

AJCC Modernization Strategies

Los Angeles County Workforce Development Board
September 30th, 2022



**department
of economic
opportunity**
COUNTY OF LOS ANGELES

Agenda

I. Strategies

II. Benefits

III. Next Steps

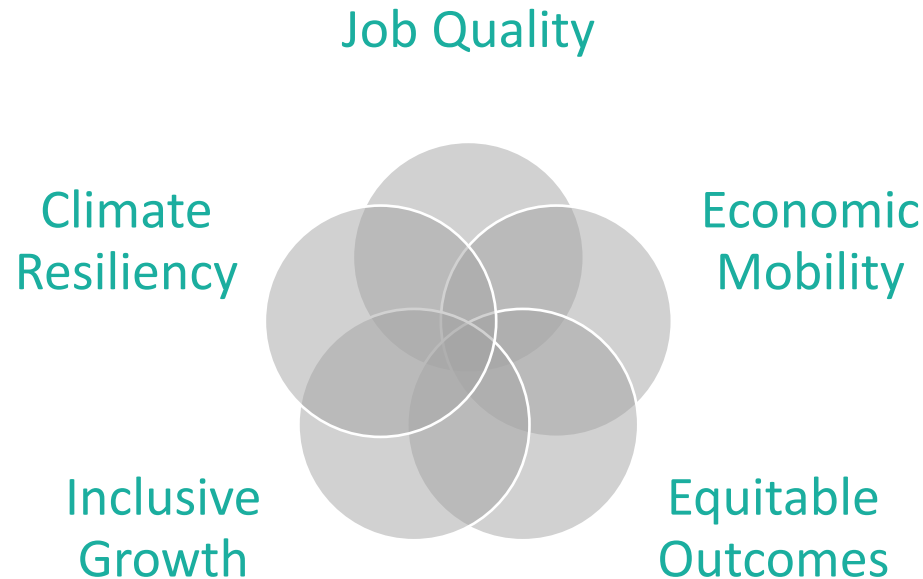


I. Strategies

The Department of Economic Opportunity (DEO) will release a competitive solicitation Fall 2022 to strengthen and modernize LA County's America's Job Centers of California (AJCCs)



The new AJCC system will advance the following “North Star” principles:



I. Strategies & Alignment with WDB Guiding Principles

Through significant research and public engagement efforts, DEO identified **7 overarching modernization strategies** to strengthen our AJCC system and increase effectiveness

These strategies are also thoughtfully aligned with the **WDB Guiding Principles** adopted by the WDB

1. **Empower** and Include Community-Based Organizations (CBOs)-
2. **Grow** Place-Based and Virtual Service Delivery-
3. **Establish** Population and Industry-Specific Centers of Excellence-
4. **Increase** Community Outreach Engagement
5. **Prioritize** High Road Pathways
6. **Invest** in Effectively Staffed AJCCs that Serve as Model High Road Employers
7. **Incentivize** Quality Outcomes and Impact



I. Strategies



1. **Empower** and Include Community-Based Organizations (CBOs)

DEO is assessing avenues for small CBOs to access WIOA funds to deliver specialized services and better serve hard to reach individuals while also gaining exposure to and capacity for County contracting

This approach supports the Equity in County Contracting initiative and efforts to unbundle services while enhancing the diversity of County contractors

GP1: **Prioritize direct support and facilitate system access for disproportionately negatively impacted workers, employers and communities**

GP3: **Invest in programs and services that lead to economic mobility**

GP4: **Elevate the profile, influence, and impact of the workforce system**



I. Strategies



2. **Grow** Place-Based and Virtual Service Delivery

DEO plans to maintain our 7 comprehensives and affiliate AJCCs model strategically situated throughout the County to reach individuals and businesses, with a focus on economically disadvantaged communities. DEO is currently evaluating our specialized AJCCs footprint

DEO will also launch the County's first completely virtual AJCC, which will offer the full services of a traditional brick-and-mortar AJCC to clients throughout our service area

GP1: **Prioritize** direct support and facilitate system access for disproportionately negatively impacted workers, employers and communities

GP5: **Expand** technology to improve system access and deliver quality services



I. Strategies



3. Establish Population and Industry-Specific Centers of Excellence

AJCCs will dedicate staffing to function as a system-wide Center of Excellence (COE) for both a designated industry cluster or a priority population

AJCC Industry focused COEs will form sector partnerships, convene industry leaders, lead countywide business development and connect residents to jobs in targeted industries

AJCC Population focused COEs will assemble resources, identify best practices, convene partners, and develop strategies to meet the unique needs of the specific population countywide

