

“Policymakers face the dual challenges of implementing strategies that will position all residents to find safe, secure, and rewarding forms of employment and reducing the number of poor-quality jobs— employment characterized by low wages and insecurity, unpredictable hours, and little opportunity to develop new skills or control one’s workday.”

A Portrait of Los Angeles County
Measure of America

YEAR 19 WORKFORCE DEVELOPMENT SYSTEM (WDS) ANNUAL PLAN

VISION

The Los Angeles Workforce Development System will be a national leading, equitable workforce development and training system that produces and places skilled workers into quality jobs in the Los Angeles region.

It is the shared vision of the Local Workforce Development Board (WDB), Mayor, City Council, and the city’s Economic and Workforce Development Department (EWDD) to utilize the Workforce Development System (WDS) to increase equity by targeting the delivery of workforce services to better address evolving economic and labor market conditions, especially for populations that have been left behind by the region’s economic recovery.

PLAN OVERVIEW

The Year 19 WDB Annual Plan (Annual Plan) establishes the priorities, strategies, and policies for the City’s Workforce Development System (WDS). The Annual Plan is developed by the Economic and Workforce Development Department under the governance of the Workforce Development Board (WDB), City Council, and Mayor.

Last year, the WDS, through a comprehensive network of workforce service providers, educators, employers, and other strategic partners, served 67,215 Angelenos and assisted 30,500 in finding employment (Source: CalJOBSSM). The WDS also engaged more than 20,000 youth into education and/or employment through Workforce Innovation and Opportunity Act (WIOA), HIRE LA’s Youth, Summer Youth and the Performance Partnership Pilot (P3) programs.

As the Los Angeles regional economy recovers from the Great Recession, labor market and demographic data for the region continue to reflect an uneven recovery in which large segments of the labor market such as low-income individuals, English language learners, single mothers, disconnected youth, and individuals without postsecondary education or training continue to face significant challenges in obtaining quality employment. Income inequality is particularly pervasive for men and women of color,

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with gender and racial wage gaps at every level of educational attainment. Putting all residents on the path to economic security through equity-focused strategies and policies to grow good jobs, build capabilities, remove barriers, and expand opportunities for the people and communities being left behind must remain the guiding principle for the Workforce Development System (WDS).

SYSTEM HIGHLIGHTS

WORKSOURCE SYSTEM PROGRAM YEAR ACCOMPLISHMENTS



YOUTHSOURCE SYSTEM PROGRAM YEAR ACCOMPLISHMENTS



LONG TERM STRATEGIC GOALS

“Economists, business leaders, and elected officials increasingly recognize that inequality is hindering economic growth, and that racial and economic inclusion are the drivers of robust economic growth. To build a strong next economy, leaders in the private and public sectors need to advance an equitable growth agenda: a strategy to create good jobs, increase human capabilities, and expand opportunities for everyone to participate and prosper.”

National Equity Atlas

Policy Link / USC Program for Environmental & Regional Equity

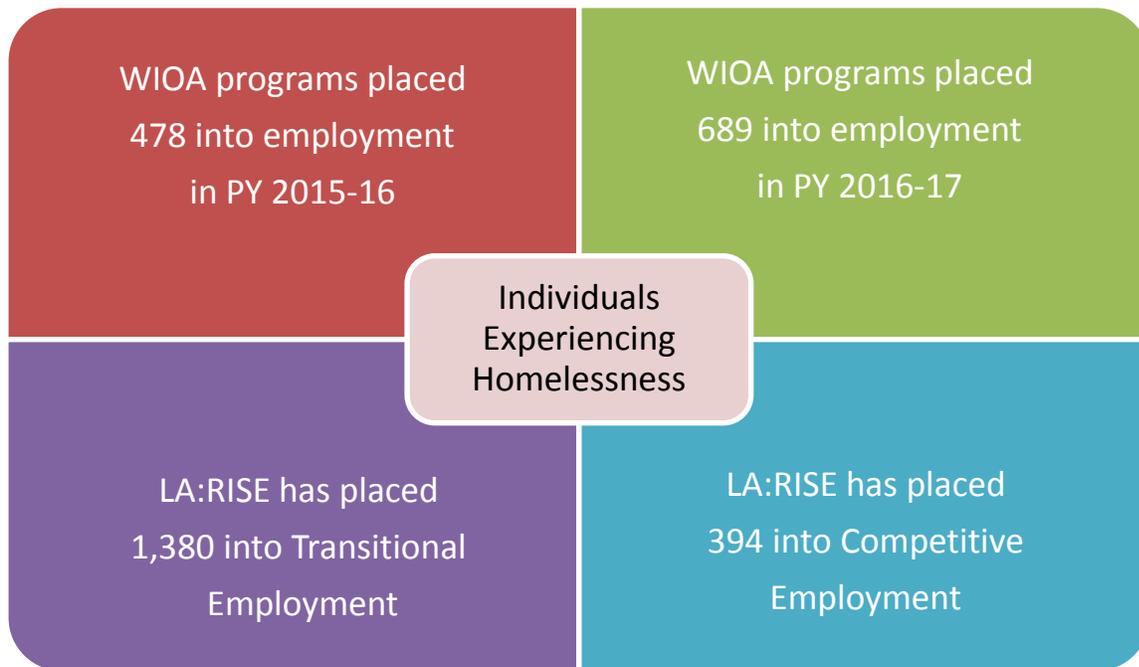
Building a more equitable labor market that provides economic opportunities for all Angelenos while meeting the growing demand of our region’s employers is a challenge that our WDS must prioritize through this Annual Plan. The WDS is committed to developing goals and strategies that embrace the principles of a high-road economy that competes on the basis of innovation, quality, and high skills rather than low wages, contingent employment, and low or no benefits.

The WDS will continue to improve and target workforce services to individuals lacking economic opportunity through its specific annual objectives and long-term strategic goals, including the following:

1. Address homelessness with more employment opportunities – LA County faces a crisis of high housing costs and a scarcity of affordable housing for low-income residents, contributing to the largest unsheltered homeless population of any US city or county. The homelessness rate in LA County increased 23 percent between 2016 and 2017, despite a nationwide decrease. In alignment with the City of Los Angeles Comprehensive Homeless Strategy, the WDS will expand existing efforts to provide job-skills training, employment services, and other related services for current and former homeless individuals. The WDS will also expand employer-driven pathways to well-paying, stable employment by integrating public, private, educational, and non-profit systems, including Social Enterprises.

These goals are being accomplished through expansion of the LA:RISE initiative, and increased services at each WorkSource Center through City and County funding approved through Measures H and HHH.

The following figure illustrates the employment results for current and former homeless individuals over the last two complete WIOA Program Years (PY) and the first six months of the expanded LA:RISE program.



2. Strengthen connections with major economic drivers in the region – In July 2017, the Los Angeles County Metropolitan Transportation Authority (Metro) and regional Workforce Development Boards entered into an MOU representing a collaborative training and hiring program. The Workforce Initiative Now-Los Angeles (WIN-LA) is a ground breaking workforce development program that focuses on creating career pathways into the transportation industry. Careers include construction, non-construction opportunities in operations/maintenance, administration and professional services. The program provides support for participants in areas, such as life skills development; skill set enhancement and educational attainment services. WIN-LA also increases the resources needed for training and placement of “Hard to Fill” positions within Metro and the transportation industry.

Through the leadership of the Mayor’s Office, the Workforce Development Board will develop Memoranda of Understanding with Los Angeles World Airports, the Port of Los Angeles, and the Department of Water and Power to provide employment and training connections for Los Angeles residents.

The Workforce Development Board will also build upon and complement the current efforts and project labor agreements managed by the Board of Public Works, Office of Contract Compliance. By identifying the upcoming construction and permanent employment opportunities, the WDS will develop a regional sector strategy that connects Angelenos into the construction industry, and related permanent jobs.

3. Strengthening Industry Sector Strategies – The WDS will continue investments in four key industry sectors to develop career pathways for all Angelenos:

- Information Technology
- BioTech / BioSciences
- Advanced Manufacturing
- Logistics / Trade



Successful Sector Strategies examine:

- Employers’ needs to increase and/or replace their workforce;
- Specific technical and soft skills needed;
- Available funding; and
- The prerequisites of job candidates.

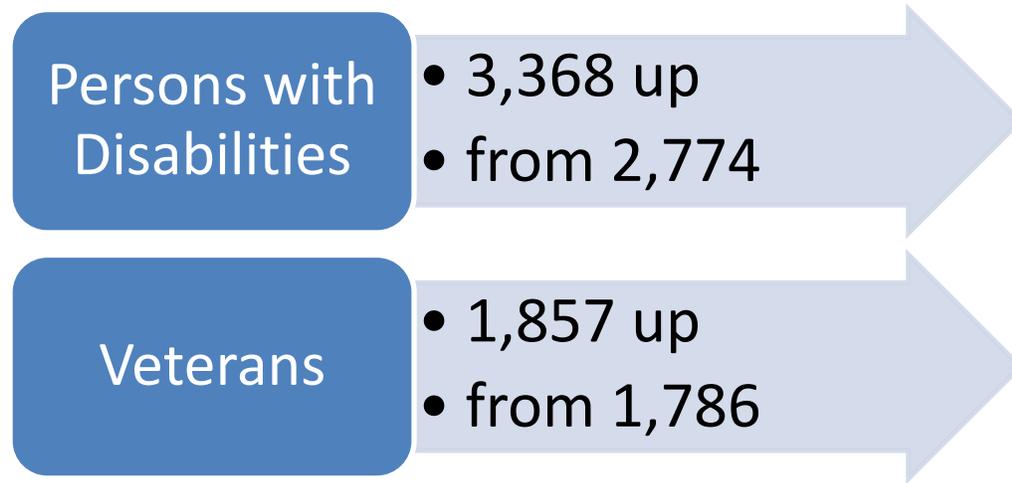
The California Community College “Strong Workforce Plan” outlines the region’s multi-million dollar investment in sector and career pathway strategies. The WDS will partner with the Los Angeles Community College District (LACCD) in planning and implementation of the plan.

