

WORKFORCE DEVELOPMENT SYSTEM SCORECARD DEFINITIONS –

The number of Los Angeles Area Residents Moved to Living Wage Jobs Over Time - Updated March 2013

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
STRATEGY 1 – SECTOR BASED WORKFORCE INITIATIVES (with WorkSource Role)				
1.1	Advanced Manufacturing – CCD / LA Valley College/ Aerospace	Community Development Department Greg Burks, (323) 971-7645; Lenny Ciufo (818) 947-2941 Workforce Development System Database	The number of job placements resulting from the Community Careers Development WorkSource Center/LA Valley College's Advanced Manufacturing Training Institute, in partnership with SFV National Tooling and Machining Association (employer partners: Pratt Whitney Rocketdyne, Esterline, Anthony Intl, and other aerospace primes and subs.)	Started in 2005. City funds and grant have ended. Number reflects final count.
1.2	BankWorks – JVS/Banking Industry	Community Development Department Greg Burks, (323) 971-7645; Jay Saloway JVS, ARRA WIB Report, NEG/OJT Workforce Development System Database	The number of job placements are derived from the BankWorks project. JVS serves as the key WorkSource Center. Philanthropic and employer partners include the Les Biller Family Foundation, Wells Fargo, Bank of America, Pacific Western, City National, Union, and U.S. Bank. This project which focuses on training a diverse group of bank tellers for the industry able to promote along specified career paths.	Started in 2007 in response to the City's First Innovation Fund RFP. Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS). Includes multiple Innovation Fund awards, NEG Grants thru City, ARRA awards, and private partner funding. On-going funding and program.
1.3	Biotech – CCD / Valley College/Trade Tech	Community Careers Development - CD, Valley College, Trade Tech Lenny Ciufo (818) 947-2941 Workforce Development System Database	Sector-based training in biomedical technology. Community Career Development (CCD), together with LA Valley College (LAVC) and Los Angeles Trade Technical College (LATTTC), developed an innovative high-tech vocational training and job placement program specifically for Baxter Healthcare and Grifols Biologicals. Vocational training is conducted on campus, leading to placements as Biomedical Technicians, Lab Research Assistants, management, admin, and IT.	Started in 2009 with ARRA funds. Although the Scorecard measures new job placements after training, there have been hundreds of incumbent worker upgrades using city and ETP funds while plants have gone through modernization and expansion. A Sector Intermediary Grant to the Bio-Med Council has also been awarded in this sector. On-going funding and program
1.4	ARRA Bridge Programs (other than §§1.5 & 1.11) CCD, UAW, MCS, YPI	Community Development Department Greg Burks, (323) 971-7645; ARRA WIB Report / JTA Workforce Development System Database	MCS used their long experience in the healthcare arena to create their Educational Healthcare Bridge Program. The Youth Policy Institute was able to leverage their ARRA healthcare grant to create their educational bridge program, the Health Career Advancement Academy. Other Bridge Programs included in this measurement.	Started with ARRA funds in 2009. Grant has ended. Number reflects final count. YPI (The Youth Policy Institute) is one of the City's YouthSource system providers. This healthcare training was funded initially through the ARRA Bridge Grants RFP. Significant additional healthcare sector training capacity was then developed with a major ARRA multi-year grant that they won but those placements are not counted.
1.5	Diesel/Hybrid/Alt-Fuel Mechanics Program – CCD /UAW Trade Tech	Community Development Department Donny Brooks, (213) 744-9093 Workforce Development System Database	Community Careers Development (CCD) provided initial funding for the Educational Bridge effort for Diesel Mechanics in the Transportation Sector. Both LATTTC and LAVC provided the training, and UAW joined CCD in providing the WIA-supported funding, recruitment, case management, supportive services and placement services. The training progressed from basic mechanics training to a Diesel/Hybrid/Alt-Fuel Mechanics Training Program.	Funded by City in 2009 with ARRA funds. On-going funding and program.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
1.6	Construction Careers - UAW / PV Jobs / Trades	Community Development Department Donny Brooks, (213) 744-9093	(a) The number of new apprentices indentured in the City is over 10,000 (by DAS 12/30/13 count). The 30% number counted here is an undercount, but matches the 30% requirement of local construction labor on all Public Works, CRA, Port, LAWA, and other city-negotiated projects. WIA Centers provide evaluation, referrals, ITA's, initiation fees, boots and tools, and case management.	Funded in first round Innovation grant and continued in each funding cycle. Primary capacity was developed at UAW WorkSource Center but also work with PV Jobs (CDBG funds moved them from Westside to South L.A., etc.). Works in partnership with the Project Labor Agreements negotiated on all construction at City, CRA, Port, Airport, MTA, other major private developments and other agencies, which require 30% Local Hire (MTA-40% targeted hire) and 10% Disadvantaged. On-going funding and program.
