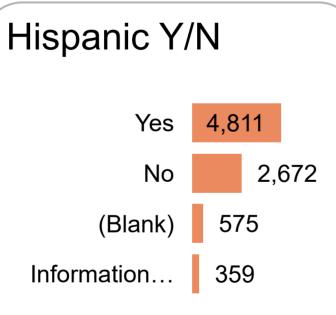
Median Hourly Wage

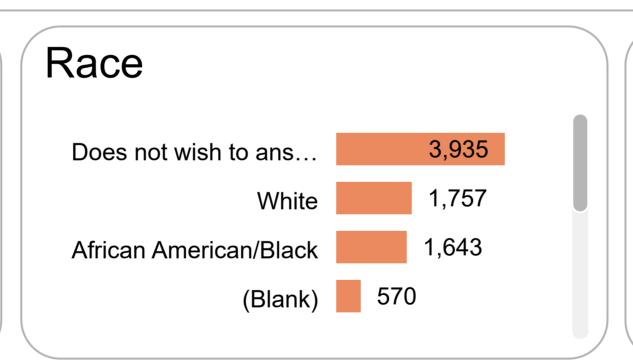


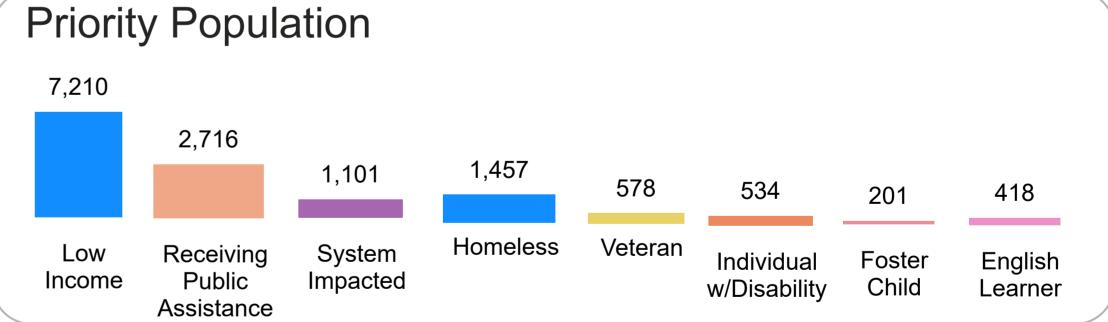


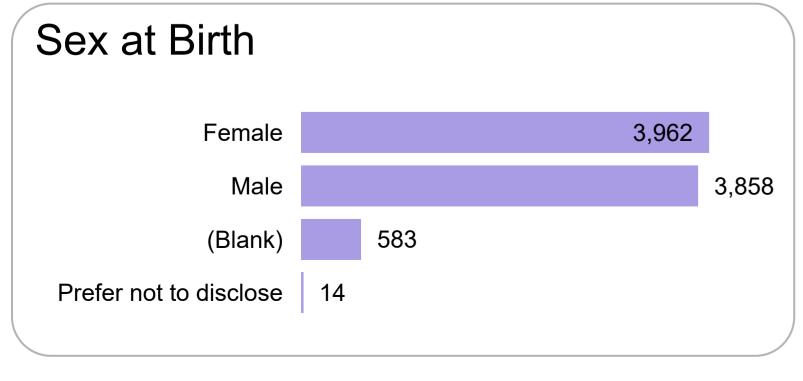


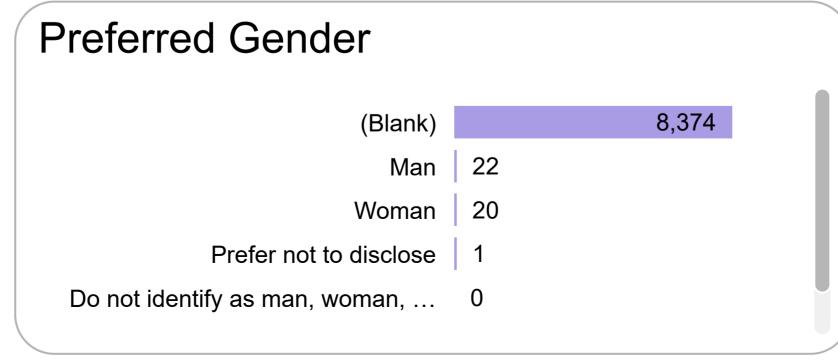


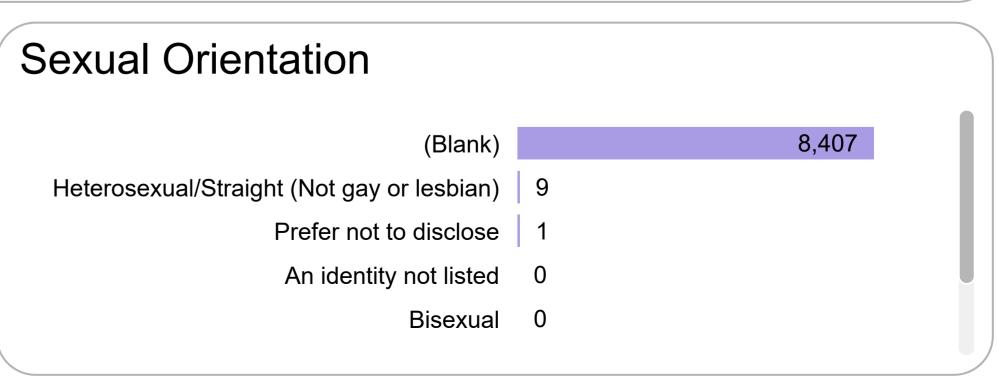










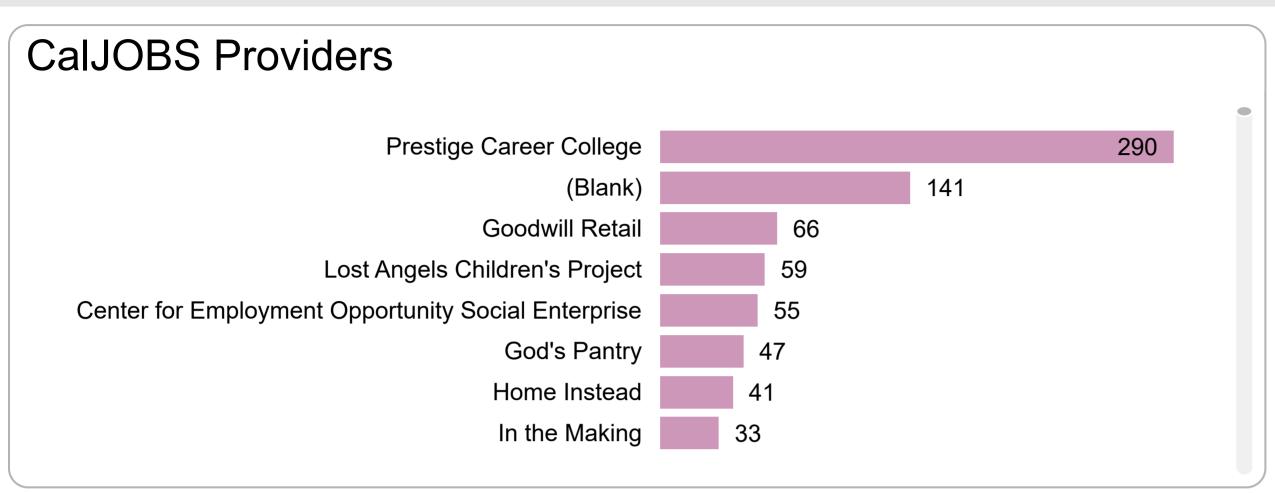




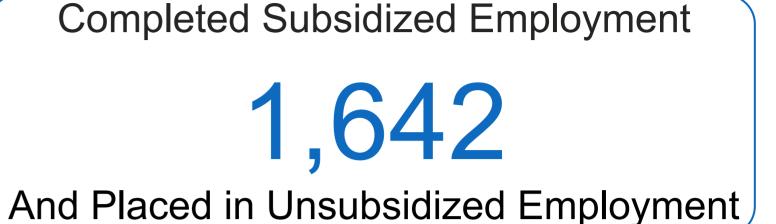
# SUBSIDIZED EMPLOYMENTS

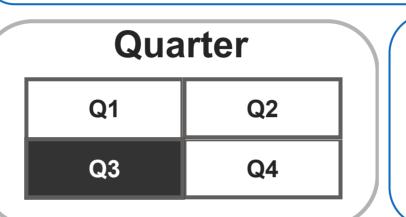
FY 2023-24

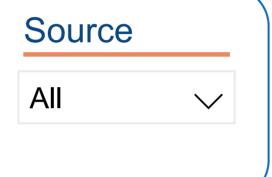


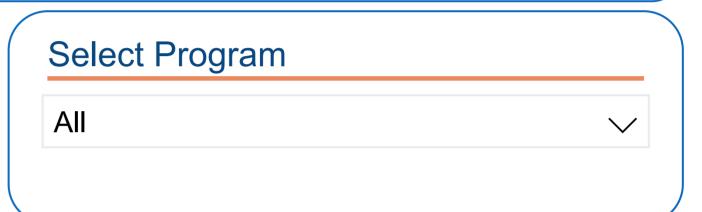


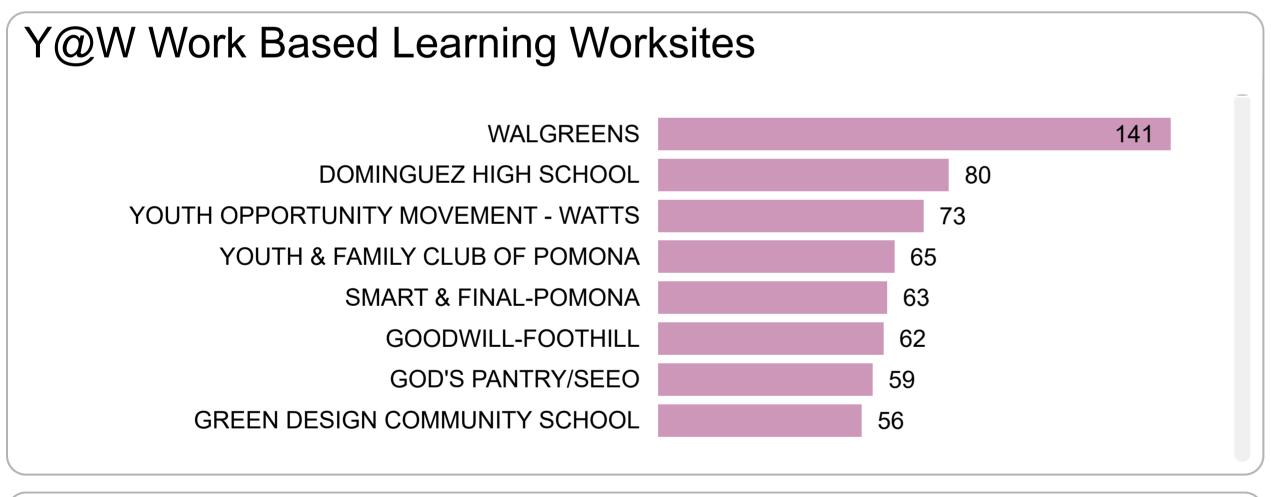