4. Target vulnerable populations with a geographic focus – Increase WDS enrollments and placements targeting communities with the highest concentrations of poverty and highest unemployment rates, as well as underserved target populations including, but not limited to, individuals with a history of homelessness, formerly incarcerated individuals, under-represented ethnic groups, single-parents, older workers, disconnected youth, and transgender and other LGBTQ individuals.

The Workforce Development System has dramatically increased its total number of vulnerable population groups served over the last three years. Through an RFP for PY

2018-19, proposers were required to develop comprehensive services strategies, including partnerships with community-based organizations, employers and/or social enterprises, to expand upon the underserved populations currently targeted system-wide. The WDS will also advocate for the expanded hiring within vulnerable populations through the City’s Targeted Local Hire program launched in February 2017.

PY 2016-17 WDS Enrollments:



Beginning in PY 2017-18, through a novel settlement by the City Attorney, WDS has \$30 million over four program years for the LARCA 2.0 program, targeting individuals who are a part of a Gang Injunction settlement. The program design includes on-the-job training, vocational training, apprenticeships, support services and entry-level employment options that allow individuals to gain critical career skills and strengthen pathways to employment and increased earnings.

5. Ensure Gender Equity - Occupational sex segregation¹ continues to be a challenge in the workforce. Women are overrepresented in lower-paying jobs, while underrepresented in better paid occupations. Women working full time and year around in California also earn less than men in every racial and ethnic group. “For each dollar earned by white men, Latinas earn 42 cents, African American women earn 59 cents, Asian American women earn 75 cents, and white women earn 78 cents.”² For Latinas,

¹ Occupational sex segregation refers to the concentration of women and men in different occupations, The 2018 Report on the Status of Women and Girls in California – A Focus on Women in the Workforce, Mount Saint Mary’s University, Los Angeles

² The 2018 Report on the Status of Women and Girls in California – A Focus on Women in the Workforce, Mount Saint Mary’s University, Los Angeles

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38 % of California’s women and girls,³ this means that they must work 22 months to be paid what the white male population earn in 12 months.⁴

Because of the low wages, women do not have the same opportunity to accumulate assets and savings. “Over 7 in 10 Single Mothers (78%) in LA County struggle to meet basic needs.”⁵ This amounts to an estimated 189,861 households.⁶ The economic hardships that working women face are several and include unpaid caretaking labor, motherhood penalties,⁷ wage discrimination, and sexual harassment and discrimination. A woman’s peak years for childbearing concur with the prime years for her professional development. When women step out of the workforce to become mothers, a pay gap is established that continues to grow throughout their careers. Sexual harassment and discrimination also continues to impact women’s lives and professional success. “A 2017 national poll indicates that 30% of women across the U.S. have experienced unwanted sexual advances in the workplace – and that a quarter of those advances were from men who had influence over their work situation.”^{8 9}

Of the 53,195 people living on the streets of Los Angeles County, 31% (16,410) are women according to the 2018 Los Angeles Homeless Count.¹⁰ In 2017, nearly twice as many unsheltered women than men had experienced domestic violence and 28% reported a history of sex trafficking.¹¹ The number one reason survivors stay in abusive situations (and return to them) is lack of access to financial resources to help them stay safe. In 98% of domestic violence cases, survivors have been financially abused, which take the form of credit fraud and coerced debts, lack of access to bank accounts and cash, lost wages and employment, and lack of access to the workforce.

In line with the City of Los Angeles’ commitment to achieving gender equality¹² and gender equity¹³ in city operations, the Workforce Development System (WDS) will

³ Ibid.

⁴ Equal Pay Day, <http://www.equalpaytoday.org/equalpaydays/>

⁵ *Struggling to Stay Afloat: The Real Cost Measure in California 2018*. United Ways of California. <http://www.unitedwaysca.org/realcost>.

⁶ Ibid.

⁷ “Motherhood penalty” refers to the systematic disadvantages in pay, perceived competence, and benefits that working mothers experience relative to childless women. *The Hidden Penalty of Motherhood – And What Its Costs Us*. (May 2017). TIME, <http://time.com/money/4772842/the-hidden-cost-of-motherhood/>

⁸ The 2018 Report on the Status of Women and Girls in California – A Focus on Women in the Workforce, Mount Saint Mary’s University, Los Angeles

⁹ *Unwanted sexual advances not just a Hollywood, Weinstein story, poll finds*. (October 2017). ABC/Washington Post Poll, Survey conducted by Langer Research Associates, New York, N.Y. <https://abcnews.go.com/Politics/unwanted-sexual-advances-hollywood-weinstein-story-poll/story?id=50521721>

¹⁰ Los Angeles Homeless Service Authority 2018 Homeless Count, <https://www.lahsa.org/documents?id=2001-2018-greater-los-angeles-homeless-count-los-angeles-county.pdf>

¹¹ Report and Recommendations of the Ad hoc Committee on Women & Homelessness, Los Angeles Homeless Service Authority, <https://www.lahsa.org/documents?id=1586-ad-hoc-committee-on-women-and-homelessness-report-and-recommendations.pdf>

¹² “Gender equality” refers to equal rights, life prospects, opportunities, and the power of women and men, girls and boys, and people of various gender expressions to shape their own lives. It is a right’s-based concept with

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strengthen its efforts to integrate a gender perspective into the design, implementation, and evaluation of its services, to ensure that women and girls' unique needs are considered, and gender inequality is not perpetuated. In order to address the challenges as outlined above and ensure equal opportunities for women and girls to access qualitative and empowering job trainings and employment, the WDS will:

1. Ensure that WDS staff are trained to prevent and address sexual harassment and discrimination in the workplace and informed about their rights and existing resources. As part of this work, survey WDS staff and WDS clients' possible experience of harassment and discrimination and knowledge of policies and processes in order to inform policies, processes, and trainings.
 2. Develop, implement, and evaluate a train-the-trainer training on implicit gender bias and gender mainstreaming¹⁴ to increase the WDS' capacity to consider women and girls' unique needs in the design, implementation, and evaluation of its services, including in career counseling, trainings, and job placement.
 3. Gather and include data disaggregated by gender in all demographic and performance reports included in the WDB Strategic Annual Plan's list of strategies and activities.
 4. Commission the Los Angeles Economic Development Corporation (LAEDC) to identify high paid jobs and training opportunities for women and girls to help them advance in their careers and transition from low paid middle skills jobs to high paid middle skills jobs.
 5. Commission a gender analysis to assess what role the WDS, including the WorkSource Centers and the YouthSource Centers, can play to address existing barriers preventing women and girls from accessing qualitative job trainings and well-paid employment opportunities, including in non-traditional female fields.
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transformative connotations that embraces an intersectional view on inequalities between genders, and points towards change of gender-based power relations in all sectors of society. The Swedish International Development Cooperation Agency, Sida, <https://www.sida.se/English/publications/159464/hot-issue-gender-equality-and-gender-equity/>

¹³ "Gender equity" refers to fairness and justice regarding benefits and needs for women and men, girls and boys, and people of various gender expressions. Thus, distribution of resources based on the needs of different groups of people. The Swedish International Development Cooperation Agency, Sida, <https://www.sida.se/English/publications/159464/hot-issue-gender-equality-and-gender-equity/>

¹⁴ "Gender mainstreaming" is the process of assessing the implications for women and men of any planned action, policy or program, in all areas and at all levels before any decisions are made and throughout the whole process. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs so that both women and men benefit, and inequality is not perpetuated. Gender mainstreaming is not a goal in itself but an approach for promoting gender equality. The Swedish International Development Cooperation Agency, Sida, <https://www.sida.se/English/publications/159382/gender-mainstreaming/>

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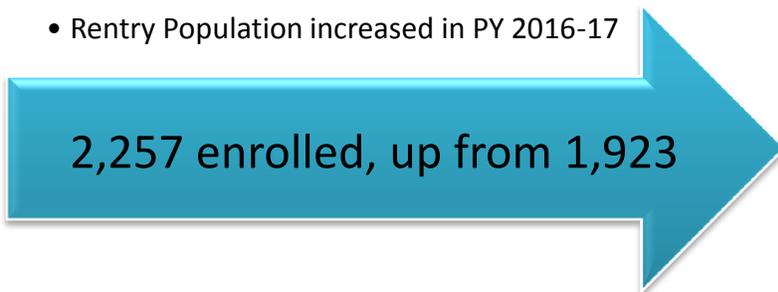
The goal of the analysis is to establish best practices and identify a strategy to remove these barriers.