- 1.6	- African American Apprentices ()	And the California Division of Apprenticeship Standards (DAS)	(b) A primary focus of measurement has been focused referral, case management, and supportive services to underrepresented segments of L.A. seeking admission to apprenticeship. The number of African-American new indentures towards careers are tracked here from start of effort: July 1, 2006-present.	
1.7	ARRA State Energy Workforce Partnership – State/Clean Energy, UAW/Harbor College/UCLA LOSH	Community Development Department Greg Burks, (323) 971-7645 Workforce Development System Database Mareta Papu	CA Clean Energy Workforce Partnership Training. This was an ARRA funded (CDD-RFP'd) project developed by UAW-LETC in partnership with Harbor College. UCLA Labor Occupational Safety & Health (LOSH) became the key training partner in this program.	Started in 2009 with competitive ARRA funds. Grant has ended. Number reflects final count.
1.8	Entertainment – Hollywood CPR (Cinema Production Resources) - West L.A. College/IATSE/MCS	Community Development Department Greg Burks, (323) 971-7645	Hollywood CPR is a diversity-focused effort to get young men and women of color into the film industry, primarily behind the camera. Funded initially by enterprising entertainment activists who saved industry props and re-rented them to support the program, West L.A. College gave them their initial home and helped build their curriculum. IATSE (International Alliance of Theatrical Stage Employees), Moving Picture Technicians, Artists and Allied Crafts, helped them build their pipeline to jobs in the industry. A large five-year grant from DOL made them successful. With the loss of that grant, and in need of funding support, the City WIB is currently funding Hollywood CPR which is likely to be on-going.	Hollywood CPR started in the 1990's. Workplace Hollywood, started in the early 2000's, folded into Hollywood CPR. Long a target sector, they secured city WIA funds in the 2012 RFP for Workforce Training Partnerships, becoming the final of the 8 initially targeted sectors to be funded. On-going funding and program.
1.9	Healthcare Career Ladders – MCS/SEIU ULTCW/Kaiser/Country Villa, etc.	Community Development Department Greg Burks, (323) 971-7645; JTA Workforce Development System Database Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS).	The prototype of this partnership was first funded in 2003 by the WIB with training focused on skills upgrades for homecare workers to become Certified Nursing Assistants (CNA's) and CNA's and others to become LVN's and RN's. The number of Healthcare Career Ladder job placements derived from Healthcare set aside awards, including healthcare placements achieved through Special ARRA program (High Growth and Educational Bridge). MCS serves as lead WorkSource Center.	The Healthcare Career Ladders Program was the only sector training partnership in place at the beginning of the Villaraigosa Administration. This partnership became the model for all future funding for training partnerships. Over time, there was an interest in expanding ownership for health careers funding. Nevertheless, this program has continued in multiple forms and ways, with renewed support from ARRA, Bridge grants, and other grants.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
1.10	Healthcare – CCD/WERC	Community Development Department Greg Burks, (323) 971-7645;	Sector-based training programs in healthcare include: 1.10 – A sector partnership between CCD and the Worker Education Resource Center, a healthcare training partnership between the County of Los Angeles and SEIU 721.	This partnership was developed in 2009 thru RFP. Grant has ended. Number reflects final count.
1.11	ARRA Bridge Healthcare – UAW/Southwest College/WERC	ARRA WIB Report / JTA ARRA, Phil Starr, MCS Workforce Development System Database	1.11 - The UAW built the Allied Health Essential Skills Program, in partnership with LA Southwest College and the Worker Education Resource Center (WERC). Core employers included: LA County Dept. of Health Services, Kaiser Permanente, and Bruis Management.	This partnership was developed thru the 2009 ARRA Bridget RFP. Grant has ended. Number reflects final count.
1.12	Healthcare – EMT + Allied Careers - MCS State/Federal Grants		1.12 – MCS continued to develop their capacity in healthcare and allied careers, with a focus on Emergency Management Technicians training and placement.	This partnership was developed in 2006 thru the initial Innovation Fund RFP and has received periodic support for training for the allied healthcare fields.