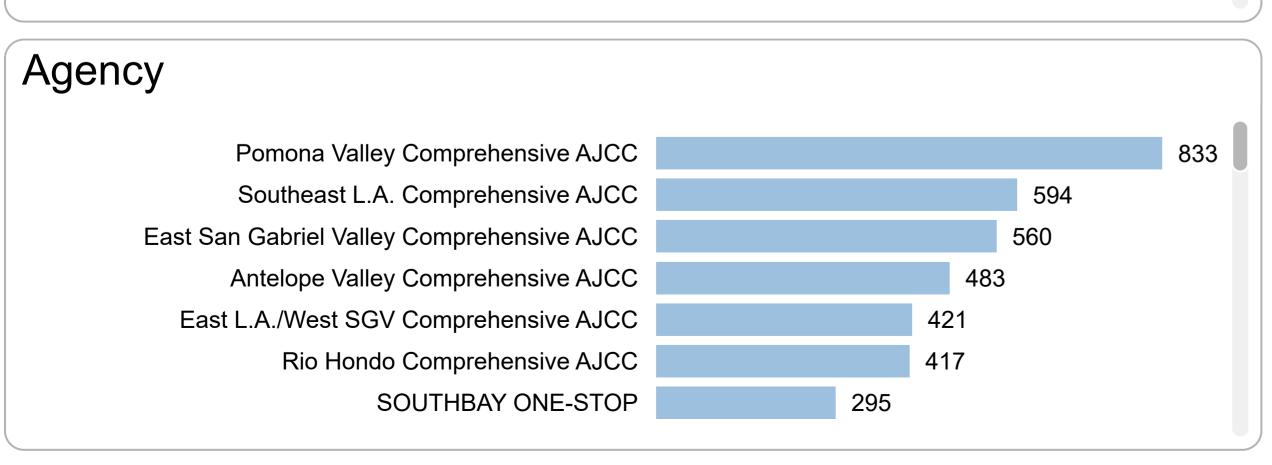


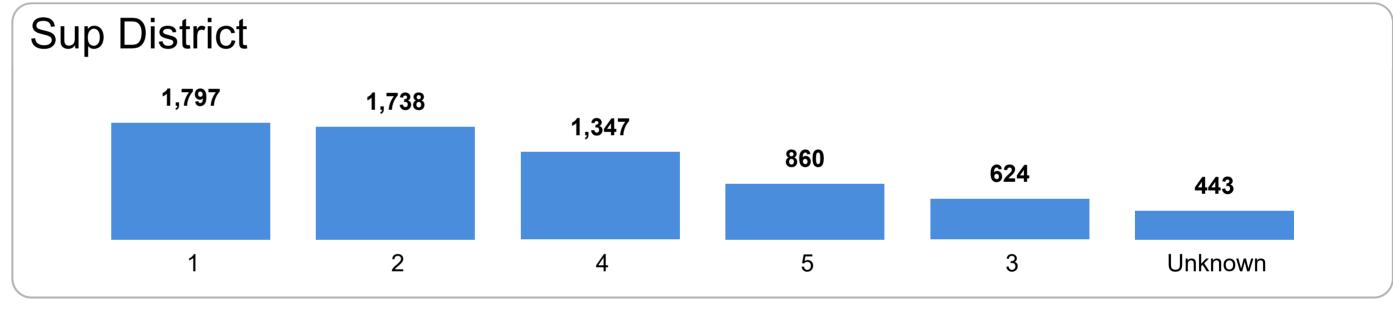


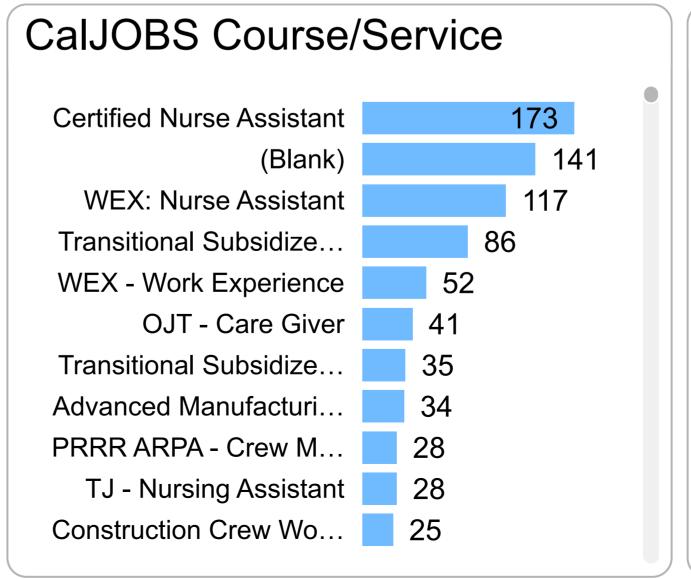


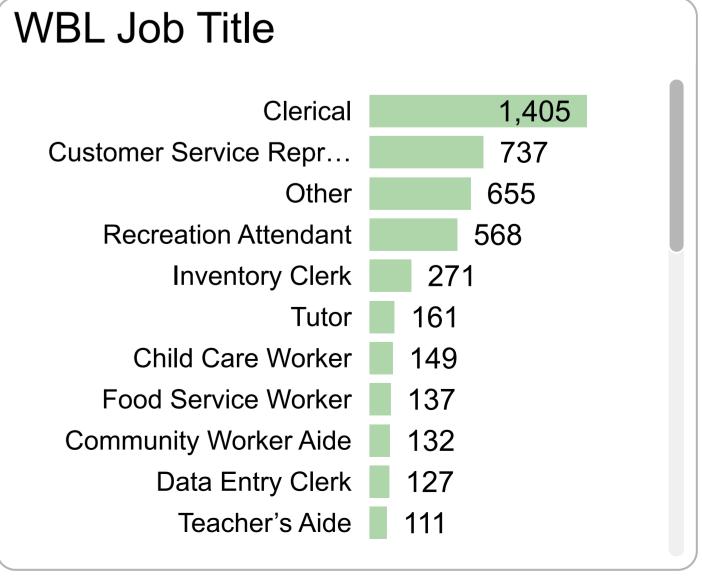










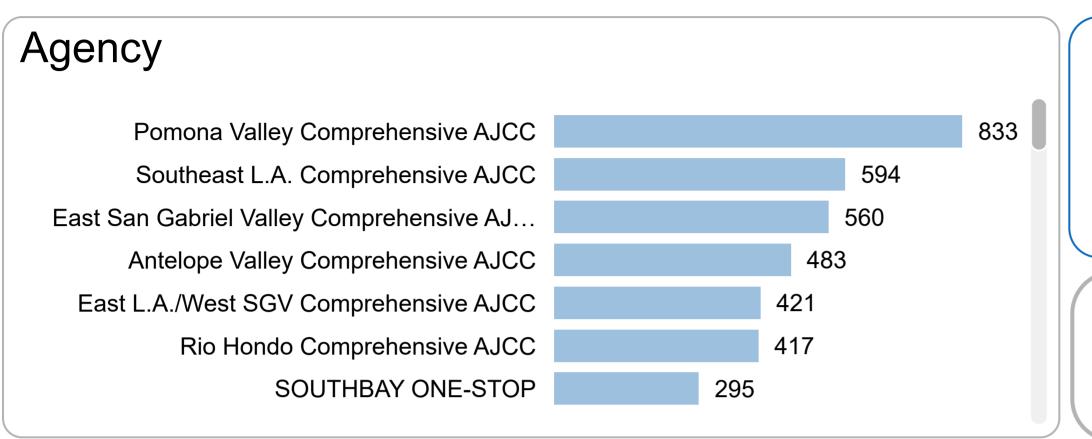




# WDB QUARTERLY REPORT SUBSIDIZED EMPLOYMENTS DEMOGRAPHICS

department of economic opportunity

FY 2023-24



6,809

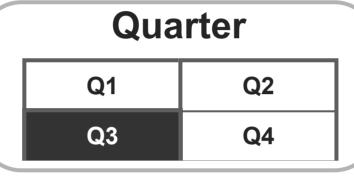
Total Subsidized Employments



1,642

And Placed in Unsubsidized Employment

860

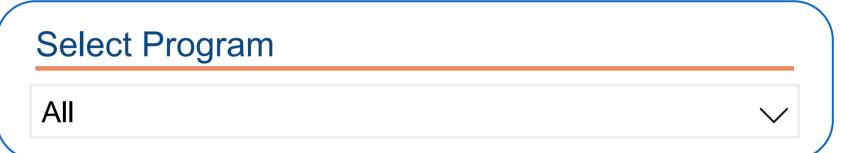




Sup District

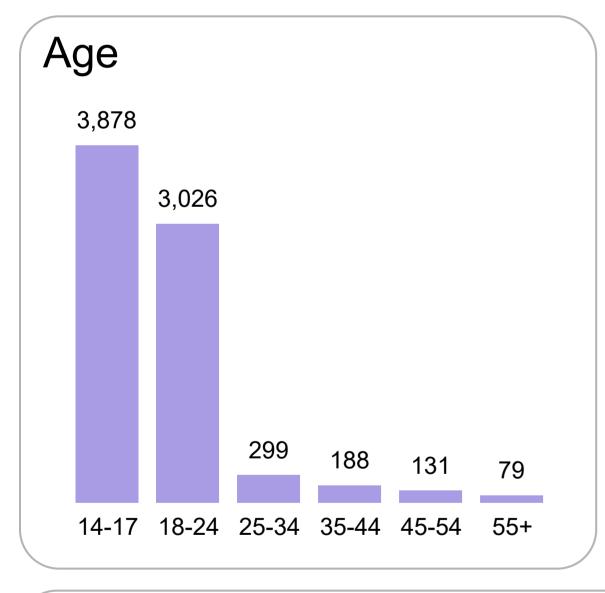
1,797