6. Conduct a comprehensive assessment of how the WDS, including the LA RISE grant, serves the female homeless population. The assessment will look at how many women versus men benefit from the WDS programs targeting the homeless population and provide explanations to those numbers.
7. Design, implement and evaluate a pilot training program targeting survivors of domestic violence and human trafficking. As part of this work, partner with the Los Angeles Housing + Community Investment Department to identify clients from the Domestic Violence and Human Trafficking Shelters funded by the City. The goal of this work is to i) create a pipeline of survivors of domestic violence and human trafficking who access the WDS across multiple sectors, ii) connect Domestic Violence Service Providers and Human Trafficking Service Providers to WDS services, including adult education programs, job readiness trainings, and others, iii) provide workforce development services that are tailored to the specific needs of survivors of domestic violence and human trafficking, iv) partner with the State Development Employment Department to determine how to best protect confidentiality of survivors while enrolled in the WDS and track outcomes, and v) prevent recidivism and help survivors break out of the cycle of abuse through economic empowerment and financial stability.

All of the above will be implemented depending on the availability of funds for Program year 18-19.

6. Focus on the reentry population – Work with the offices of the Mayor and City Attorney to leverage investments of Los Angeles County and City funds to serve the reentry population.

- Rentry Population increased in PY 2016-17



Starting in PY 2017-18, the WDS established a reentry enrollment goal for the City WorkSource Center system of 3,000 new enrollments.

7. Focus on disconnected youth – The WDS will continue to provide leadership for integrating City, LAUSD, LACCD, and LA County services to increase educational, employment, housing and social well-being outcomes of the City’s disconnected youth.

Through the Performance Partnership Pilot (P3) initiative and the YouthSource system, the WDS is providing regional leadership on expanding and integrating services to the region's disconnected youth population including foster, probation, dropout and homeless youth populations.

8. Alignment of City and Regional Planning Efforts (Los Angeles Regional Plan, Local Plan, WDS Annual Plan and P3 Strategic Plan)

In the last year, the City of Los Angeles provided leadership to cross-jurisdictional efforts aimed at developing regional workforce development strategies. The WDS Annual Plan seeks to align the goals and objectives identified through the Regional, Local and P3 planning efforts undertaken by the City and key workforce development stakeholders in the region over recent years. These planning efforts seek to align workforce resources and programs to develop systematic and coordinated efforts to increase economic opportunities for those left out by the economic recovery. The following planning efforts, undertaken in PY 2016-17 and PY 2017-18, will continue implementation in PY 2018-19:

- 1) Regional Plan - aimed at the development and implementation of decision-making structures that will strengthen workforce activities and performance at the regional level of the seven Los Angeles Basin Local Boards. The Regional Plan supports the State Board's Unified State Plan goal of building regional sector pathways, including increasing industry-valued credential attainment and enrollment in apprenticeship through sector strategies; increasing employer engagement; and development of a regional communications effort between the seven regional boards.
http://ewddlacity.com/images/reports/LARPU/LABRPU_Regional-Workforce-Development-Plan-2017-2020.pdf#zoom=80
- 2) Local Plan - describes the City's WDS efforts to meet the goals and objectives of the Regional Plan, and to meet the federal and state intent of implementing the Workforce Investment Opportunity Act.
http://ewddlacity.com/images/reports/LARPU/WIOA-CityLAWDB_LocalWorkforcePlan_2017-2020.pdf#zoom=80
- 3) Performance Partnership Pilot (P3) Strategic Plan - contains the collective efforts of over 40 organizations to improve the education, workforce development, housing, and social well-being outcomes of the region's disconnected youth. The goals and objectives link with specific strategies that would increase integration of city, county and school district services. The plan also calls for specific policies to prioritize services for the region's disconnected youth populations.
- 4) Los Angeles / Orange County Regional Consortia (LAOCRC) Strong Workforce Plan – The LAOCRC developed a plan in response to the needs of the region

and the legislative intent of the “Strong Workforce Program.” The plan can be accessed at <http://www.laocrc.org/>.

Service Delivery

The City’s Strategic Goals are implemented by the EWDD network of service providers comprised of a system of WorkSource Centers (WSC) newly procured in the spring of 2018 and 14 YouthSource Centers (YSC).¹⁵ These centers are located strategically throughout the City, where they provide diverse workforce development services for City residents and businesses. The WDS includes not only the WSC and YSC, but also a network of partners that are committed to improving the employment and educational outcomes for its customers. These partners include multiple City departments, State agencies, local educational institutions, chambers of commerce, economic development agencies, businesses, local veteran organizations, and labor organizations, among others.

The WDS continues to expand its partnership with LAUSD through the launch of the LAUSD WIOA Navigator program. The WIOA Navigators, funded jointly by LAUSD and the City of Los Angeles WDB, are Adult Education Advisors who provide increased access to adult career/technical education for WSC customers.

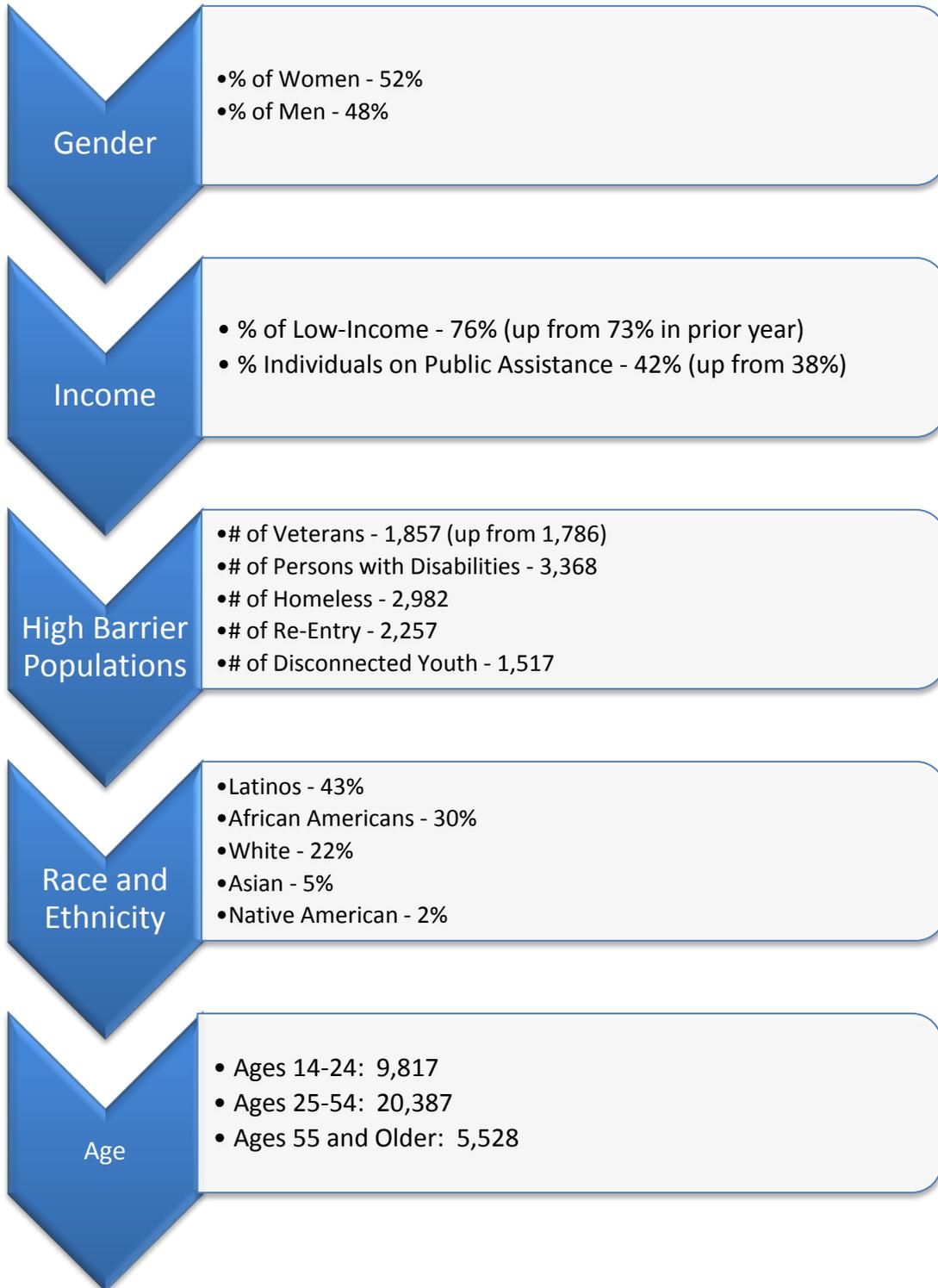
LAUSD WIOA Navigators will continue to be strategically co-located at City WSCs pending RFP results.

¹⁵ The City of Los Angeles designates its One-Stop Career Centers locally as “WorkSource Centers, a proud partner of America’s Job Center of California.” In addition, the City funds separate centers that serve young adults from the ages of 14 through 24 years old under the designation “YouthSource Centers.”