1.13	Hospitality Training Program – UNITE HERE Local 11/Hotels/Urban League, JVS, CCD	Community Development Department Greg Burks, (323) 971-7645; ISIS (Formula + ARRA) Workforce Development System Database	Responding to the WIB's 2009 RFP, the Hospitality Training Program is a non-profit created by UNITE HERE Local 11 and their signatory hotels. The State Federation's WED structured the training, identifying \$1.2 million available in the industry's Taft-Hartley Training Fund. West L.A. College was the initial Community College Training Partner, with recent partnership for line cook skills upgrades at LAX from LATTIC's Culinary Arts Academy. JVS, Urban League, and now CCD provide WorkSource supports. Employer partners include: Renaissance, Radisson-LA, HMS Host, L.A. Dodgers, etc. Note: The success of this work has inspired the hotels and union to increase the joint contribution from a penny per members per hour to 5 cents per member per hour (10 cents at LAX).	This partnership was developed in response to the City's 2009 Innovation Fund RFP. Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS). On-going program.
1.14	Logistics/Transportation – Bus Driver Training Program – CCD / MTA	Community Development Department Greg Burks, (323) 971-7645; ISIS Workforce Development System Database	Started with \$25,000 in MTA funds on a motion from Mayor Villaraigosa in 2005. The program started at scale as a result of the WIB's 2006 Innovation Fund, and has been funded in each cycle thereafter. Community Career Development, Inc. serves as lead WorkSource Center. Key partners have been Valley Community College and the Literacy Network.	Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS). On-going program.
1.15	Logistics Sector, Warehouse Entry Level – CCD/UPS and others	Community Development Department Greg Burks, (323) 971-7645; ISIS Workforce Development System Database	With a WIB Sector Focus on Logistics and the issuance of the first Innovation Fund RFP, CCD developed a Logistics Entry Level Training Program that was focused on computer training in warehouse movement and management. Partners included UPS and other major warehouse companies around Los Angeles.	This partnership was developed in response to the City's 2006 Innovation Fund RFP. Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS). Community Career Development serves as the lead WorkSource Center. Grant has ended. Number reflects final count.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
1.16	Logistics Sector, Truck Driver – Transportation Training Program (TOP) IBT 42/EI Proyecto del Barrio WSC	Community Development Department Greg Burks, (323) 971-7645; ISIS Workforce Development System Database	With a WIB Sector Focus on Logistics and the issuance of the first Innovation Fund RFP, El Proyecto del Barrio in Pacoima developed a Truck Driver Training Academy. In order to access the best jobs in trucking, a non-profit was constructed between IBT, Joint Council 42, and signatory contractors including Unified Western Grocers, Sysco Food Systems, ABF Freight, Horizon Lines, and Roadway Express. The site of the training moved from a parking lot in Long Beach to HACLA-purchased property adjacent to Jordan Downs Residence and High School. This project has been funded through each round of funding, supplemented with Employment Training Panel (ETP) funds with El Proyecto del Barrio serving as lead WorkSource Center.	This partnership was developed in response to the City's 2006 Innovation Fund RFP. Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS). On-going program.
1.17	National Emergency Grants – Multi-Sector	Community Development Department Linda Mims, (818) 374-9965; ISIS Workforce Development System Database	National Emergency Grant (DOL) CA Multi-Sector Workforce Partnership Retraining, career development, job search, job placement services, and on the job training to laid off educational services and public administration workers.	On-going program.
1.18	National Emergency Grants – OJT (On-the-Job) Training Programs	Community Development Department Linda Mims, (818) 374-9965 ISIS Workforce Development System Database	National Emergency Grant - On the Job Training (DOL / CA EDD) Basic Skills, vocational, and on the job training for individuals who have exhausted unemployment insurance benefits, and those who are receiving unemployment insurance benefits.	On-going program.
1.19	New Start Grants – for work with Ex-Offenders	Community Development Department Greg Burks, (323) 971-7645; JTA Workforce Development System Database	This is a California Department of Corrections and Rehabilitation program in partnership with EDD and the state's One-Stop Centers. In Los Angeles, Joseph Paul at UAW-LETC coordinated efforts between UAW, CCI, Urban League, and WLCAC in their collective efforts to place recently released inmates.	This is a state grant which provides competitive grant funds and formula dollars to L.A.'s on-going work with ex-offenders.
1.20	Energy Pathway Refinery Program (HACLA WSC)	Community Development Department Greg Burks, (323) 971-7645 Pam Page, HACLA	The Housing Authority of the City of Los Angeles, which operates a WorkSource Center for the City in Watts with public housing residents developed this sector training program with the refinery industry in the Harbor, Carson and the South Bay.	Grant has ended. Number reflects final count.