AJCC COEs will coordinate and align federal, State, Local Board and BOS countywide priorities (i.e., CFCI, Homeless Initiative, Sustainability, Delete the Divide, ARDI, Poverty Alleviation and others) to the AJCC system

GP1: Prioritize direct support and facilitate system access for disproportionately negatively impacted workers, employers and communities



I. Strategies

4. **Increase** Community Outreach Engagement

AJCCs will expand upon existing MOUs and develop and execute community engagement plans outlining the specific strategies and approaches they will use to collaborate with:

DEO will ensure each AJCC dedicates staffing for community outreach and engagement

- WDBs
- CBOs
- Faith-Based Organizations
- Municipalities
- Chambers of Commerce
- Local Businesses
- Community Stakeholders
- Educational partners
- County Office of Small Business
- Professional Associations



GP3: **Invest** in programs and services that lead to economic mobility for All

GP4: **Elevate** the profile, influence, and impact of the workforce system



I. Strategies



5. **Prioritize** High Road Pathways

DEO will dedicate a portion of WIOA and other funds for high-road training partnerships, apprenticeships and related models that prepare residents for quality jobs and careers in high-growth and opportunity sectors

DEO will ensure at least 70% of those who pursue training are enrolled in high-growth and opportunity sectors, with 60% of all placements in these sectors

AJCCs sector-focused COEs will lead collaborative efforts with businesses, training/education providers and other stakeholders to develop and implement high road career pathway programs

GP2: **Revitalize economic mobility through High Road Jobs**

GP3: **Invest in programs and services that lead to economic mobility for All**



I. Strategies



6. **Invest** in Effectively Staffed AJCCs that Serve as Model High Road Employers

DEO will improve the quantity, quality, and retention of AJCC staff while ensuring AJCCs lead by example as model high-road employers

DEO developed a staffing model that ensures comprehensive AJCCs and affiliates have at least 20 FTEs responsible for direct delivery of career and business services, coordination of partners, COE activities, community engagement, and quality assurance

DEO will ensure the AJCCs provide a living wage (\$21.89/hr) to all employees and require all staff to earn a Certified Workforce Development Professional credential

AJCCs will also pilot and implement career pathway initiatives linked to careers in workforce development, social services, and the public sector

GP3: **Invest** in programs and services that lead to economic mobility for All



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I. Strategies



7. Incentivize Quality Outcomes and Impact

DEO will implement local performance measures that move the AJCC system beyond the required federal WIOA measures by prioritizing equity, job quality, retention, income mobility, and career advancement

DEO will have local measures related to enrollments, trainings, placements, business services, customer experience, and other aspects of service delivery. These local measures are intended to build DEO's capacity to measure the AJCCs system impact over time

DEO will incentivize AJCCs by building a "bonus payments" system for AJCCs meeting and exceeding local performance measure goals

GP7: Utilize data to measure impact beyond WIOA performance



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

Implementation of the 7 previously mentioned AJCC modernization strategies will expand AJCC services to thousands of additional residents and businesses, better target services to priority populations and emerging sectors, and strengthen outcomes by prioritizing job quality, equity, and career advancement



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

1. Expanded reach into communities through partnerships with CBOs that will increase system capacity and better position more organizations to compete for future County contracts



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

2. Launch of the County's first fully-virtual AJCC, which has the potential to digitally serve thousands of residents annually and establish a scalable model for future expansion bridging the digital divide



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

3. COEs will strengthen system-wide capacity in targeted sectors and among priority populations, increasing AJCCs ability to achieve high growth employment and training goals. COEs will also better equip AJCCs with job/training opportunities while leveraging AJCCs skills to serve target sectors and populations ultimately strengthening AJCCs connection to Board priorities and departmentwide strategies



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

4. Increased community outreach and engagement, expanded awareness of AJCC services within underserved communities, and expanded service accessibility for job seekers and businesses



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

5. We will ensure that at least 70% of those who pursue training at AJCCs enroll into training programs targeted for high-growth and opportunity sector employers, with the goal of placing 60% of those trained into these employment sectors



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

6. We will position AJCCs as model high-road employers with the right quantity and quality of staff to meet the needs of the communities they serve. Our AJCCs will be staffed by more than 170 individuals paid at a living wage and possessing a Certified Workforce Development Professional (CWDP) credential



II. Benefits

Primary Benefits to Implementing the AJCC Modernization Strategies

7. We will implement local performance measures that go beyond required federal measures and prioritize equity, job quality, retention, income mobility and career advancement while building our capacity to measure impact over time



III. Next Steps

1. Input on 7 Modernization Strategies from Board, WDB, and EDPC-
2. Release of RFP in Fall 2022



Thank you!

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