

**YEAR 23 WORKFORCE DEVELOPMENT BOARD ANNUAL PLAN**

**VISION**

***The Los Angeles Workforce Development System is an innovative, diverse, and equitable workforce development and training system that offers economic security and produces and places skilled workers into high quality jobs in the Los Angeles region.***

It is the shared vision of the Los Angeles Local Workforce Development Board (WDB), Mayor, City Council, and the Economic and Workforce Development Department (EWDD) to utilize the Workforce Development System (WDS) to: 1) increase access and opportunity to employment and training programs by integrating an equitable approach for the delivery of workforce development services; 2) reduce employment disparities across all historically marginalized communities; and, 3) effectively respond to fast-evolving economic and labor market conditions that tend to disproportionately affect vulnerable populations, in particular, those that have been most affected by the Coronavirus (COVID-19) pandemic.

**PLAN OVERVIEW**

Strength and resiliency have characterized local communities in the Los Angeles region as the world begins to recover from the devastating public health and economic crises caused by the COVID-19 pandemic. While the road to recovery differs by community, industry, and access to resources, much of the recovery to date has been due, in part, to the national and local response strategies developed to address growing job displacement and business closures which have led to new challenges such as housing and food security.

In Los Angeles, and across the nation, the road to recovery has also required recognizing and addressing the disparities, inequities, and assistance gaps in services for youth; women; transgender women; Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) communities; people of color; and immigrant populations. The Los Angeles County Economic Development Corporation (LAEDC) attributes the disproportionate impact of the COVID-19 pandemic to structural inequities that existed long before the pandemic.

As in the pre-pandemic labor market, large segments of the population continue to struggle to recover from setbacks sustained over the last two years. Youth in particular, not only endured the highest levels of job losses during the pandemic but also faced a decrease in academic achievement due to distance learning and lower post-secondary enrollment. For example, the rate of disconnected<sup>1</sup> youth, ages 16-24, is higher after the pandemic than at any other point over the last decade.

The Workforce Development Annual Plan (Annual Plan) seeks to build upon the City's vision of utilizing the WDS to increase equity in the local labor market as we move into the economic recovery phase. This Annual Plan will focus on securing the necessary policies, strategies, and resources to continue to strengthen low-skill workers in industries economically impacted by the pandemic and to provide the necessary support services to assist displaced workers.

<sup>1</sup> Youth who are not in school and are not employed.

*The Year 23 WDB Annual Plan (Annual Plan)* establishes the priorities, strategies, and policies for the City’s WDS. The Annual Plan articulates a framework of long-term strategic initiatives set forth to achieve the City’s goal of placing its residents on the path to economic security through equity-focused strategies that create and expand living wage jobs and remove barriers to employment for Angelenos facing the greatest economic disparities. This equity-focused strategic framework also provides a strong foundation from which to begin to address the new challenges brought forth by the pandemic.

**LEGISLATIVE ADVOCACY**

The Mayor, City Council, and WDB have long advocated for policies and legislation supporting workforce issues including investments in youth employment, dislocated workers, individuals with disabilities, and reducing barriers to entry to the workforce.

The COVID-19 pandemic unemployment crisis will require the WDS to advocate for new state and federal investments in retraining and upskilling services required to reconnect those hit hardest by the pandemic into the labor market. Although the CARES Act and American Rescue Plan provided substantial resources for individuals and businesses, they did not provide additional resources for workforce development services and did not include funding for reskilling the hundreds of thousands of individuals who need such services because of the COVID-19 pandemic.

The Build Back Better legislation proposed by the Biden Administration would have provided \$100 billion into “proven workforce development programs” for underserved populations and for students, including \$40 billion invested in programs for dislocated workers and sector-based training and \$12 billion invested in targeted workforce development for underserved communities in clean energy, manufacturing, and infrastructure. The plan however remains mired in Washington gridlock and a bi-partisan compromise appears unlikely. Further advocacy to invest in workforce development is needed.

**WORKFORCE DEVELOPMENT SYSTEM HIGHLIGHTS**

Prior to the recent economic upheaval, the City’s WDS continued to make significant progress towards its 11 strategic initiatives. The following charts highlight a few of the accomplishments during Program Year (PY) 2020-21 despite the challenges of the COVID-19 pandemic.

**WORKSOURCE SYSTEM PROGRAM YEAR ACCOMPLISHMENTS (PY 2020-2021)**

*Source: CalJOBS<sup>SM</sup>*



**YOUTHSOURCE SYSTEM PROGRAM YEAR ACCOMPLISHMENTS (PY 2020-2021)**

*Sources: CalJOBS<sup>SM</sup> and \*Locally Monitored*



**Providing Economic Opportunities to All Angelenos**

While mitigating the impacts of the COVID-19 pandemic on the local economy is a continued focus of this plan, the WDS remains committed to building a more equitable labor market that provides economic opportunities for all Angelenos while meeting the growing demand of Los Angeles regional employers.