1.21	Security Sector – CCD/ESSC, CSAC/G4S	Community Development Department Greg Burks, (323) 971-7645 ARRA WIB Report / ISIS Workforce Development System Database	Industry sector-based training in private security. Community Career Development WorkSource Center (CCD) built their Private Security Officer Guard Training and Placement Academy, funded by the City of Los Angeles, with supplemental funding from E.D.D.'s Veteran's Employment-Related Assistance Programs. It is a 94 hour Private Security Guard Training providing training in order to secure the California Bureau of Security and Investigative Guard Card and related job placement support. Employer partners include: LA LIVE, Wackenhut, Brink Guardsmark, and others. Chicana Service Action Center (WSC) has also built a program in partnership with G4S.	The CCD partnership was developed in response to the City's 2006 Innovation Fund RFP. Chicana Service Action Center built a separate partnership with regular formula dollars, supplemented with County WIB- support. On-going program.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
1.22	Utilities Sector (solar, green lighting) – UAW/NECA/IBEW 11&18, CSAC/Solar City	Community Development Department Greg Burks, (323) 971-7645; ISIS (Formula + ARRA) Workforce Development System Database	The number of Utilities Sector job placements derived from Innovation Fund awards and ARRA Special Programs (High Growth and Educational Bridge). Los Angeles Trade Technical College, in partnership with UAW-LETC, serves as the lead. Partners include NECA, DWP JTI, IBEW 11 & 18. Chicana Service Action Center (CSAC) has a partnership with Solar City which has also been very effective.	These partnerships were developed in response to ARRA funding opportunities and WIA base funding. Placements are counted using the pre-enrollment data input by the WSC in the City's Integrated Services Information System (ISIS). On-going programs.
STRATEGY 2 – STRENGTHEN THE REGION'S WORKFORCE DEVELOPMENT SYSTEM				
2.1	CDBG Initiative Placements – LITE @ VOA (focus on Jobs for Homeless and formerly homeless individuals)	Community Development Department Annual GPR CDBG Oversight Staff, in conjunction with Volunteers of America reporting	Living Independently Through Employment (LITE) Project is a CDBG funded jobs program targeted toward the homeless. It is operated by a contract with Volunteers of America (VOA) on Skid Row. Job search and job placement assistance, and supportive services essential to Skid Row residents in obtaining gainful employment.	This program was funded with CDBG funds. The funds were prioritized by the Los Angeles Homeless Service Authority (LAHSA) with RFP and grant oversight conducted by CDD. It is an on-going program.
2.2	Pathways Out of Poverty ARRA	Community Development Department Greg Burks, (323) 971-7645 ARRA WIB Report	This innovative grant application was supported by the L.A. Workforce Systems Collaborative as a systems-wide application for ARRA funds related to the Pathways Out of Poverty Grant Application from the Department of Labor. The L.A. Community College District played the key role in developing this joint application focused on energy efficiency, weatherization, and green building retrofit training for the unemployed.	This partnership was developed in response to the Pathways Out of Poverty DOL ARRA Competitive Grant opportunity. The grant is listed in this section as it was a systems effort at co-leadership and not coordinated by CDD or a WorkSource Center. It did have substantial CDD and city work and involvement with many of the city's traditional partners. The grant has ended. Numbers reflect final count.
2.3	WorkSource – Case Managed	Community Development Department Greg Burks, (323) 971-7645; JTA Workforce Development System Database	The number of job placements resulting from WorkSource Center activities funded through the WIA Adult and Dislocated Workers formula dollars. These placements are from the individual clients that are enrolled and provided case management, training services (other than those listed elsewhere), supportive services and placement services.	Placements are counted using the State Employment Development Department's Job Training Automation system. On-going program.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
2.4	WorkSource - Universal Access	Community Development Department Greg Burks, (323) 971-7645; ISIS for universal access counts CSUN Survey Data for placements	The number of job placements resulting from WSC activities in the Universal Access Resource Rooms. The universal access component deals with the day-to-day walk-ins. Over the past 8 years the 18 CDD-contracted WorkSource Centers received between 130,000 to 180,000 jobseekers annually, with each unique individual averaging 2.4 visits. The City's WIB funded a Universal Access placement study. According to Richard W. Moore, the professor at the Cal State-Northridge Department of Management who led the research, over the past eight years, almost 295,000 of these jobseekers found placements and specifically credited the Worksource Center's role as "pivotal." Based on their survey, almost 145,000 jobseekers credited the Worksource Center's role as "pivotal" and stated that their job was a "living wage" job, as defined by the surveyor. The client support for other job seekers using WorkSource Center services was in the 80+ percentiles and, according to the survey, over the past eight years more than 140,000 jobseekers learned about the job for which they were ultimately hired at their WorkSource Center.	Estimate initially based on prior sampling of Universal Access participants matched against the State Employment Development Department's Base Wage File. Resulting formula was 8.6% of Total Universal Access participants. CSUN undertook a far more extensive statistically survey of clients with a pre-recession analysis and a post-recession analysis. The numbers in this section are projected through June 30, 2013. The Universal Access Program is an on-going program.