System Partners:

CA Employment Development Department	<ul style="list-style-type: none">•WIOA Title III - Wagner-Peyser•Veterans Services•TAA
CA Department of Rehabilitation	<ul style="list-style-type: none">•WIOA Title IV - Rehabilitation Act
LA Community College District	<ul style="list-style-type: none">•WIOA Title II - Adult Education and Literacy•Sector Training
LA Unified School District	<ul style="list-style-type: none">•WIOA Title II - Adult Education and Literacy•WIOA Navigators (WSC)•PSAs (YSC)•Sector Training
Los Angeles Department of Public Social Services	<ul style="list-style-type: none">•TANF•Summer Youth Employment
Los Angeles County Department of Probation	<ul style="list-style-type: none">•High Risk / High Need Program
Los Angeles Department of Aging	<ul style="list-style-type: none">•Older Americans Act

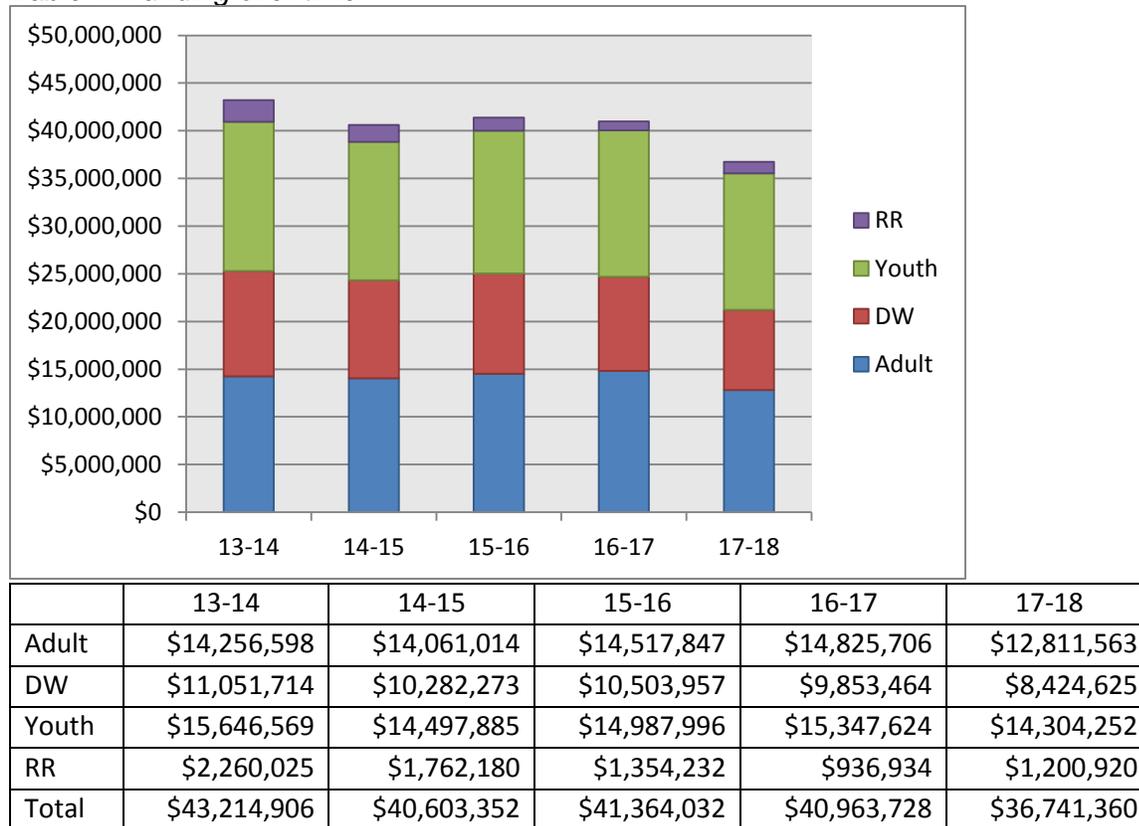
Who We Serve (WIOA TITLE I) Adult, Dislocated Worker and Youth Funding



FY 2018-19 FUNDING OUTLOOK

In PY 2017-18 the City saw a dramatic decrease in WIOA formula funds allocated by the state. In total, Adult, Dislocated Worker, and Youth funding was \$5.4 million less than the prior year. Although the WDS has maintained high levels of enrollments, the system’s capacity has been negatively affected by the decreased funding.

Table 1: Funding over time



Decreases in WIOA Formula funding both to California and to the City continued in PY 2018-19. It is critical that the City and its partners continue to advocate for the full funding of the Workforce Innovation and Opportunity Act as passed overwhelmingly by Congress. Although drastic cuts were for the most part avoided for PY 2018-19, funding is still far below levels established within the Act.

Given the funding uncertainty in future program years, it is imperative to continue to leverage strategic partnerships to sustain critical WDS programming for Angelenos. The WDS must also continue to diversify resources and explore new funding streams.

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WDS FUNDING RECOMMENDATIONS

The Annual Plan outlines the WDS’ strategies for achieving an equitable labor market that provides opportunities for all Angelenos. In developing the Annual Plan, the WDB took into consideration the priorities established by the Mayor, the California Workforce Development Board (CWDB), the city’s current economic and educational situation, the resources available, and its own priorities.

As illustrated in *Table 5: Workforce Innovation and Opportunities Act Formula Funding* on page 2-19, the Annual Plan budget reflects reduced funding for Adult and Youth funds, with a slight increase in Dislocated Worker funds. Available Rapid Response funds assume level funding, as the allocation has not been released as of this date. Carry-in funds are expected to be \$3.4 million less than the prior year. In light of these reductions in available funds, the draft Annual Plan reflects allocation reductions from PY 2017-18 Annual Plan levels in the following program and administrative activities:

EWDD Program & Admin	9,795,415	8,919,620	(875,795)	(9%)
Workforce Development Board	1,434,430	1,414,072	(\$20,358)	(1%)
WorkSource Centers	16,331,480	14,446,682	(1,884,798)	(12%)
YouthSource Centers	9,639,668	9,013,560	(626,108)	(7%)
WorkSource Center Portals	626,000	126,000	(500,000)	(80%)
EWDD Direct Service (YOM)	1,426,108	1,330,090	(\$96,018)	(7%)
Hospitality Training Acadey	25,000	0	(25,000)	(100%)
Rapid Response	1,093,781	899,793	(193,988)	(18%)
Layoff Aversion / LAEDC	601,612	401,612	(200,000)	(33%)
WDB Innovation Fund	427,171	250,000	(177,171)	(42%)
Customer Satisfaction Surveys	200,000	150,000	(50,000)	(25%)
Certification Requirements & Technical Assistance	63,000	25,000	(38,000)	(60%)
EWDD Program & Admin	9,795,415	8,919,620	(875,795)	(9%)

Funding Highlights:

No.	Funding	Strategy	Outcome	Strategic Goal(s)
1.	\$14,446,682	Fund WorkSource Centers to provide employment training and placement services to high-barrier adults and dislocated workers and employers.	Serve 24,000	Strengthen connections with major economic drivers in the region Target vulnerable populations with a geographic focus

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2.	\$10,343,650	Fund 14 YouthSource Centers	7,000	Focus on disconnected youth
3.	\$8,878,733	Year-Round Youth Employment Program	17,000	Focus on disconnected youth
4.	\$6,750,000	Los Angeles Reconnections Academy (LARCA 2.0)	750	Target vulnerable populations with a geographic focus
5.	\$4,500,000	Los Angeles Regional Initiative for Social Enterprise (LA-RISE) 2.0	TBD	Address homelessness with more employment opportunities
6.	\$1,800,000	LA County Probation / Workforce Development Aging and Community Services Grant – Project INVEST	TBD	Focus on the reentry population
7.	\$401,612	Layoff Aversion	TBD Employers	Strengthen connections with major economic drivers in the region
8.	\$899,793	Rapid Response Activities	As needed	Strengthen connections with major economic drivers in the region

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

In the development of any plan to provide workforce development services, it is important to understand the economic landscape.

In 2017, California’s economy grew at an estimated rate of 2.5 percent, exceeding the national 2.4 percent rate. Since 2012, the state has added jobs at a faster rate than the nation as a whole. California’s unemployment rate has now dropped below pre-recession levels, declining annually over the past seven years. The annual unemployment rate for the state fell to 4.8 percent during 2017, a reduction of 0.6

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percentage points compared to 2016 levels, and 7.5 percentage points from its peak in 2010.

Table 2: Annual Unemployment Rate (%)

Locality	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007*
United States	4.4	4.9	5.3	6.2	7.4	8.1	8.9	9.6	9.3	5.8	4.6
California	4.8	5.4	6.2	7.5	8.9	10.5	11.7	12.3	11.3	7.2	5.3
Los Angeles County	4.7	5.2	6.9	8.3	10.2	10.9	12.3	12.6	11.5	7.5	5.1
Los Angeles City	4.7	5.6	7.1	8.7	10.7	12.1	13.6	13.9	12.7	8.3	5.6

As of May 2018, the City of Los Angeles had an unemployment rate of 4.1%

**Pre-recession level*

Source: Bureau of Labor Statistics and California Employment Development Department

Los Angeles County’s economic progress closely follows that of the State, with an additional 56,900 jobs added and a 1.3 percent job growth in 2017. The County’s unemployment rate in 2017 fell to 4.7 percent from 5.2 percent in 2016. Job growth is expected to continue to slow at about 1.9 percent for the next two years as there are fewer jobs needed to be added and as the labor market tightens.