The Year 23 Annual Plan continues a Strategic Framework, established in PY 2018-19, of 10 long-term strategic initiatives and establishes a new initiative for Older Adults. These 11 initiatives are listed below:

1. Reduce homelessness by increasing employment opportunities.
2. Increase employment opportunities for all Angelenos through partnerships with major economic drivers in the region.
3. Increase access to career pathways through industry sector strategies.
4. Increase services to targeted high-barrier populations with a geographic focus to increase equity within the local labor market.
5. Increase gender equity.
6. Increase employment outcomes for the reentry population.
7. Increase education and/or employment outcomes for disconnected youth.
8. Increase impact of the City's WDS through the strategic alignment of City and Regional Planning Efforts (Los Angeles Regional Plan, Local Plan, WDS Annual Plan, and Performance Partnership Pilot [P3] Strategic Plan).
9. Train Angelenos to participate in the new green economy.
10. Create and expand career ladder opportunities for L.A.'s workforce to fill the demand for early childhood education positions.
11. Increase employment opportunities for older adults 55 years and older.

**STRATEGIC INITIATIVE NO. 1 – Reduce homelessness by increasing employment opportunities** – In alignment with the City’s Comprehensive Homeless Strategy, the WDS will continue to expand existing efforts to provide job-skills training, employment services, and other related services for individuals currently and/or formerly experiencing homelessness. In addition, the WDS will expand employer-driven pathways to well-paying and stable employment by integrating public, private, educational, non-profit systems, and employment social enterprises.

**Accomplishments**

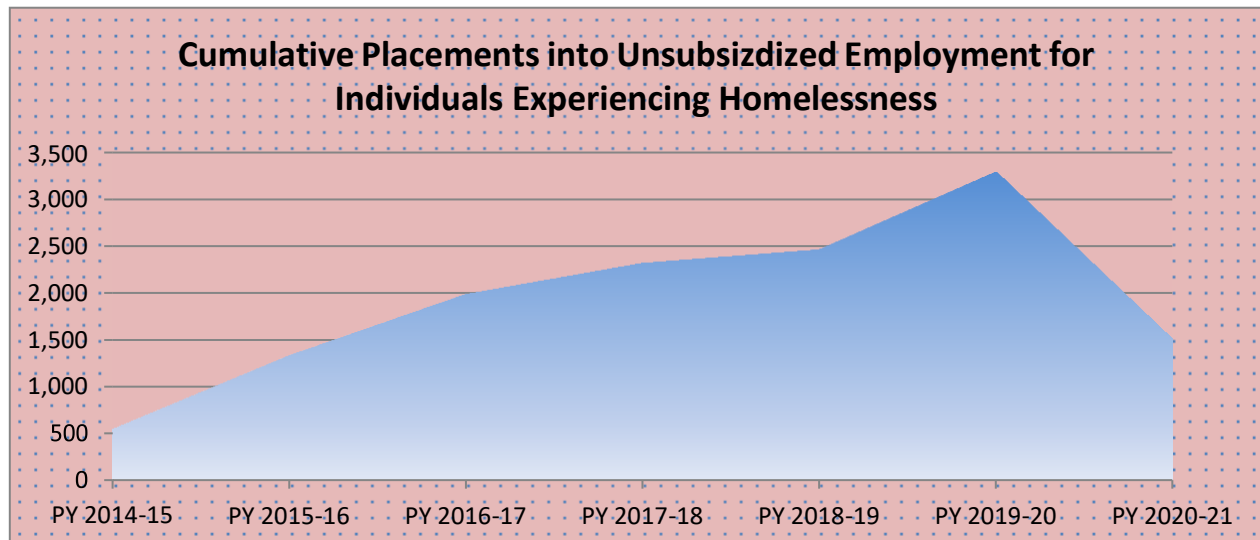
“Hired and Hopeful” Los Angeles Initiative

On February 13, 2019, the City and County of Los Angeles announced a goal of helping a combined 16,000 people who were currently or formerly experiencing homelessness obtain jobs in the private sector over a three-year period. Of the 16,000, the City had planned on placing 5,000 individuals into employment opportunities between PY 2018-19 and PY 2021-22. However, as of February 2022, the City exceeded this goal by 208 percent and has placed a total of 10,430 unduplicated individuals into unsubsidized employment. This goal was in partnership with the Los Angeles County Department of Workforce Development, Aging, and Community Services (WDACS) and Hired and Hopeful LA partners, such as, Goodwill Industries, Amity Foundation, Downtown Women’s Center, and the Los Angeles LGBT Center.