STRATEGY 3 – LEVERAGE PUBLIC SECTOR HIRING AND CONTRACTING				
3.1	CDD / FamilySource CSBG-ARRA	Community Development Department CDD Personnel Records	FamilySource participants placed into employment w/ CSBG ARRA funds, including those placed at CDD.	Grant has ended. Number reflects final count.
3.2	CRA Local Hiring (above 12% baseline)	Community Redevelopment Agency (CRA) Alex Paxton; BCA Report	This effort began with the negotiation of the CRA Construction Careers Policy and related Local Hire/Disadvantaged Worker requirements. Based on relevant non-PLA projects, it was determined that approximately 12% of the workforce could be local without the PLA. So the number of local workers above 12% are scored for inclusion in this scorecard.	Coordinate reporting with John Reamer, Bureau of Contract Administration (BCA). On-going program. Funding for Construction Careers Policy Oversight is challenging given the oversight of existing obligations passed from CRA to Department of Finance.
3.3	DWP First Source Hiring	Kelly Bernard Department of Water and Power (DWP)	The number of placements resulting from DWP First Source Hiring. Recently approved and implemented, First Source Hiring at DWP requires contractors awarded personal service contracts to allow DWP and their partners to attempt to fill new hires resulting from awarded contracts with residents of the City, for the first 7-10 days before posting the job externally.	Recently implemented, on-going program being built, initial numbers pending
3.4	DWP Vocational Workers , Utility Precraft Trainees – Repower LA, JTI/ DWP/IBEW 18	Department of Water and Power (DWP) Joint Training Institute Classes are community-based and transparent to multiple measures. DWP, IBEW 18, LAANE and SCOPE are all reliable sources of reporting.	The number of placements resulting from DWP Vocational Workers, Utility Pre-Craft Trainee (UPCT). DWP and IBEW 18 successfully agreed to create a lower wage entry position that would facilitate both local hire and diversity efforts into this pre-civil service position, focused primarily on energy efficiency efforts within the utility.	The UPCT classification and approval process was years of work. Three classes of UPCT's have been brought in. Initial funding was ARRA Weatherization funds turned down by other jurisdictions. With the passage of the rate increase, funding was put in place for Energy Efficiency programs which will hopefully grow this effort. On-going program.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
3.5	DWP Energy Efficiency SBDI (Small Business Direct Install)	Department of Water and Power (DWP) On SBDI Reports	This Energy Efficiency Program was developed in partnership with the Southern California Association of Public Power Providers. It contracts with local companies that provide energy efficiency benefits to business users of less than a certain amount of electricity. The program built up to a group of contractors employing more than 500 local workers. This category measures the number of placements resulting from DWP Energy Efficiency SBDI, in FTE's.	This program was started in 2006 and continued through 2008. A refocused contractor strategy is being redeveloped.
3.6	General Services Department – Green Retrofit & Workforce Development Program	General Services Department Teresa Sanchez (213) 978-1531	The Green Retrofit and Workforce Development Program was developed by a group of non-profit organizations focused on bringing energy efficiency to Los Angeles. The effort was spearheaded by S.C.O.P.E. from South L.A. It received early support from the City Council, esp. Councilmember Herb Wesson, and the Mayor. The ordinance in support of creating an effort to retrofit city buildings was passed and implemented. ARRA funds, specifically Energy Conservation and Block Grant funds kick started the program which has been supplemented periodically by state bond dollars, also initially paid by EECBG funds, and by energy efficiency savings going forward.	Policy framework put in place in 2008. The Vocational Worker strategy for pre-civil service hires locally was put on hold by ERIP. Initial hires available from laid-off workers during ERIP period. On-going program.