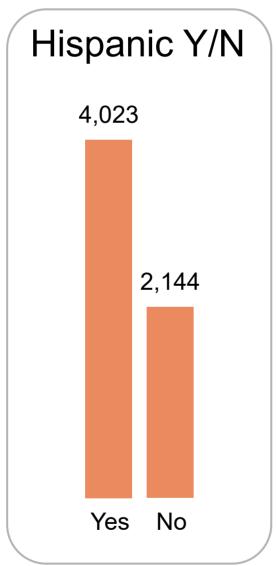
1,738

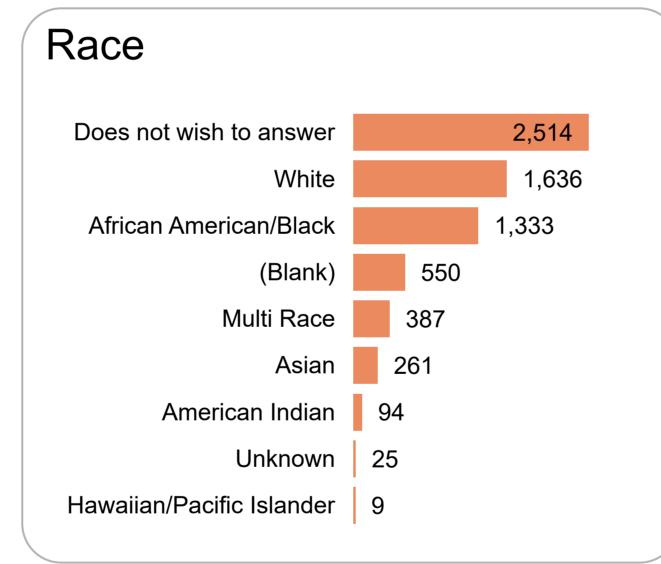


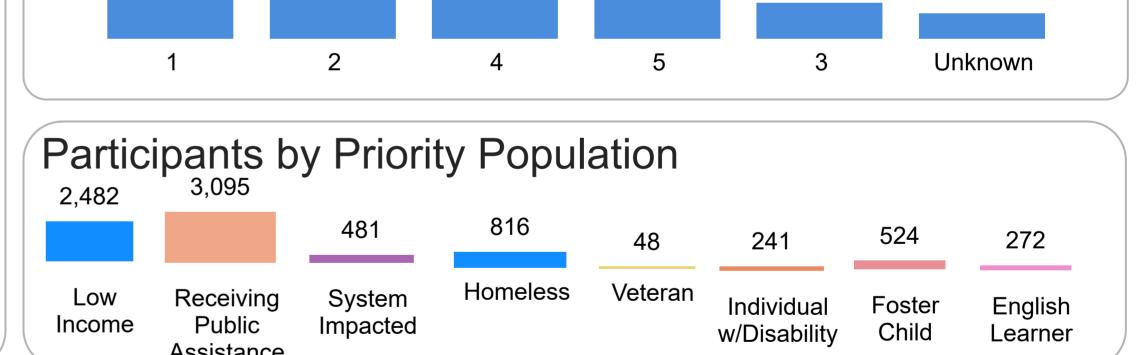
624

443

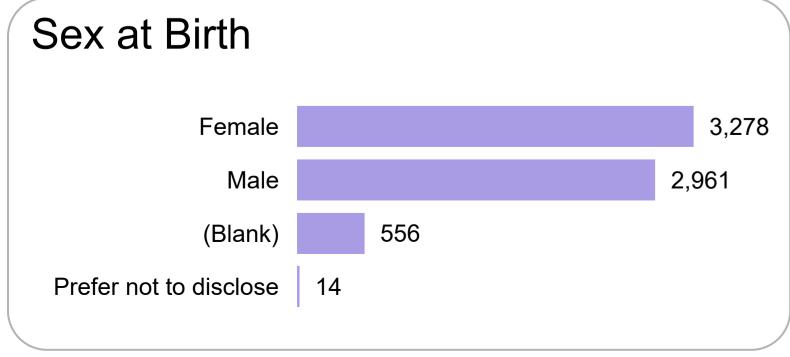


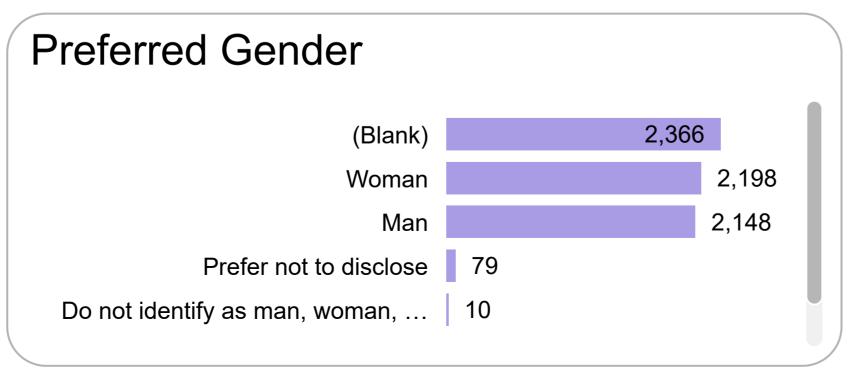


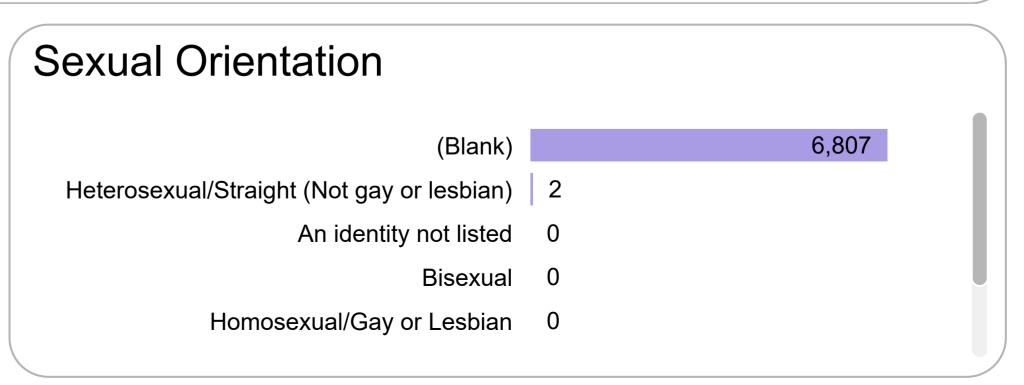




1,347





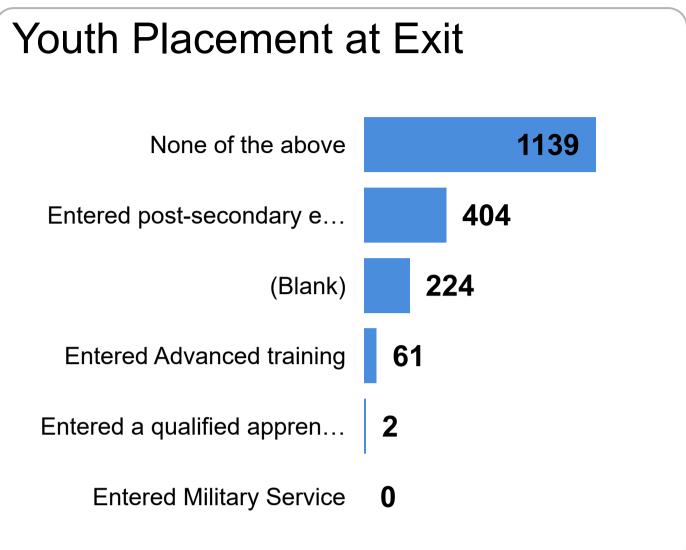


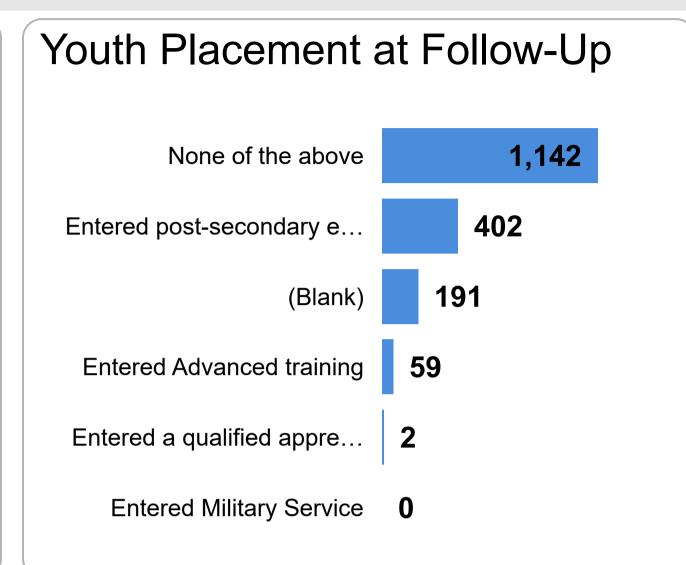


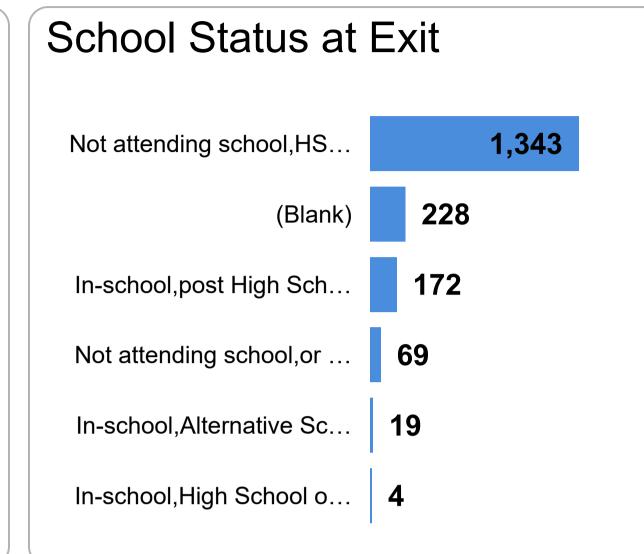
## YOUTH PLACEMENTS

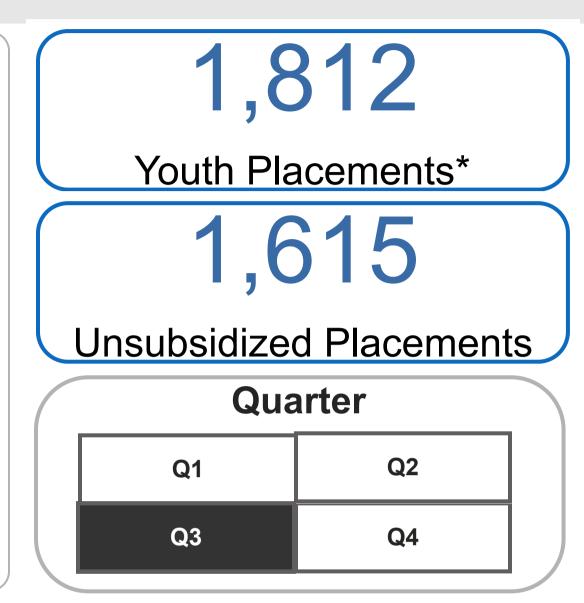
# FY 2023-24

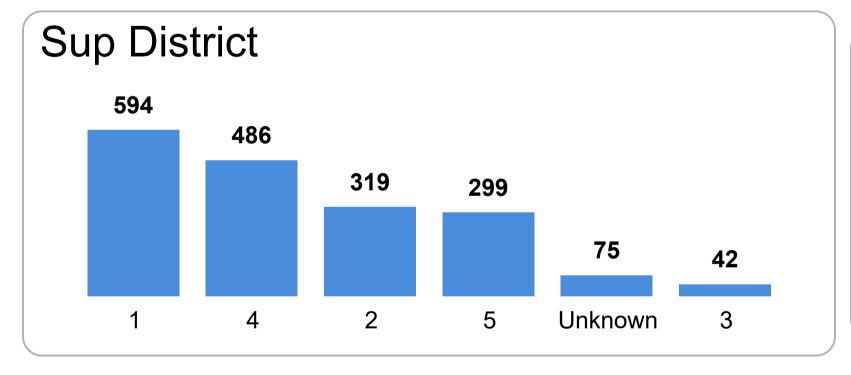


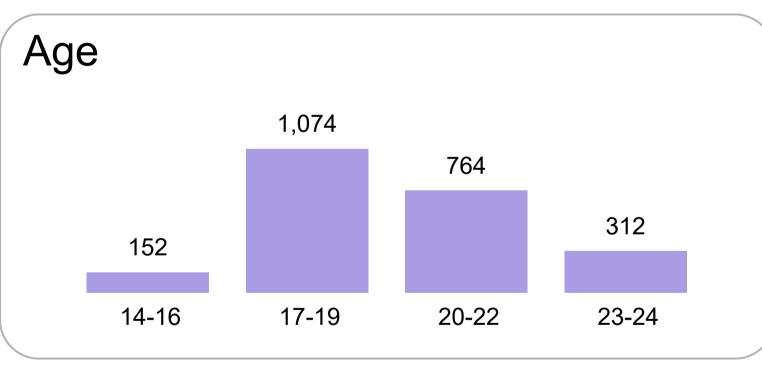




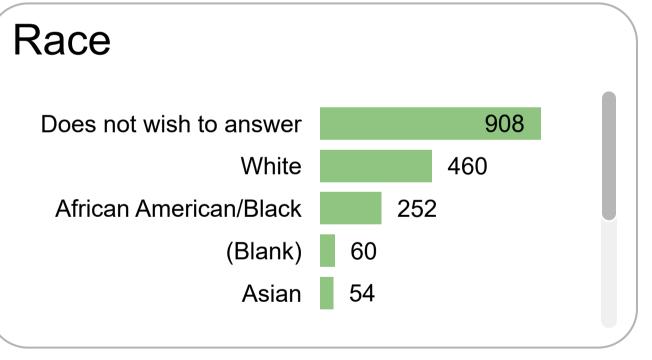