Employment Outcomes through WorkSource Centers (WSCs) and the Los Angeles Regional Initiative for Social Enterprise (LA:RISE).

Table 1 illustrates annual job placements for individuals currently and/or formerly experiencing homelessness through WIOA adult programs from PY 2014-15 through PY 2020-21. The data, based on the State’s base wage employment statistics, reflects 1,500 cumulative job placements into unsubsidized jobs since PY 2014-15. The cumulative total was achieved through new strategic partnerships developed by the City’s WDS, such as, its signature LA:RISE Initiative.

**TABLE 1**



Between PY 2014-15 and PY 2020-21, LA:RISE placed 4,800 individuals (those with a history of homelessness or at-risk of homelessness) into transitional subsidized jobs and placed 2,550 individuals into competitive, unsubsidized jobs.

Additionally, during this period the following LA:RISE programs were launched:

*Community Development Block Grant (CDBG)-COVID:* The LA:RISE CDBG-COVID program provided job training/work experience in work related to COVID-19 relief efforts to 110 individuals who were experiencing or were at risk of experiencing homelessness. Participant job training duties included COVID-19 disaster relief and humanitarian aid such as sanitizing of public spaces, emergency food distribution, supporting COVID-19 testing sites, and staffing emergency shelters to support COVID preparation, response, and prevention.

*LA:RISE Youth Academy:* The City launched an LA:RISE Youth Academy to expand transitional subsidized employment and housing resources specifically to 226 individuals from 18 to 24 years of age experiencing homelessness or at risk of experiencing homelessness. Funded by the Homeless, Housing, and Prevention Program (HHAP) state block grant, a total of 90 young adults were served during the first year of this initiative. This program will be expanded to serve an additional 800 youth through \$6.0 million in new funding secured through the California for All grant.

*City General Fund / LAPD Funds:* Two targeted LA:RISE programs served an additional 70 participants residing in the Second and Tenth Council Districts and fostered partnerships with Tiny Home Villages, A Bridge Home sites, or at shelters or interim housing operating within those districts.

**ACTION** – In PY 2022-23, the City will:

- Place 800 youth experiencing homelessness, ages 18-30 into transitional employment and 400 into unsubsidized employment through a \$6 million investment of City General Funds and Los Angeles County Measure H funds in LA:RISE;
- Continue implementation of the LA:RISE Youth Academy placing homeless youth in work experience or certificated training programs;
- Launch the expansion of the LA:RISE Youth Academy to serve an additional 750 youth through the California for All Grant;
- Increase placements into unsubsidized employment through increased employer engagement activities using the City's Customer Relationship Management (CRM) system; and
- Serve 2,000 individuals experiencing homelessness through the City's WSCs.

***STRATEGIC INITIATIVE NO. 2 – Increase employment opportunities for all Angelenos through partnerships with major economic drivers in the region –***

Through the leadership of the Mayor’s Office, the WDB established a goal of developing Memoranda of Understanding with the region’s major public sector employers, including the Los Angeles World Airports (LAWA), the Port of Los Angeles, and the Los Angeles Department of Water and Power (LADWP), to provide career pathways for Los Angeles residents. While the COVID-19 crisis slowed down public sector hiring, increased investments in economic development have assisted EWDD in aligning economic and workforce development strategies more purposefully to address the needs of both employers and job seekers in the region.

***Accomplishments***

In September 2021, the City’s WDS in partnership with LAWA and Sofi Stadium participated in a job fair that made available over 4,000 job opportunities, of which over 800 on-site job offers were made to the 3,000 plus job seekers in attendance. The City’s WDS also continues to actively participate in the HireLAX Pre-Apprenticeship program that offers its program graduates opportunities for a career in construction at LAX projects.

The City implemented the Los Angeles Community Care Corp (LACCC) program which provided more than 900 Angelenos with transitional employment opportunities in various pandemic response activities. One of the innovative initiatives piloted under the LACCC program was the Clean Streets Initiative, which partnered WSC centers with Office of Community Beautification (OCB) contractors to clean City streets. Through this program nearly 200 reentry and other high barrier job seekers were placed into full-time employment.

EWDD also recently launched a quarterly systems collaborative meeting to ensure that the City align the needs of job seekers to be better prepared for occupations in demand by regional employers Furthermore, to support the financial fragility of many small businesses, the Departments two divisions, the Workforce Development Division and the Economic Development Division - improved coordination and enhanced their services and programs to help businesses to thrive.