3.7	HACLA (housing residents hired under §3 Resident Hire Requirements)	Housing Authority of the City of Los Angeles (HACLA) Sanford Riggs, (213) 252-1820; Pamela Paige monthly reports to Mayor's Weekly Workforce Oversight Committee	The U.S. Department of Housing and Urban Development requires construction at public housing sites supported by HUD to employ housing residents whenever possible. This number scores this effort locally through HACLA.	HACLA has a renewed metrics-based focus on this §3 on-going program.
3.8	LA CityWorks (other vocational worker programs)	Community Development Department Greg Burks, (323) 971-7645; Renee Moon, (323) 846-1814 Support Leo Reyes City Personnel Department Reports and CDD Business Services database	Vocational Worker Program. This number tracks the number of placements in City pre-civil service training slots. In general, when a civil service exam is offered, there are thousands of individuals who sit for the exam which is a very expensive process. Only the top few test scorers are eligible and they are rarely city residents. For entry-level positions, the development of a pre-civil service classification can allow the referral or listing of opportunities locally, the hiring of city residents, and a one and a half to two year period for passage of the civil service exam. In general, Labor is concerned about downward pressure on salaries resulting from the reduced wages for these pre-civil service positions, but support the value of local hiring for city residents and diversity.	Policy work put in place in 2001 during Welfare to Work funding opportunity. Coordinate reporting with City Personnel Department. Although this is an on-going program, the actuarial studies limiting new hires under agreements forged in the Early Retirement Incentive Program (ERIP) and the overall budget restrictions have caused the managed hiring process to shut down new hires for most vocational worker opportunities. This program can expand, especially at the proprietary departments, when some new hiring begins.
3.9	LAPD new hires through the Academy	Steve Olivas, Paul Hernandez, LAPD Personnel and Academy Reporting to Mayor's Office Personnel Department Art Irigoyen, (213) 473-9395	In the drive to first add 1,000 officers, then to bring the force to the unprecedented number of 10,000, approximately 800 officers were hired to the force. In the process of adding these officers and replacing lost to attrition, over 4,000 officers were trained at the Academy, responsible for over 3,000 being hired by the LAPD, bringing unprecedented diversity to the force in the process. Note added: 3-18-13	This number reflects all new hires 7/05-3/31/13. This number of 3,061 includes the net of over 800+ plus replacements of over 2,200. They are included here both because they are new hires, but also because of the contribution to the city's race, ethnicity, and gender diversity numbers. On-going program.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
3.10	LAWA First Source Hiring	Los Angeles World Airports (LAWA) Business and Jobs Resource Center (BJRC) Joyce Sloss, (310) 417-6490, ext 1428; Clarence Espinosa, (310) 417-6490, ext 1435 BJRC Monthly reports to Mayor's weekly workforce oversight meeting	With the FAA rejection of training, funded by LAWLA, for any LAX contract employee (the vast majority of new hire opportunities), a First Source Hiring program was proposed by CDD and embraced by LAWLA. This is a local hire strategy with personal service/concessions/ all other non-construction contracts. All such contractor openings must be listed for referral thru First Source Hiring for 7-14 days (depending on conditions) before company posting internally or externally. BJRC conducts periodic job fairs and posts first source opportunities on-line thru contractor Agile One, accessing WorkSource referrals as well.	The prior administration had negotiated a Community Benefits Agreement (CBA) related to a \$10 Billion Airport Modernization Master Agreement. The Master Agreement was not approved and the CBA was rejected by FAA. The LAWLA First Source Hiring Program was a strategy that FAA finally approved in 2006 and it was launched by the newly created Business Jobs and Resource Center. On-going program.
3.11	LAWLA Local Hiring/PLA (above 12% baseline)	Los Angeles World Airports (LAWLA) Business and Jobs Resource Center Joyce Sloss, (310) 417-6490, ext 1428; Clarence Espinosa, (310) 417-6490, ext 1435 BCA Contract Reporting	In 1999, the Airport negotiated the first PLA on public works construction anywhere in the City. In 2010, the Airport PLA was renewed with additional accountability. Based on relevant non-PLA projects, it was determined that approximately 12% of the workforce could be local without the PLA. So the number of local workers above 12% are scored for inclusion in this scorecard.	This did not include all sizeable Public Works projects at the Airport although the hard work to settle the lawsuits on the Modernization Plan by the Administration cleared the way for work to proceed on the South Runway (completed), In-line Baggage (north and south), Central Utility Plant (nearing completion), New Fire Station (completed), Elevator Replacement, and Bradley West (nearing completion) On-going program.