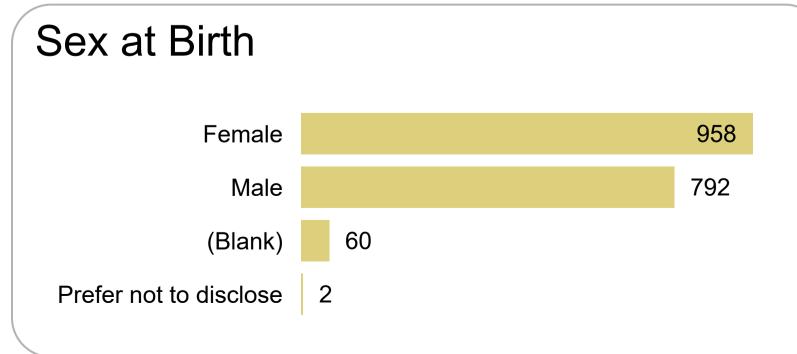


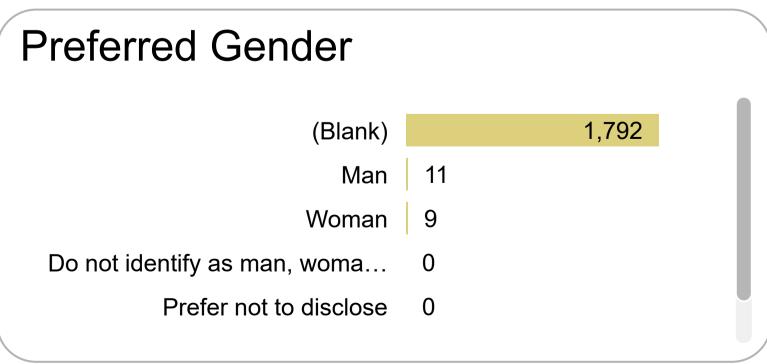














<sup>\*</sup>Youth Placements includes placements in Advanced Training, at Closure, Post-Secondary Education at Closure and Unsubsidized Employment at Closure, Follow-Up, or through Base Wage.

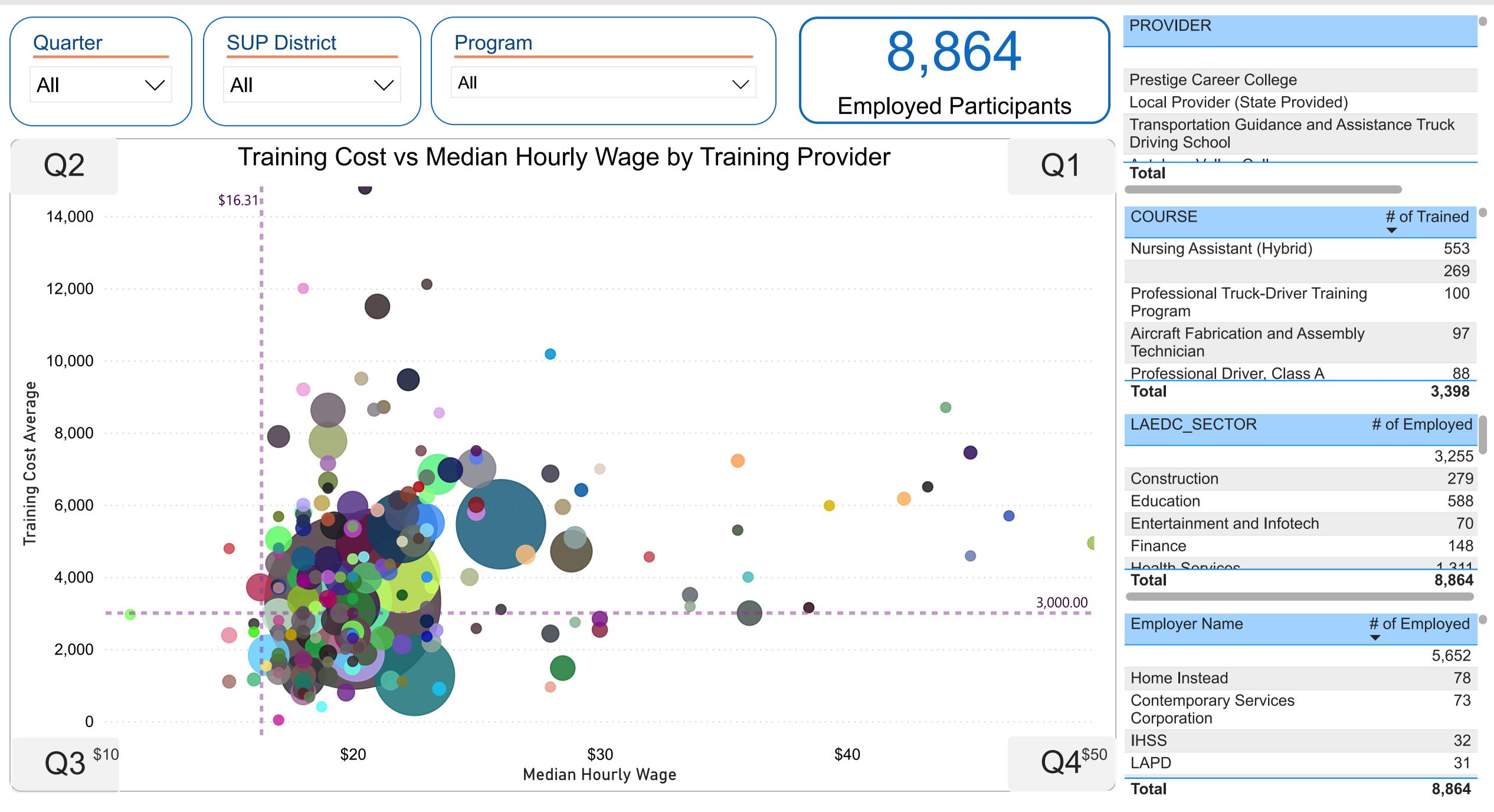


# WDB QUARTERLY REPORT TRAINING COST VS EMPLOYMENT WAGE\*

department of economic opportunity

\*Trainings are completed at any point during participation that leads to employment within the selected timeframe. COUNTY OF LOS ANGELES