In 2017, job growth in Los Angeles County was spread across most industry sectors. The largest private sector gains were in health care and social assistance (adding 21,800 jobs), leisure and hospitality (adding 7,900 jobs), and other services (6,700 jobs). Government payrolls grew by 1,200 jobs. Four sectors shed jobs over the year. For a fourth consecutive year, manufacturing continued to shrink, losing 4,600 jobs in 2017. Retail trade contracted by 1,300 jobs. Finance and insurance eliminated 200 jobs. Natural resources, which in Los Angeles County are confined to oil and gas field operations, lost 100 jobs, continuing a four-year decline. As the rate of job creation slows, the number of jobs added will also decline, with 47,800 jobs expected to be added in 2018 and 34,300 in 2019.

The sectors expected to add the largest number of jobs over the next two years are:

- Healthcare and social assistance (24,660 new jobs)
 - 32% of jobs in this sector are in ambulatory health care such as doctors’ offices and clinics
 - 18% in hospitals

- 13% in other healthcare services
- 37% in social assistance such as in home supportive services and child day care
- Administrative and support services (16,320 jobs)
 - ~41% are in employment services – temporary employment agencies
- Construction will add 14,610
- Leisure and hospitality will add 12,120
 - The greatest share (close to 80%) of these will be in food services, a relatively low-paying subsector.

After four consecutive years of increases, government employment will contract with about 1,100 less jobs. Manufacturing is expected to continue its decline in employment, losing 1,400 jobs through 2019.¹⁶

Measure of Equity in Los Angeles

Though the regional economy continues to improve, many Angelenos have been left behind from the recovery. In general, unemployment decreases and wages increase with higher education attainment, yet racial and gender gaps persist in the labor market among full-time workers at all educational levels. Income inequality is also pervasive in the region, with 24.5 percent of African Americans and 23.7 percent of Latinos living in poverty. Latinos are also much more likely to be working poor compared to all other racial groups with a 12.5 percent compared to 4.3 percent of African Americans.¹⁷

Employment and Educational Outlook for the City of Los Angeles

As of May 2018, the City of Los Angeles had a civilian labor force of 2,071,800 individuals. Of that number, 84,900 (4.1 percent) were unemployed, a decrease in unemployment from May 2017, when the City of Los Angeles had a civilian labor force of 2,057,000 individuals and 93,000 (4.5 percent) were unemployed. However, the City still has the greatest number of unemployed within any Workforce Development Area in the state.¹⁸

¹⁶ *Economic Forecast & Industry Outlook February 2018*, LAEDC Institute for Applied Economics.

¹⁷ *An Equity Profile of the Los Angeles Region*, USC Program for Environmental & Regional Equity.

¹⁸ California Employment Development Department Monthly Labor Force Data.

Well-Being and Access to Opportunity

The American Human Development Index (HDI) measures three fundamental and interrelated measures to give a picture of how ordinary people are doing – a long and healthy life, access to knowledge, and a decent standard of living. Using this index Measure of America, of the Social Science Research Council prepared *A Portrait of Los Angeles County* outlining “Human Development” in the County and City of Los Angeles. The report, using the US Census Bureau’s American Community Survey Data to group communities within the City by their scores on the 10 point HDI scale, identified “The Five Los Angeles Counties.” Although not everyone will share the traits ascribed to the “Los Angeles” in which they live, these areas reflect the outcomes of the typical resident. This framework provides a way to compare areas of Los Angeles with similar HD Index scores and gives a sense of the nature and extent of disparities within the county and city.

The “Five Los Angeles Counties” demarcations are as follows:

- **Glittering LA:** The nine cities, unincorporated areas, and neighborhoods that make up Glittering LA have HD Index scores above 9. They make up about 1.6 percent of the LA County population.
- **Elite Enclave LA:** These areas have HD Index scores equal to or greater than 7 and less than 9. They make up 15.9 percent of the LA County population.
- **Main Street LA:** These areas have HD Index scores equal to or greater than 5 and less than 7. They make up 30.5 percent of the population.
- **Struggling LA:** These areas have HD Index scores equal to or greater than 3 and less than 5. They make up 50.8 percent of the population.
- **Precarious LA:** These areas have HD Index scores less than 3 and make up 2.9 percent of the population.

<http://www.measureofamerica.org/los-angeles-county/>

The WDS will target services to those areas of greatest needs, specifically Community Plan Areas with an HDI less than 6 – Precarious LA through the lower echelons of Main Street LA, specifically those Community Planning Areas listed in Table 4 below.

- **Precarious LA** – More than half of the adults in this area lack a high school diploma and fewer than 5 percent possess a bachelor’s degree, making economic security out of reach (see Table 3 below for comparison). The poverty rate of 35.4 percent is more than double the county-wide rate, and the median personal earnings are \$19,000 annually. Seven in ten households rent; 68.8 percent of them spend more than 30 percent of their income on rent, and 41.6 spend more than half of their incomes on housing. About three in ten workers

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work in production, transportation and moving occupations and 28 percent hold jobs in service occupations. Occupations in these categories tend to offer low wages, few benefits, and poor working conditions as well as limited opportunities for advancement. Over 20 percent of youth are disconnected from both education and employment.

- **Struggling LA** – The most populous of the “LA Counties.” Three in ten adults lack a high school diploma and less than 20 percent have a bachelor’s degree. The poverty rate is 20.8 percent and median personal earnings are a bit above \$25,000. Over 62 percent are renters; 62.6 percent spend more than 30 percent of their income on housing, and over 32 percent spend more than half. Over 22 percent work in service industries. The percentage of disconnected youth is still high, with 13.4 percent of youth not in education or employment.
- **Main Street LA** – Although faring better than the county as a whole when it comes to the share of adults with high school diplomas and four year college and graduate degrees, LA County’s high cost of living, driven by housing costs, keeps markers associated with the middle class out of reach for many in this grouping. Many share some of the economic insecurity experienced by those in Struggling LA. The poverty rate averages 11.4 percent and median earnings are \$36,000. About 45 percent are renters; 56.6 percent spend more than 30 percent of their income on rent, and three out of ten spend more than 50 percent of their income on housing. Youth disconnection is still of concern at over 10 percent of youth not engaged in education or employment.¹⁹

Table 3: Educational Attainment (of persons age 25+)

	Non-High School Graduate	Bachelor’s Degree or more
United States	13.0%	30.3%
California	17.9%	32.0%
Los Angeles County	22.3%	30.8%
Los Angeles City	24.1%	32.5%

¹⁹ *A Portrait of Los Angeles County*, Measure of America of the Social Science Research Council

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Table 4: Targeted Community Planning Areas

Community Planning Area	Index Score
Precarious LA	
Southeast Los Angeles	2.26
Struggling LA	
South Los Angeles	3.10
Boyle Heights	3.17
Westlake	3.34
Central City North	3.36
Wilmington/Harbor City	3.66
Arleta/Pacoima	3.74
Harbor Gateway	3.91
Mission Hills/Panorama City/North Hills	3.99
West Adams/Baldwin Hills/Leimert	4.10
Sun Valley/La Tuna Canyon	4.19
Sylmar	4.56
Van Nuys/North Sherman Oaks	4.62
Northeast Los Angeles	4.85
North Hollywood/Valley Village	4.92
Main Street LA	
Reseda/West Van Nuys	5.04
Sunland/Tujunga/Lake View Terrace/Shadow Hills/East La Tuna Canyon	5.28
San Pedro	5.38
Wilshire	5.41
Central City	5.50
Hollywood	5.52

FUNDING RESOURCES

The City has developed the proposed WDS service strategies, activities, and budget for the Annual Plan based on estimated allocations of Adult, Dislocated Worker, Youth, and Rapid Response funds and the projected carryover funds from prior year WIOA formula and other workforce funds. The City Will receive \$34 million in WIOA Adult, Dislocated Worker, and Youth formula funds from the State specifically for Program Year 2018-19, as detailed under *Tab 4 - Budget*. For Rapid Response, the City estimates funding of \$1.2 million. In addition to these formula allocations, the City plans on receiving additional non-WIOA funds and other competitive awards amounting to \$30.8 million.

Each year, the City develops and presents a report that provides information on carryover monies (allocated yet unexpended WIOA and other workforce development-related program funds from prior years). The City anticipates a carryover amount of \$6.5 million composed of both WIOA formula and other workforce development-related grants. Total funding available for WDS activities is projected at \$72.5 million. The City anticipates receiving \$1.5 million in additional funds through competitive grant applications, which will expand the capacity of the WDS to serve a greater number of targeted populations. Any additional competitive awards will be reported jointly to the WDB and to the City Council and Mayor.