3.12	MTA Targeted Hiring/PLA (above baseline)	MTA Contractor Compliance Reporting and MTA Website on Construction Careers	Since one dollar of federal money "federalizes" a project, traditional "local hire" strategies were unavailable. A focus on addressing poverty and unemployment structured a new MTA Construction Careers policy. This allows 40% of all workers on all new MTA projects above a certain threshold to come from targeted zip codes nation-wide based on Average Median Income (AMI) and 10% of the workers to be certified by Jobs Coordinators as Disadvantaged Workers.	This program was put in place in 2012. It became the first Construction Careers Program in the nation with an income targeted geographic strategy for a portion of the work, and the first to be approved nationally by the FTA and the DOT. On-going program.
3.13	Neighborhood Stabilization Fund (NSP)-LAHD	Los Angeles Housing Department (LAHD) Claudia Monterroso Doug Swaggart * LAHD reporting. Additional reporting became available after the publication of the March 31, 2013 numbers, adding an additional 1000 Living Wage Jobs.	This federally-funded program buys foreclosed properties, contracts for rehabilitation of the properties and then sells the reclaimed single family and multi-family units to first time buyers. A number of properties were in such disrepair that they have been cleared by contractors and developed into pocket parks. The Living Wage Construction Placements on NSP funded Construction Projects are tracked here. Note: actual numbers not updated.	The Neighborhood Stabilization Program was started as part of a federal effort to shore up neighborhoods harmed by extensive foreclosures and related blight. One round was funded prior to ARRA and others followed. L.A. received the largest allocation of NSP funds on two of the rounds of funding. On-going program.
3.14	Port of LA First Source Hiring	Port of Los Angeles (POLA) Petty Santos, (310) 732-7620; Lisa Jordan, (310) 732-3514, Support	The number of Living Wage Placements at POLA facilities through First Source Hiring Programs. The Port of LA First Source hiring program focused initially on some security efforts and Ports o' Call.	There have not been new numbers reported for some time on this effort.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
3.15	Port of LA Local Hiring /PLA (above 12% baseline)	Port of Los Angeles (POLA) Lisa Jordan/BCA	This effort began with the negotiation of the Port of LA Construction Careers Policy and related Local Hire/Disadvantaged Worker requirements in 2010. Based on relevant non-PLA projects, it was determined that approximately 12% of the workforce could be local without the PLA. So the number of local workers above 12% are scored for inclusion in this scorecard.	POLA coordinates reporting with the Bureau of Contract Administration (BCA).
3.16	Public Works Local Hiring /PLA (above 12% baseline)	Public Works John Reamer	This effort began with the negotiation of individual project labor agreements on specific projects, than in 2009, a department-wide Construction Careers Policy and related Local Hire/Disadvantaged Worker requirements. Based on relevant non-PLA projects, it was determined that approximately 12% of the workforce could be local without the PLA. So the number of local workers above 12% are scored for inclusion in this scorecard.	The Bureau of Contract Administration is responsible for Coordinate reporting with John Reamer, Bureau of Contract Administration (BCA).
3.17	Recreation and Parks - Smart Irrigation Program	Department of Recreation & Parks Dana Valdez	This water efficiency effort by the Department of Recreation and Parks hired at-risk individuals into a pre-civil service classification, trained them to install smart irrigation equipment that watered Rec & Parks property based on satellite communication of moisture needed. Individuals in the program were then hired by outside contractors. With the recession, Smart Irrigation workers were made more permanent as outside jobs were unavailable.	Tracks the number of job placements through DRP Smart Irrigation program. Can provide new hires if some hiring becomes available.

STRATEGY 4 – MOVE YOUTH INTO SELF-SUFFICIENCY

4.1	Hire LA Placements (into Living Wage Jobs)	Community Development Department Lisa Salazar, (213) 744-7191	The number of non-WIA private sector placements through the Hire LA program.	Reports generated by private sector employers. On-going program.