FY 2023-24

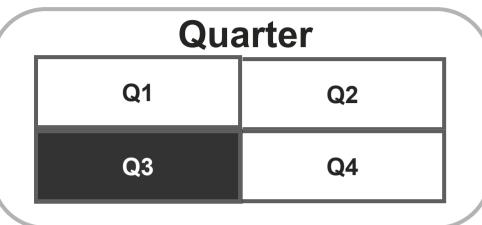


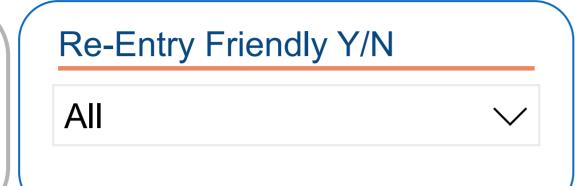


# **BUSINESS SERVICES**

FY 2023-24







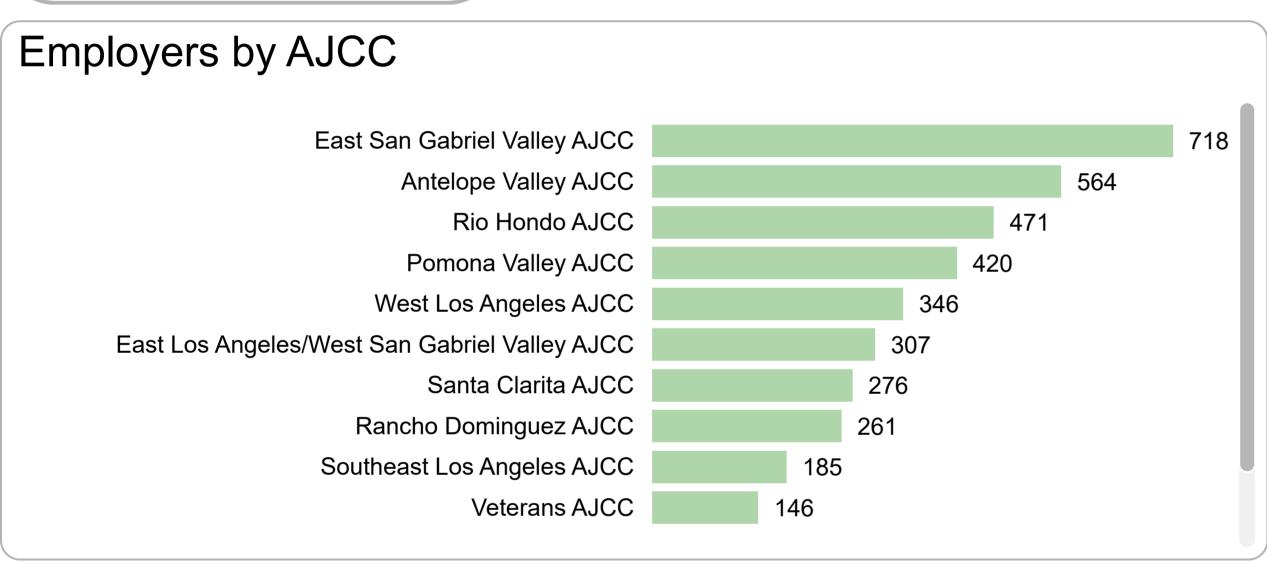


3,808

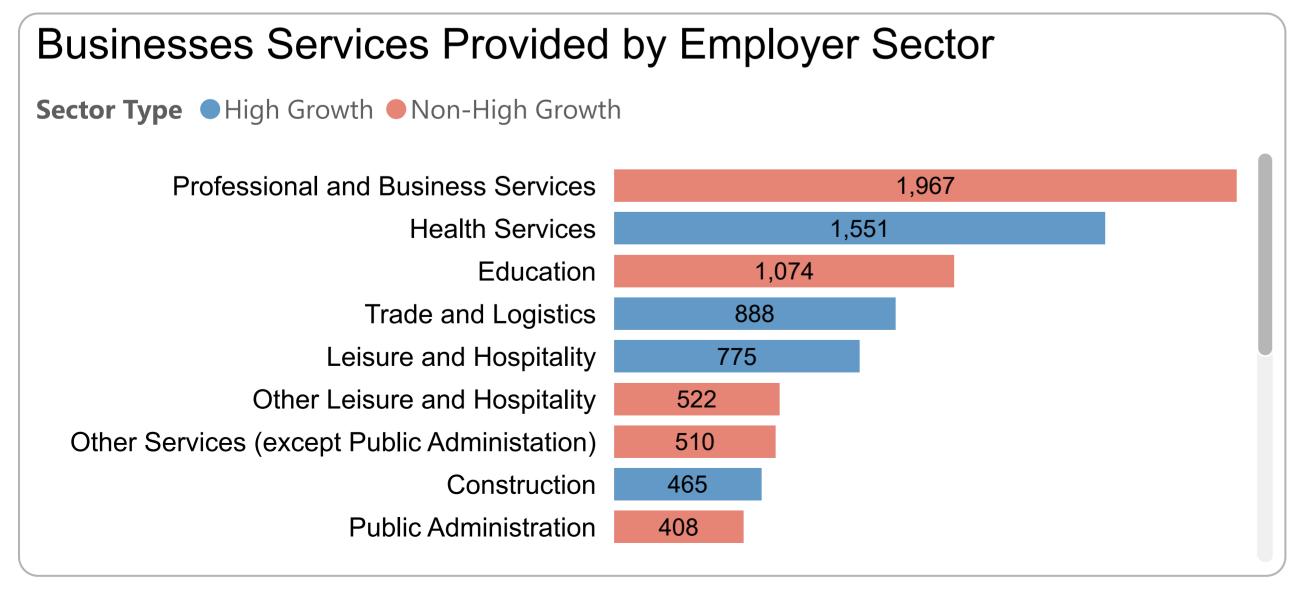
**Employers Served** 

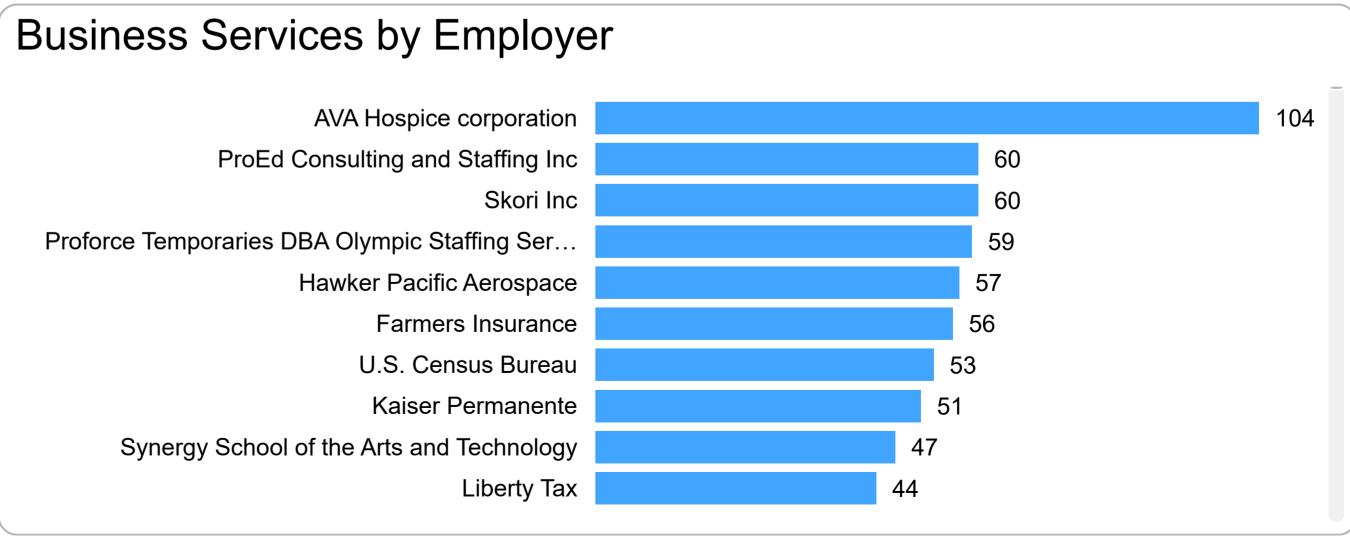
15,874

**Total Business Services** 









<sup>\*&</sup>quot;Automatic Service - Job Order Created" is not being counted as a Business Service.