The WIOA Title I Formula Funds represent the primary source of funding for the City’s WDS, accounting for 53 percent of its revenue. These funds provide the funding base for both the City’s Adult WorkSource and YouthSource programs. The Adult programs provide training and job placement assistance. The Youth programs reconnect youth and young adults to education, provide basic skills remediation, and prepare them to enter post-secondary education or the labor market.

The final Annual Plan proposes a balanced budget for PY 2018-19. Projections for new WIOA Title I Formula Funds and carryover revenue are summarized in Table 5 below:

Table 5: Workforce Innovation and Opportunities Act Formula Funding

	PY 2017-18 WIOA Funds	PY 2018-19 WIOA Funds	Difference
Adult	\$12,811,563	\$12,356,409	(\$455,154)
Dislocated Worker	\$8,424,625	\$8,535,377	\$110,752
Youth	\$14,304,252	\$13,105,934	(\$1,198,318)
Rapid Response*	\$1,200,920	\$1,200,920	0
Carryover	\$6,439,710	\$3,290,857	(\$3,148,853)
Total	\$43,181,070	\$38,489,497	(\$4,691,573)

*PY 2018-19 Rapid Response Funds are estimated. This table does not include other grant funding including other WIOA grants.

WORKFORCE DEVELOPMENT SYSTEM

The City launched a redesigned WorkSource system in FY 14-15 that sought to better align services and training with high-growth employment sectors that offer living-wage career paths. Through the implementation of the Integrated Service Delivery (ISD) Model in the Adult and Dislocated WorkSource centers (which coordinate the efforts, resources and services of key partner agencies), the workforce development system ensures the seamless delivery of services to jobseekers. Similarly, the integration of key partners into the YouthSource Centers (particularly educational institutions), along with the intensive and sustained efforts underway to coordinate multiple agencies and community-based organizations targeting out-of-school youth, has enabled the WDS to garner the federal designation from the Department of Education and DOL as a Performance Partnership Pilot (P3) locality. The P3 designation gives added flexibility in the use of discretionary funds across multiple federal programs. The youth system emphasizes the coordinated and integrated delivery of education, workforce, and social services to disconnected youth ages 16 to 24.

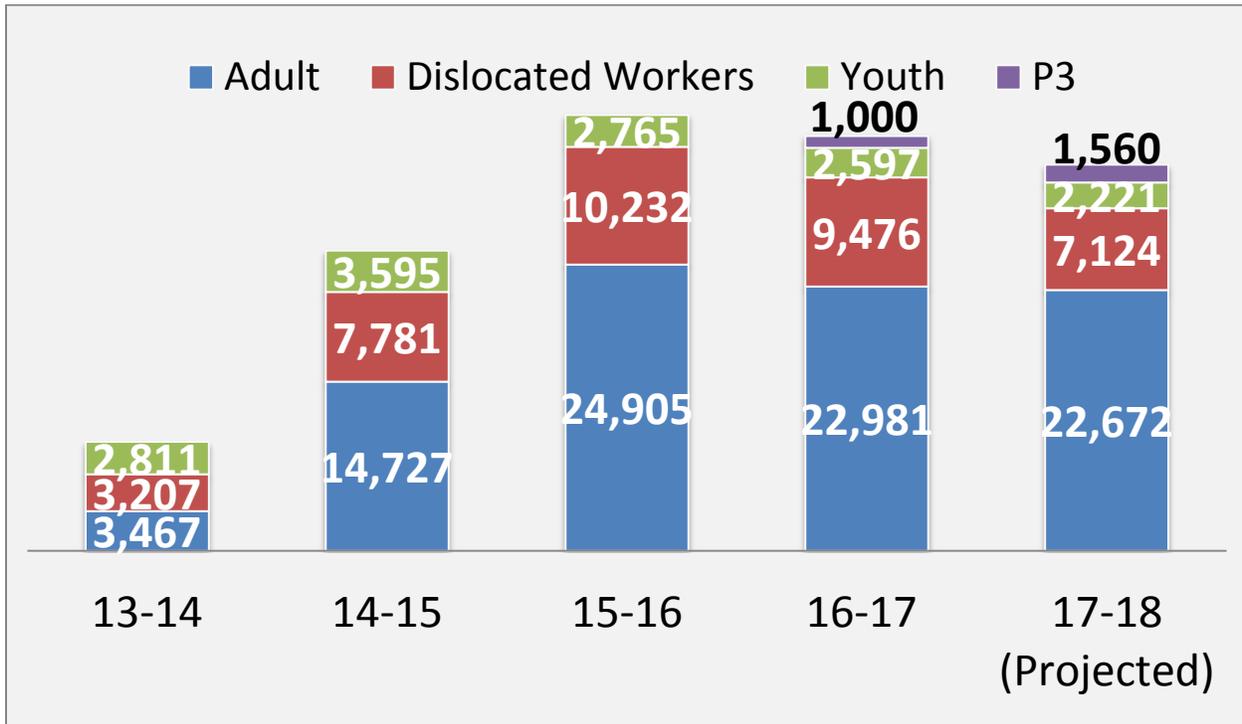
ADULTS AND DISLOCATED WORKERS SYSTEM ACCOMPLISHMENTS AND STRATEGIES

WorkSource Centers (WSCs) are strategically located in areas of the City with the highest concentrations of poverty, long-term unemployed, and lowest educational attainment rates. The WSC system addresses issues of equity and economic opportunity in the City by providing career services, including vocational and on-the-job training to low-income Angelenos.

Integrated Service Delivery Model Leads to a Systematic Approach to Serving Angelenos

Integrated Service Delivery (ISD) focuses on better coordination, integration, and leveraging of both resources and competencies of the system's partners. Key to the success of this effort has been continuous and open communication, not only with the California Employment Development Department (WIOA Title III) and the California Department of Rehabilitation (WIOA Title IV), but also with the Los Angeles Unified School District and the Los Angeles Community College District (both WIOA Title II). The integration of key workforce development programs in the region provides the WDS a systematic approach to serving those with greatest need and addressing inequities in our labor market. Additional partners include the County of Los Angeles Workforce Development Board, the Verdugo/Glendale Workforce Development Board, the South Bay Workforce Development Board, and the Pacific-Gateway Workforce Investment Network, as well as the United States Department of Veterans Affairs, and the City's Department on Disability, Department of Aging, and Los Angeles Public Library.

WDS Enrollments PY 2013-14 through 2017-18



Integrated Service Delivery, which began in PY 14-15 led to increases in Adult and Dislocated Worker enrollments, but as mentioned before, funding decreases have negatively affected system capacity.

Continuing Industry Sectors Strategies in High-Demand Sectors

The City continues to emphasize a sector-driven approach to workforce development to meet the needs of employers in specific industries within the region. In PY 2016-17, the City implemented three initiatives to further the WDS’ sector-driven approach.

Industry Sector Strategists

To develop a regional approach to sector strategies, the City identified four Sector Strategists to assist in developing regional strategies for engaging key employers, training providers, and workforce services providers. Strategists are responsible for engaging key stakeholders to align workforce training needs with the critical skills identified by key employers as lacking in the current labor force. The strategists are also responsible for making policy recommendations to the Workforce Development Board to reduce unnecessary overlap and redundancy in training programs and to ensure that training leads to industry-valued, stackable credentials.

Industry Sector Strategies

Information Technology

- Convened IT employers and training provider meetings to assess industry skills gap and develop employment profile
- Convened Tech Ed Leadership Collaborative

BioTech / BioScience

- Conducted a survey of businesses to identify desired skills for jobseekers
- Convened 16 Coordination Meetings with WDBs, stakeholders, and partners
- Developed career pathways that include a “learn and earn” aspect that allow trainees to earn income while gaining skills needed to advance through the career pathway

Advanced Manufacturing

- Convened meetings with employers, educators and Manufacturing Council to assess manufacturing industry skills gap and employment needs.
- Participated in The California Advanced Manufacturing Apprenticeship Collaborative,
- Developed applicant skills assessment system for employers. Assessments are leading to increased on-the-job training opportunities.

Trade / Logistics

- Surveyed employers to assess industry skills, education, and credentials profile.
- Surveyed Training Providers to identify programs that prepare students for careers in the Trade and Logistics sector.
- Interviewed Stakeholders to discuss certifications, tutoring programs, program challenges and successes.
- Attended Industry Stakeholder Meetings.

LOS ANGELES' GROWING IT INDUSTRY

A number of indicators point to the growth of LA's IT industry. From 2009 to 2014, venture capital firms invested \$6.9 billion in 971 deals involving tech companies in LA and Orange Counties (CB Insights, "The LA Tech Venture Capital Report."). New companies continue to emerge, with the increasing flow of venture capital expanding opportunities for tech entrepreneurs. In 2016 there were 287,639 tech employees and 14,743 tech business establishments in LA County, amounting to 4.9% of the county's overall workforce (CompTIA, Cyberstates 2017). Average wages in core IT occupations were \$100,305, higher than the national average (\$93,397) but slightly lower than California's average (\$102,758—driven by Silicon Valley's very high wages).

Focus on Middle Skills

The growth in the IT Sector will create increasing demand for middle-skills positions at companies that require tech talent to implement and oversee these new technologies. According to the Bureau of Labor Statistics, a total of 23,370 middle-skills jobs are projected for LA's tech industry by 2024.