4.2	YouthSource /OneSource Placements	Community Development Department Lisa Salazar, (213) 744-7191	The number of Living Wage Placements resulting from OneSource Center activities funded through the WIA Youth formula dollars.	Placements are counted using the State Employment Development Department's Job Training Automation system. On-going program.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
4.3	Reconnections Academies	Community Development Department Pat Holeman, (213) 744-7161	<p>Special programming, providing academic remediation, industry sector related job training, and subsidized employment to disconnected, out-of-school and out-of-work young adults, ages 21 to 24, and moving them into self-sufficiency.</p> <p>With a focus on the hardest to place disconnected youth, the City took advantage of the flexibility allowed with ARRA Youth and Adult dollars, requesting partnerships to serve these out-of-school and out-of-work young people. Each Sector-based Reconnections Academy combined education training with subsidized work experience to help reconnect these youth to employment. A number of innovative partnerships found success for these young people in the middle of the Great Recession.</p> <ol style="list-style-type: none"> 1. Co-located at LA City College, MCS was again successful in utilizing their training expertise in healthcare and the allied fields to build a successful program, the Reconnections Academy for Certified Nurse Assistant licenses and Certified Home Health Aide licenses. 2. The Arbor Employment and Training Center of Canoga Park-West Hills also developed an innovative effort in healthcare allied fields. 	Primary investments made during ARRA. Some investments continue as on-going programs.

STRATEGY 5 – TRANSITION INCUMBENT WORKERS INTO LIVING WAGE JOBS

5.1	Cabin Cleaners – Airport	Data Collected from BCA and SEIU-USWW	In 2007, Cabin Cleaners who clean the planes at the airport were added to the list of airport contract employees covered by the City's Living Wage ordinance.	This policy change created these living wage slots. The number of new hires would be far higher but more difficult to quantify.
5.2	LAX Living Wage Hotel	Numbers reported from UNITE_HERE 11 and LAANE, James Elmendorf	In 2007, City Council passed an ordinance applying the Living Wage at the Airport to the LAX Gateway Hotels. This number tracks the number of employees at the hotels on Century Boulevard who now receive living wages that did not previously.	This policy change created these living wage slots. The number of new hires would be far higher but more difficult to quantify.
5.3	Security Services	Data Collected from BOMA and SEIU-SOULA Eddie Iny	In 2008, after years of organizing efforts, BOMA, the representative of the Building Owners in Los Angeles, agreed to be supportive of contractors agreeing to a contract with the security officers in buildings throughout much of Los Angeles. This effort was supported by the City and Mayor. The wages were basically at minimum wage, but over time, not only have the security officer wages risen to the Living Wage threshold, but they are also eligible for WIA support as the average wage at placement is now above the Living Wage.	This number tracks the number of slots occupied by security officers who are now paid a living wage as a result of the efforts of the City and the Mayor's Office. The number of new hires would be far higher but more difficult to quantify.

ID	METRIC NAME/ PLACEMENT ACTIVITY	CONTACT NAME / DATA SOURCE	DESCRIPTION	COMMENTS
STRATEGY 6 – JOB CREATION (less displacements)				
6.1	IDA Bond Issuances / Section 108	Community Development Department May Smith (213) 744-9360	Specific job creation numbers are required by both Industrial Development Bond Issuance and Section 108 loans. The Section 108 loans are connected to the City's allocation of Community Development Block Grants (CDBG) from Housing and Urban Development (HUD).	On-going programs.
6.2	BusinessSource / Entrepren. & Business Growth	Community Development Department Miguel Acuna (818) 374-9963	The Business Source system of 9 contractors that support small business development is funded by the Federal Community Development Block Grant program and requires reporting on job growth numbers related to funding.	On-going programs.
6.3	LA LIVE – permanent jobs under Community Benefits Agreement (CBA) requiring Living Wages	Community Redevelopment Agency Alex Paxton (213) 977-1747	§6.3 quantifies the new living wage permanent jobs created at LA Live under the negotiated Community Benefits Agreement. This is a project that was facing a "No Welfare for Billionaires" ballot measure at the start of this administration and required a long negotiation to resolve the dispute which led to the construction of the project and the new jobs documented in this section. These are new living wage placements through LA Live, due to CBA.	On-going Living Wage requirements. These numbers count slots although new additional hiring far exceeds the slot numbers scored.
6.4	Permanent Jobs on New Construction with CBA (Community Benefits Agreements)	Community Redevelopment Agency Alex Paxton (213) 977-1747	The number of new living wage placement slots resulting from new construction with Community Benefits Agreements requiring Living Wage Standards on permanent jobs.	There are on-going Living Wage requirements on a number of key major projects. These numbers will count slots although new additional hiring far exceeds the slot numbers scored. Prior projects include Hollywood and Highland. New projects that should be scored include W Hotel and other permanent jobs subsidized by CRA with CBA's at Hollywood and Vine. Future projects with relevant CBA's may include USC Master Plan project including University Village, Farmer's Field (if built), and NBC Universal.