# Los Angeles County Workforce Development Programs

Accountability Measures Dashboard



FY 2023-24 Q3
Data as of 5/24/2024



Accountability Measure measure logic is based on the DOL's WIOA Performance Indicators and Measures, found here:

https://www.dol.gov/agencies/eta/performance/performance-indicators

Further information, including timing and cohort information can be found here:

https://futureworksystems.com/docs/newTiming/WIOA\_Performance\_Indicators\_devgs.htm

# **DATA DEFINITIONS**

**Employment Rate 2nd Quarter After Exit** - The participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit).

**Employment Rate 4th Quarter After Exit** - The participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit).

**Median Earnings 2nd Quarter After Exit** - The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

Credential Attainment - The participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

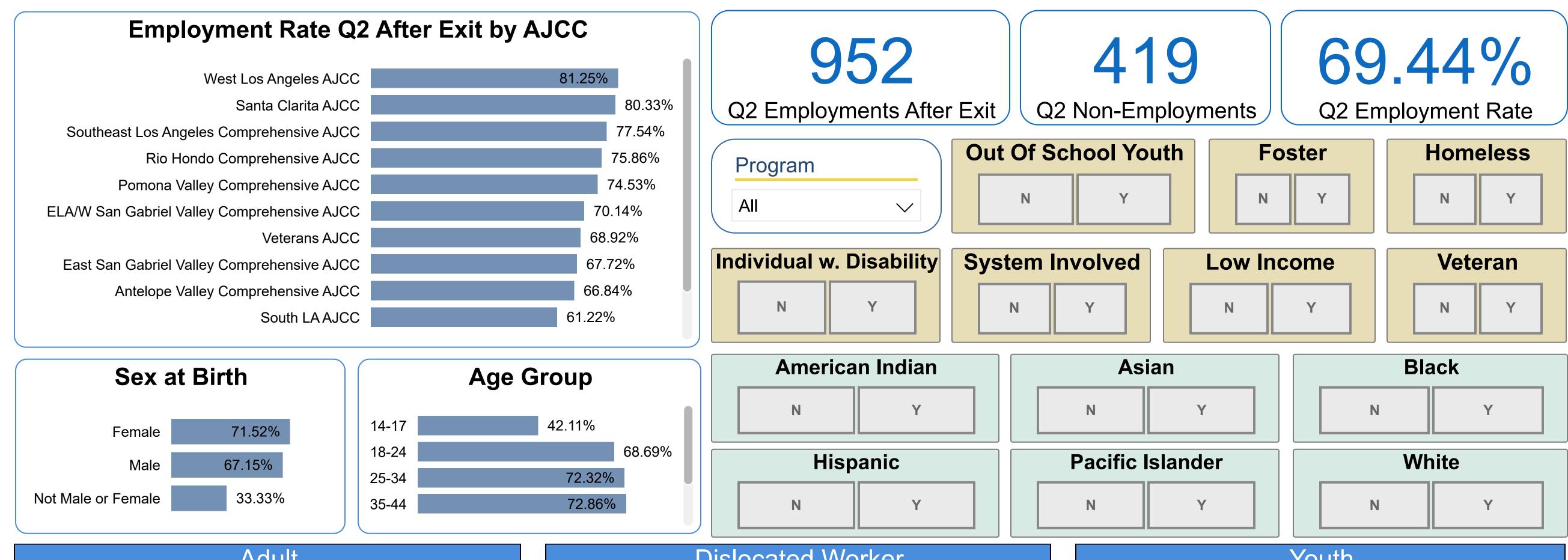
Measurable Skills Gain - The program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical,

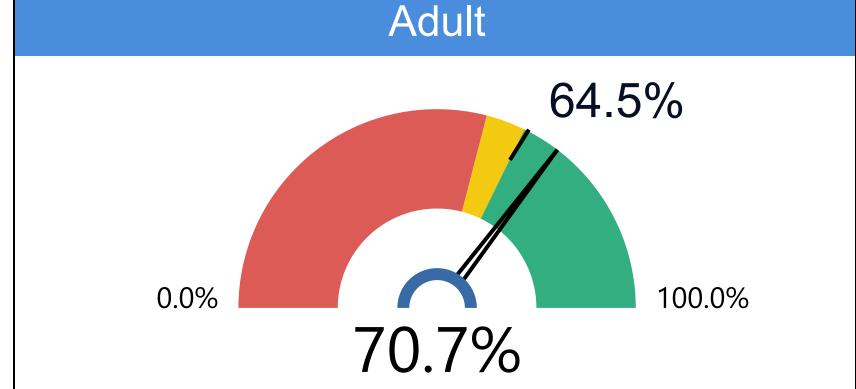


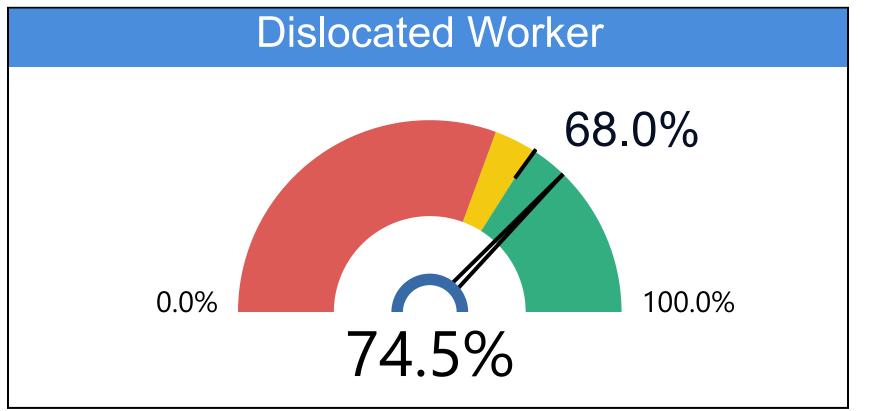
# ACCOUNTABILITY MEASURES EMPLOYMENT RATE 2ND QUARTER AFTER EXIT

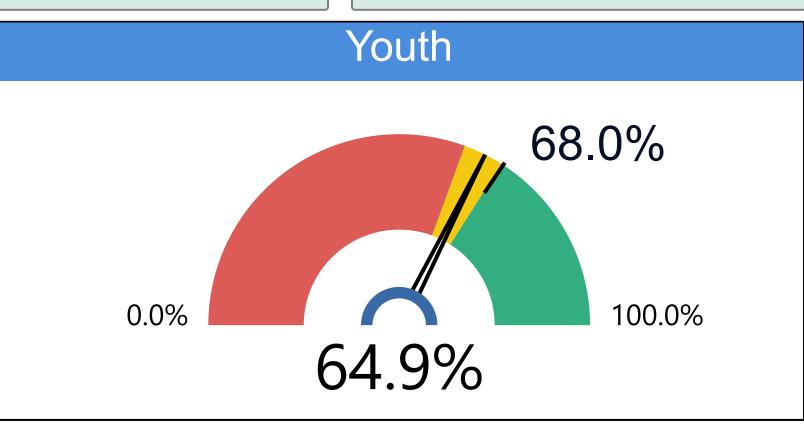
Adult, Dislocated Worker, and WIOA Youth











<sup>\*</sup>Hovering over each bar in the bar graphs will show more data pertaining to each value.

<sup>\*\*</sup>Yellow range on gauge represents within 10% of meeting goal percentage.