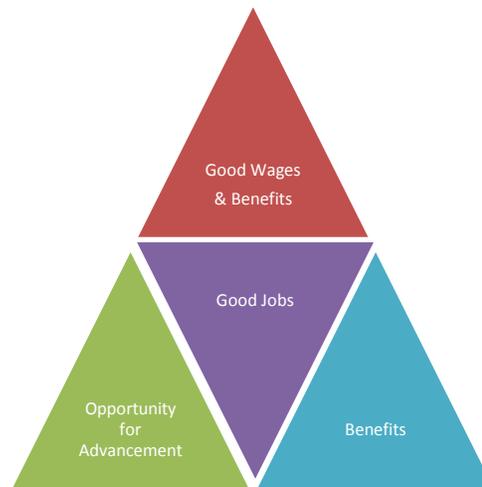
IT user support specialists and web developers are expected to grow by 17% and 36% respectively, representing 7,500 new jobs in LA County by 2024 (job openings due to growth and replacement). Neither of these occupations requires a Bachelor's degree, making them the most attractive middle-skills jobs in the IT Industry. With the appropriate training, career pathways, and workforce intermediary aligning stakeholders, these occupations are poised to serve as launchpads for careers in the tech industry.

Apprenticeship Strategy

In October 2017, the City issued a procurement to select a consultant to assist the WDS in identifying best practices for deploying apprentice-based training models in key industry sectors. The City anticipates implementing recommendations in PY 2018-19.

High-Road Economy Strategy

The WDS is committed to developing sector strategies that embrace the principles of a high-road economy that competes on the basis of innovation, quality, and high skills rather than low wages, contingent employment, and low or no benefits.



It is critical that the Board prioritize the delivery of its workforce services to high-road employers who offer jobs with good wages and benefits, support for ongoing skill training and employee advancement, good work conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and adequate hours with predictable schedules that enable employees to meet their family caregiving commitments. Low-road, low-quality jobs that do not meet these standards for good jobs have high turnover rates, provide limited opportunity for career advancement, and call into question the return on investment of limited WIOA resources.

The Board recognizes that not all jobs are good jobs. There is a hidden cost to low-wage work that is ultimately borne by communities. The state will work with leaders in the employer and labor communities, including joint apprenticeship and training committees, to develop information infrastructures that produce strategic labor market analysis and needs assessment so that decisions on training services are directed and informed on the basis of job quality.

Targeted Local Hire

The Targeted Local Hire (TLH) program developed by Mayor and Council and led by the Personnel Department has utilized the WorkSource Center System to screen and refer applicants who are not generally represented in the traditional civil service hiring process. Specific outreach efforts to the under-represented populations, and a specific hiring and screening process to encourage applicants to be hired from this pool has resulted in over 1,000 applicants to employment opportunities available in the city departments. Over the course of the program's first year, TLH has connected over 200 individuals from disadvantaged backgrounds to high-quality jobs in the City of Los Angeles.

California Wildfires NDWG

The EWDD received a National Dislocated Worker Grant (NDWG) to provide temporary employment for cleanup and repair of public and private non-profit facilities impacted by the wildfires in several communities within and near the City of Los Angeles. Funds will employ 200 Dislocated Worker participants from our WorkSource System for a limited period of time. Outreach efforts emphasize workers who lost employment as a result of the wildfires.

Increase Services for Vulnerable Populations

The City continues to emphasize services to vulnerable populations. In addition to successful program models for serving Veterans and Persons with Disabilities, the City launched and/or secured funding for new initiatives focused on individuals experiencing homelessness, court-involved individuals, ex-offenders, and other underrepresented populations.

Homeless Services Initiatives	Reentry Initiatives
<ul style="list-style-type: none">• WIOA<ul style="list-style-type: none">• 2,982 Enrolled• LA:RISE Initiatives<ul style="list-style-type: none">• 1,380 Enrolled• 1,380 Received Transitional Employment• 394 Placed into Unsubsidized Employment	<ul style="list-style-type: none">• WIOA<ul style="list-style-type: none">• 2,257 Enrolled• Mayor's Initiative / Reentry<ul style="list-style-type: none">• 212 Enrolled• 98 Placed in Vocational Training• 79 Placed in Employment

YOUTHSOURCE SYSTEM STRATEGIES

The City envisions a nationally recognized workforce system for young adults, ages 16-24, especially those who are disconnected from either school or work.

Over the last decade, the City has been an innovative workforce development leader, particularly for those young adults most in need of educational and workforce services. The City of Los Angeles YouthSource System is a dropout recovery and reengagement system that works to increase the educational and workforce outcomes of all young adults in Los Angeles.

In collaboration with the Los Angeles Unified School District, the Los Angeles Community College District, and several other public and private partners, the system is

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a community-based approach to reaching young adults who have not graduated from high school, who are not engaged in the workforce, or not pursuing an educational certificate or degree. Each center works with local partners to increase high school graduation, college acceptance, employability and employment placement of its participants.

System goals include:

1. Building strong partnerships, integrating efforts, removing barriers, and improving accountability and communication;
2. Developing innovative strategies for increasing education and employment outcomes;
3. Championing public and private systems change to improve outcomes; and
4. Focusing policies and programs that empower youth to become self-sufficient and resilient, and respecting the capabilities and capacities of all Los Angeles Youth.

These system goals are based on the values of connectivity, creativity, and change, centered on youth. These goals allow us to collectively transform our service delivery system to improve the education, employment, housing, and physical and mental well-being of the region's disconnected 16-24 year-old population. The YouthSource Centers are located in areas of the city with a high risk of dropouts and are predominately operated by community-based nonprofit organizations.

In July 2012, the City of Los Angeles realigned its YouthSource Centers as "drop-out recovery centers" with the co-location of a certified Los Angeles Unified School District (LAUSD) Pupil Services and Attendance Counselor in each center. Counselors have on-the-spot access to student data to determine attendance patterns, credits earned toward graduation, test scores, and behavioral patterns. PSA counselors complete educational assessments for all YouthSource Center participants. The information obtained is used by the counselor and center case management staff to determine the best educational approaches and options for individual participants.

This formal partnership works to ensure that out-of-school youth return to school and/or post-secondary employment and training programs in high-demand employment sectors, and enables the YouthSource system to attain WIOA's mandate that 75 percent of youth funds be expended on out-of-school youth.

YouthSource Centers are part of the Los Angeles Performance Partnership Pilot (P3), a coordinated effort to deliver education, workforce, and social services to disconnected youth 16-24 through collaboration between public departments, non-profit organizations, and educational institutions. The P3 collaborative structure expands employment and

education services available to youth through the center and through a wider system of partner resources. As part of the P3 partnership, service to in-school youth is targeted to those most in need, such as homeless youth, foster youth, and youth involved in the juvenile justice system.

SYSTEM ACTIVITIES PROPOSED FOR PY 2018-19

The items below highlight a number of services and activities that are proposed as new and/or continuing in PY 2018-19, and identify the relevant Workforce Development Strategy, or strategies, under which each activity is aligned. Further detail on PY 2018-19 services and activities is provided in *Tab 3 - Services Strategies and Activities*. *Tab 4 – Budget* provides detailed budget information for PY 2018-19.

ADULT AND DISLOCATED WORKER ACTIVITIES

WorkSource Centers (WSCs)

Re-procured for PY 2018-19, WSCs provide job search assistance through sites strategically located in the areas of the City with the highest concentration of poverty, long-term unemployment, and low levels of educational attainment. Although the center facilities are open to all, particular emphasis is given to services provided to veterans, individuals with barriers to employment, and those who have been laid off from prior employment (dislocated workers).

In coordination with the BusinessSource System, the WDS also provides services to local businesses and individuals seeking self-employment opportunities.

Rapid Response Services

The City's Rapid Response program is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the City of Los Angeles. The Rapid Response Team provides services to businesses and dislocated workers through linkages with U.S. DOL, various divisions of the State of California Employment Development Department (EDD), the WorkSource Center system, and other public and private partners. Services provided include:

1. Rapid Response Core Services/Strategies
Rapid Response provides information on transitional services to employers that have issued layoff notices (Workforce Adjustment and Retraining Notification Act [WARN] required and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.
2. Layoff Aversion/Business Retention
Rapid Response provides services to businesses at risk of closing or laying off employees, in order to avert or reduce layoffs and/or reduction of hours, and to retain businesses in the Greater Los Angeles region. This is done in partnership with economic development and business associations. Activities include:

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- a. Identifying struggling businesses and connecting them to the resources they need to stay in business;
- b. Collecting labor market information to identify industry trends that may be predictors of worker layoffs and maintaining open communication with key local area stakeholders as an “early warning system;” and
- c. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growing industries, and referring them to training opportunities as needed.

WORKSOURCE SYSTEM ENHANCEMENTS

Los Angeles Regional Initiative for Social Enterprise (LA:RISE)

Los Angeles is leading the way in improving employment outcomes for individuals facing significant barriers to work. Building on the model of social enterprise, LA:RISE, originally designed to stimulate job acquisition and retention for 500 individuals, through additional funding sources now seeks to serve over 1,400 individuals who make up the hardest-to-serve populations: those with a history of homelessness, incarceration, and disconnected youth. This innovative initiative is the first of its kind to integrate employment, social enterprise, and specialized services within the workforce system. LA:RISE works to change the way business, government, and nonprofits work together in transforming the lives of people and communities with the power of a job.

YOUTH ACTIVITIES

YouthSource System

The YouthSource System focuses on addressing the region’s high school dropout crisis and implementing student recovery efforts. The system places a priority on provision of services for out-of-school youth and in-school youth who are most in need. Indicators of need include chronic absenteeism, functioning below grade level, and/or being credit deficient.

In addition to improving student retention and bolstering academic proficiency, the system aims to assist in preparing youth for the decisions they face about next steps after high school. An emphasis is placed on guiding youth through an assessment and a self-inventory process that helps them identify their interests, preferences, motivations, and options. From an informed stance, youth will be better prepared to map out a path toward higher education, vocations, and careers.

LAUSD Drop-Out Prevention and Recovery Counselors Systems’ Support

Los Angeles Unified School District’s (LAUSD) Office of Pupil Services continues to serve as a collaborator for all YouthSource Centers to identify out-of-school youth and

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target them for services. These counselors work with the City's YouthSource Centers case managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs.

Youth Education and Career Inventory

Subject to procurement, and previously provided by InnerSight, education and career inventories use a widely researched and consistently validated interest and preference inventory designed to identify and clarify preferences, interests, learning, and communication styles in both youth and adults. YouthSource system participants complete their inventory, participate in a guided session with professional development experts, and receive individually tailored guides that contain their interests, preferences, skills, and strengths. A total of 1,300 YouthSource system participants participated in such inventories in PY 2017-18. The results empower participants by providing them with a vocabulary for discussing their personal and career interests; a context for understanding their preferences in terms of who they are; a framework for making choices about their present and future educational goals that are in alignment with their preferences, interests and talents; and language to use in developing resumes and completing letters of application for college or career in a personal and professional manner. The inventories also assist case managers in helping youth create their Individual Service Strategy to enroll in education and job training programs that are based on their interests and preferences. This results in a greater return on investment by ensuring that youth understand and complete their training goals, increasing their likelihood of finding employment related to their training and interests.

Youth Career Connect / Career Pathways Trust

Funded through the U.S. Department of Education and DOL, the purpose of the Career Pathways Trust Fund is to support the establishment of kindergarten through community college (K-14) career pathway programs that provide students with a sequenced pathway of integrated academic and career-based education and training. At the high school level, the Youth Career Connect grant seeks to increase high school students' preparedness for post-secondary education and employability in high-growth industries. Academic and career-focused curriculum and trainings are blended to develop work readiness and technical skills that lead to successful employment. EWDD is a subrecipient under the Los Angeles Unified School District.

Los Angeles Performance Partnership Pilot (LA P3)

In 2015, the US Department of Education and DOL, in recognition of the great need to better align resources among multiple funding streams, designated the Los Angeles region as a Performance Partnership Pilot (LA P3). The LA P3 project design aligns state, county, and other local partners more closely to the current YouthSource Center system, and increases resources to probation, foster care, and other transitional age youth. The LA P3 project design is a significant opportunity to provide additional

support, education, and workforce service enhancements to the various county departments: Probation, Children and Family Services, Public Social Services, Health, and Mental Health. The LA P3 pilot builds on several innovative and evidence-based enhancements to the Los Angeles Workforce Delivery System by employing an innovative and potentially highly effective model for successfully re-engaging disconnected youth in academic training, improving their basic skills, increasing their work readiness, and finding stable and well-paying employment.

SUMMER YOUTH ACTIVITIES AND SERVICES

Summer Youth Employment Programs enable youth to gain exposure to careers and the work world while earning a paycheck and developing fundamental workplace skills (communication, time management, and problem solving).

Summer Youth Employment Program (SYEP)

The Summer Youth Employment Program (SYEP) has been a key service component for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14-24 have the opportunity to earn a paycheck while developing foundational workplace skills and a connection to the labor force.

HIRE LA's Youth Campaign

The goal of this program is to hire young adults into unsubsidized employment. In partnership with the Los Angeles Area Chamber of Commerce Foundation, this program provides youth, ages 16-24, with job skills workshops and mock interviews to obtain Work Readiness Certificates (WRC). Hiring events and recruitments are continuously planned throughout the City to highlight the program, to promote the value of the WRC to the business community, and to connect youth job seekers with employers.

Los Angeles Youth Opportunity Movement (LAYOM)

Through local City funds, the LAYOM supports the development of Los Angeles youth and the promotion of youth achievement by working with families and community partners to create opportunities for youth (ages 14-24 years) to reach their education, employment, and personal development goals. In partnership with local community-based organizations, LAYOM is a vocational, educational, career, and social support system that emphasizes the talents and capacities of the community's youth and families. LAYOM serves youth by providing recruitment, assessment, case management, job preparation, internships, career counseling, job placement, leadership development, and educational placement in a customer-centered, individual approach.

In PY 2018-19, LAYOM will continue the WIOA-funded Intensive Transitions project that supports youth offenders returning from probation camps, linking them to education and employment opportunities through the YouthSource system. Services include anger-

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management training, individual counseling, parent education, after-school tutoring, and community service. This case management program has shown an increase in successful completion of probation, reduced recidivism, community service, and restitution.

Cash for College

The Cash for College (CFC) campaign is designed to expand access to education and career opportunities for low-income youth. Project services are coordinated through a contract with the Los Angeles Area Chamber of Commerce Foundation.

Services include:

- Targeting outreach to YouthSource participants to ensure attendance of WIOA-enrolled youth at the Cash for College Convention;
- Facilitating and recruiting pick up sites at the YouthSource centers for the Cash for College Convention;
- Providing information for Free Application for Federal Student Aid (FAFSA) financial aid workshops to all YouthSource Contractors; and
- Ensuring that WIOA program-enrolled youth participate in the Cash for College financial aid workshops.

SYSTEM-WIDE ACTIVITIES

Workforce Development Board (WDB) Innovation Fund

The WDB established the Innovation Fund to support effective programs and to provide the capital needed to replicate the success of those programs and initiatives in communities in Los Angeles. A focus on result-oriented, high-impact programs helps to ensure that Innovation Funds are spent effectively and prudently.

Customer Satisfaction Surveys and LA Performs

Customer satisfaction surveys and the City's LA Performs website facilitate the evaluation of WorkSource and YouthSource system performance. LA Performs uploads WDS customer activity data from the state's CalJOBSsm System and sorts and displays the data in scorecard format. LA Performs serves as the data source for contractor performance evaluations. Satisfaction surveys are conducted on a sample basis of WDS customers by a third party. The survey results are also incorporated into the contractor performance evaluations.

Crossroads Workforce Policy Symposium

Continued funding for this annual policy symposium will engage policy makers, city leaders, and workforce development professionals in a day-long policy meeting around a singular topic impacting the Los Angeles region's economic and workforce community. Prior Crossroads policy symposium topics have included out-of-school youth, foster youth, ex-offender job seekers, veterans, and older worker/younger worker workforce development.

Labor Market Information and Analysis

Labor Market Analysis is used to conduct objective research on, and analysis of, a wide range of workforce development and economic issues (e.g., industries and jobs in demand, employment levels and wage rates, availability of training resources, etc.). This information is also used to evaluate industry sector initiatives and high-growth industries in connection with employment and job training.

Funding for Fiscal and Special Audits

These funds provide support to the EWDD's Financial Management Division with regard to fiscal reviews and special audits.

Certification Requirements and Technical Assistance

Provides funding to research and develop certification and performance requirements for the adult and youth systems incorporating the WIOA legislation. This funding will also assist with the continued implementation of JobsLA and CalJOBSSM, including training, staff development, and technical assistance.

WorkSource Center Online Portal

The State Employment Development Department implemented a new data collection system, during the PY 2013-14. The City contracted with the vendor for the State's data system (CalJOBSSM), Geographic Solutions, Inc., to develop a micro-portal for the City that is linked to the State's System and provides: 1) local content management and 2) local branding.

Promotion and Outreach

Funding is provided for conducting marketing and outreach efforts for a range of activities including staff trainings, business protocol development, media services, development of collateral materials, utilization of social media, and direct media buys that will:

- Increase regional market share recognition and support of jobseekers/dislocated workers, youth, and businesses/employers for the WDB Workforce Development System's WorkSource, YouthSource, JobsLA.org, and HIRE LA's Youth brands;
- Assist in increasing the number of employer job pledges and contributions to the HIRE LA's Youth campaign;
- Promote awareness and best practices for the Industry Sector Training Initiatives, the linkage to the Workforce Development System, and the connection to local and regional employers and community colleges;
- Assist with promotion and outreach activities related to regional planning efforts; and
- Facilitate joint messaging of the WDB and the EWDD goals and objectives.

Please see:

Tab 3 - Service Strategies and Activities, for a complete listing of PY 2018-19 programs in relation to WIOA and non-WIOA funding sources and allocations for PY 2017-18 and PY 2018-19

Tab 4 - Budget, for detailed budget information

Tab 5 - Policies, for proposed new and revised WDB Policies