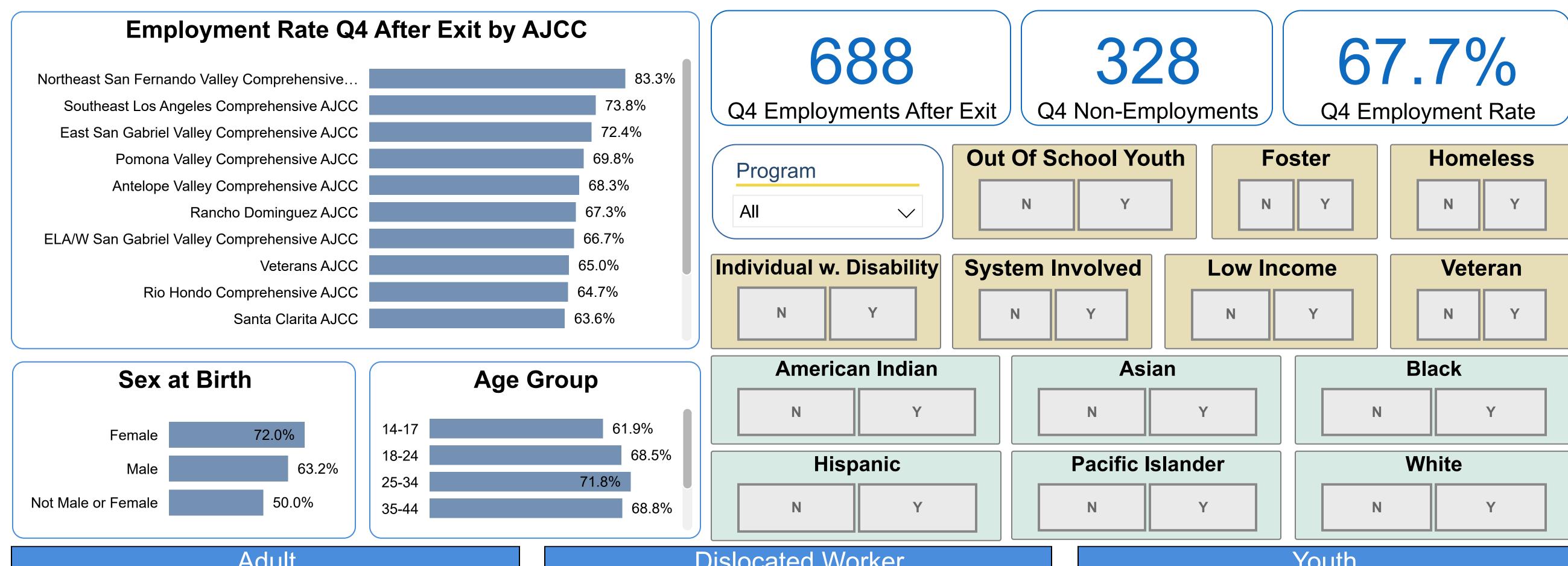


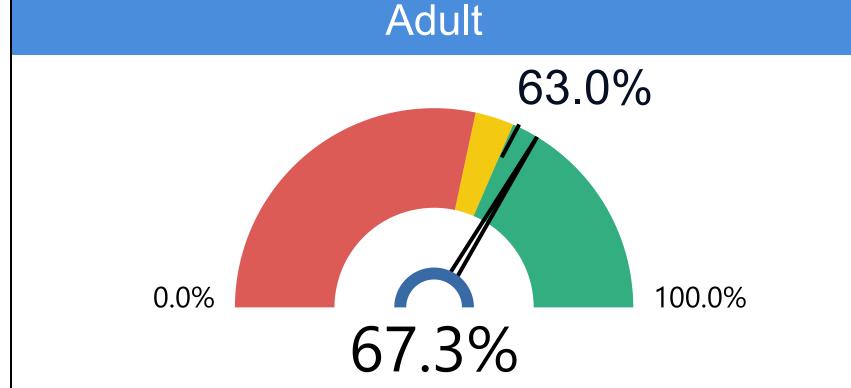
# ACCOUNTABILITY MEASURES EMPLOYMENT RATE 4TH QUARTER AFTER EXIT

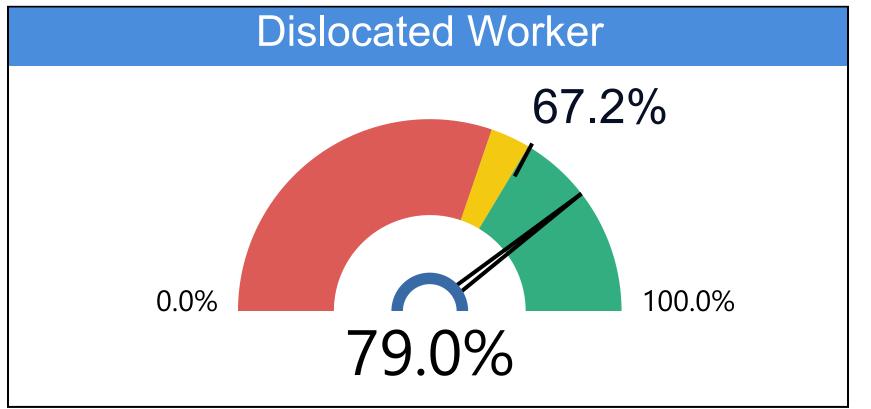
Adult, Dislocated Worker, and WIOA Youth

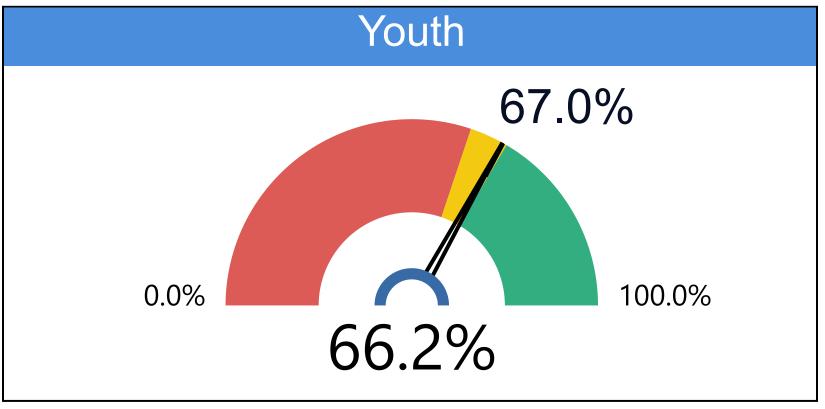
(Based on FY 2023-24 Q3 Accountability Reports)

department of economic opportunity COUNTY OF LOS ANGELES









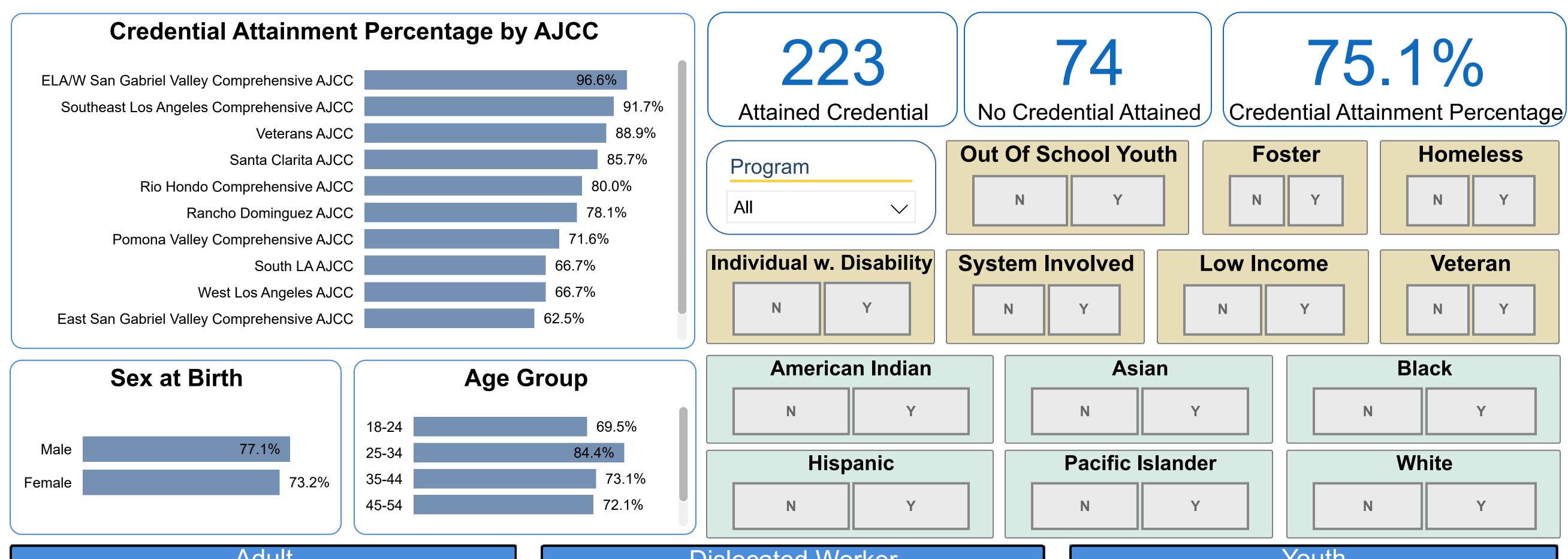
<sup>\*</sup>Hovering over each bar in the bar graphs will show more data pertaining to each value.

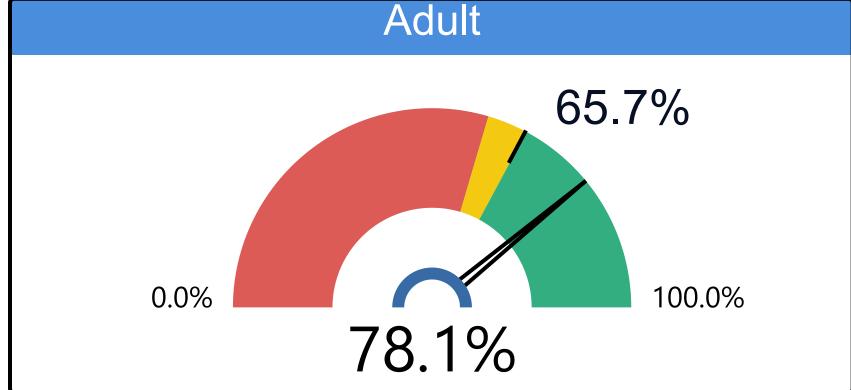


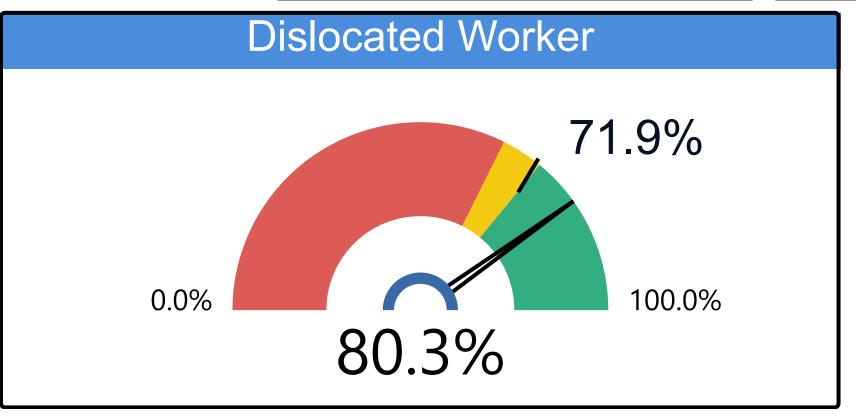
# ACCOUNTABILITY MEASURES CREDENTIAL ATTAINMENT

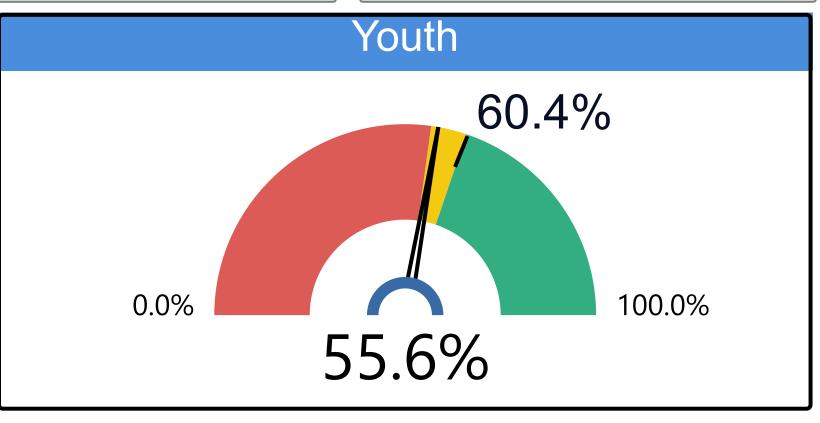
Adult, Dislocated Worker, and WIOA Youth











<sup>\*</sup>Hovering over each bar in the bar graphs will show more data pertaining to each value.

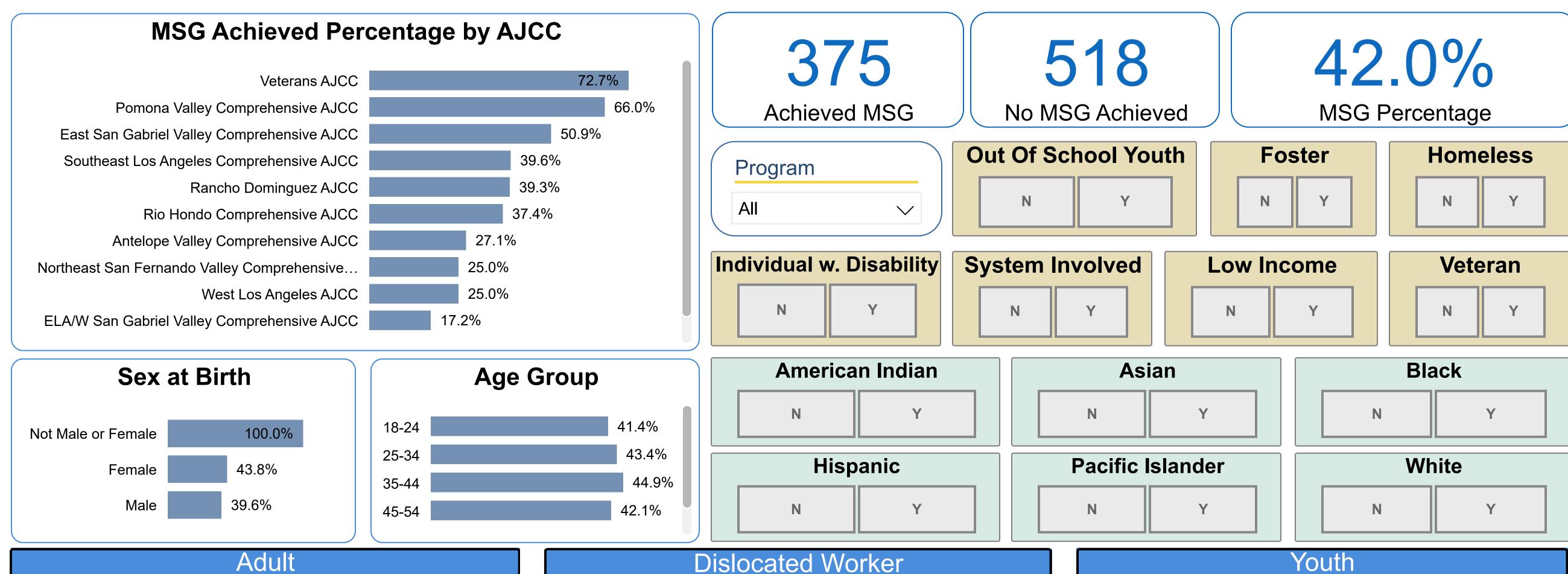
<sup>\*\*</sup>Yellow range on gauge represents within 10% of meeting goal percentage.

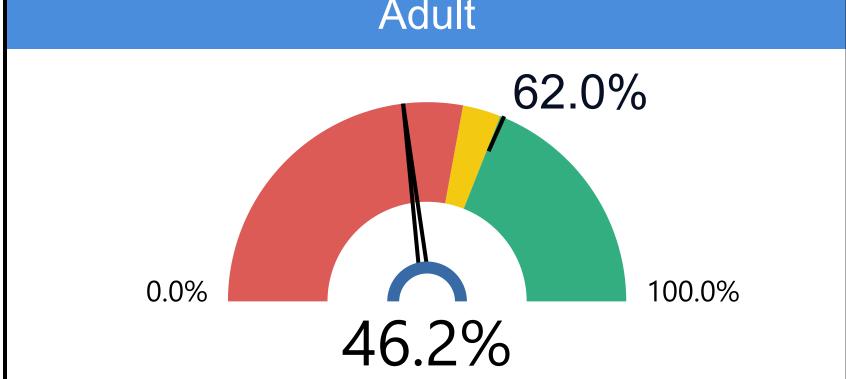


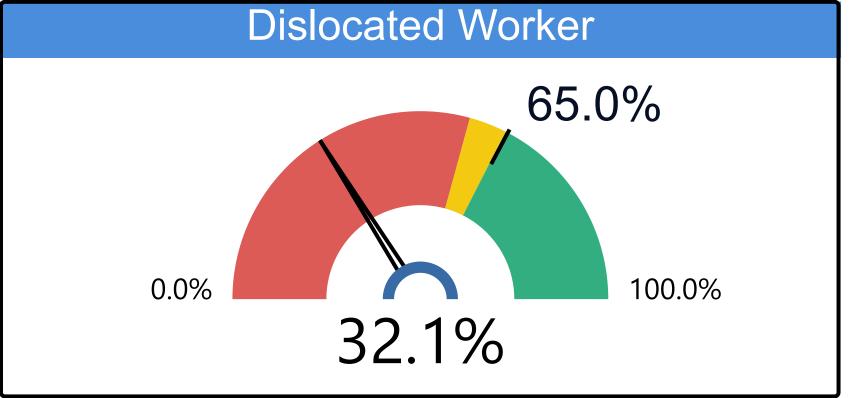
# ACCOUNTABILITY MEASURES MEASURABLE SKILLS GAIN

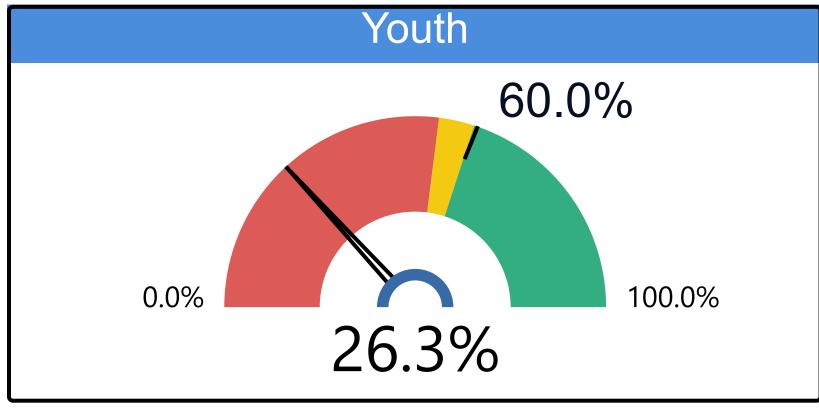
Adult, Dislocated Worker, and WIOA Youth











<sup>\*</sup>Hovering over each bar in the bar graphs will show more data pertaining to each value.

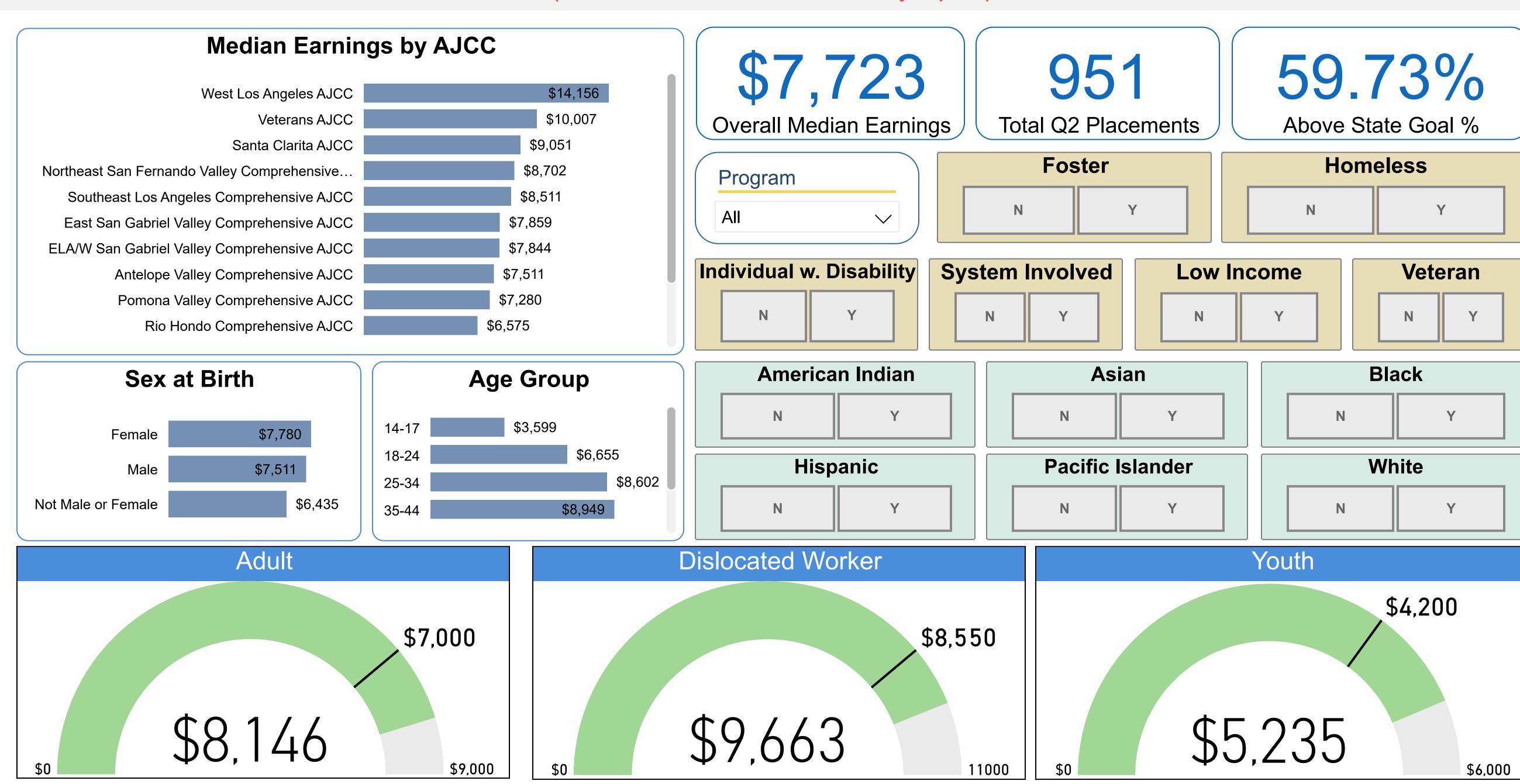
<sup>\*\*</sup>Yellow range on gauge represents within 10% of meeting goal percentage.



# ACCOUNTABILITY MEASURES MEDIAN EARNINGS Q2

Adult, Dislocated Worker, and WIOA Youth





<sup>\*</sup>Hovering over each bar in the bar graphs will show more data pertaining to each value.