***ACTION*** – In PY 2022-23, the City will:

- Continue the alignment of Workforce and Economic Development Strategies to develop living wage career pathways in growing industries.
- Develop Memorandum of Understanding (MOUs) with key City Departments to increase employment opportunities for job seekers
- Implement a CRM system to better integrate employer engagement activities between WDS service providers and economic development activities within the City.

- Coordinate with system partners to identify and secure employment opportunities in the recovery and rebuilding phases of the COVID-19 crisis, including job openings in contact tracing, disaster service, and other related occupations.
- Continue the Workforce Initiative Now (WIN-LA) program, the Targeted Local Hire (TLH) program, and HireLAX initiatives to recruit and hire 500 Angelenos in PY 2022-23.
- Expand Clean Streets initiative to provide 200 residents in transitional employment with OCB contractors to facilitate full-time employment opportunities through the California for All grant.

**STRATEGIC INITIATIVE NO. 3 – Increase access to career pathways through Industry Sector Strategies** – Continue investments in key industry sectors that provide career pathways for all Angelenos.

### **Accomplishments**

According to the Los Angeles Economic Development Corporation (LAEDC) Pathways for Economic Resiliency Report, while job losses stemming from the pandemic were broad-based, several industries within the region are poised for a strong recovery in the near future. Healthcare, Construction, and Logistics/Trade are three sectors that provide the WDS the opportunity for retraining and/or reskilling dislocated workers from hard-hit industries.

**ACTION** – In PY 2022-23, the City will:

- Continue to build upon progress and insight gained from EWDD’s Industry Sector Expert Strategist reports to develop new career pathways in growing sectors.
- Work regionally across the seven WDBs<sup>2</sup> to develop Registered Apprenticeship Programs in identified sectors:
  - Implement policy recommendations included in the City’s Apprenticeship Strategic Plan.
  - Work with the Mayor’s Office and the Los Angeles Unified School District (LAUSD) to convene an apprenticeship policy summit to increase apprenticeship opportunities in nontraditional employment sectors.
  - In partnership with LAUSD and Los Angeles County, develop a regional apprenticeship portal to provide job seekers up to date information on registered apprenticeship programs within the County.

<sup>2</sup> City of Los Angeles Workforce Development Board, Los Angeles County Workforce Development Board, Verdugo Workforce Development Board, Foothill Employment and Training Connection, Pacific Gateway Workforce Innovation Network, South Bay Workforce Investment Board (SBWIB), Southeast Los Angeles County WDB (SELACO)

- Increase access to industry sector training for Angelenos through the WDS.
  - Fund the Sector Strategy Center at Los Angeles Valley College to promote sector training in high-demand sectors.
  - Align WDS services with in-demand occupations identified in Sector Strategy reports.
  - Secure new funding to retrain 2,000 Angelenos in the Healthcare, Construction and Logistics/Trade sectors.
- Redesign the City’s YouthSource System to better incorporate career pathways in the program design, including:
  - Require that a minimum of 70 percent of program participants are co-enrolled into a Los Angeles Community College District (LACCD) or LAUSD Division of Career and Adult Education certificated and/or degree program.

***STRATEGIC INITIATIVE NO. 4 – Increase services to targeted high-barrier populations (vulnerable populations) with a geographic focus to increase equity within the local labor market*** – Increase 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, underrepresented ethnic groups, single-parents, older workers, disconnected youth, women, transgender women, and other LGBTQ individuals.

***Accomplishments***

*Enhanced 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, justice-involved individuals, reentry, and other underrepresented populations.

*Los Angeles Reconnecting Career Academy (LARCA 2.0)* –. Through a settlement negotiated by the City Attorney’s Office in PY 2017-18, the City committed to invest as much as \$30 million over a four-year period to provide employment and education services to individuals that were part of the Gang Injunction settlement. Through this initiative, up to 3,000 individuals will receive 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. To date, through coordinated recruitment efforts, enrollments in this program have increased by 60 percent. Additionally, over 60 percent of eligible class members who have been approved for services have enrolled and are currently receiving employment and educational services. The program, initially slated to end June 30, 2021, has secured a third extension which will allow individuals enrolled in the program to receive services through June 27, 2023.



**Plan Overview**

*Human Trafficking* – In partnership with the Los Angeles County Department of Social Services, the Los Angeles City Attorney’s Office, LAUSD, WSCs, the Bureau of Contract Administration, and community-based organizations such as Journey Out, Los Angeles LGBT Center, and the Rightway Foundation, EWDD continues to develop a pilot workforce development program focused on serving human trafficking survivors. The Jobs & Education Program for Human Trafficking Survivors will work towards ensuring workforce development services are made available to human trafficking survivors. Monthly meetings with program partners are on-going and further updates will be provided at future WDB meetings.

*ACTION* – In PY 2022-23, the City will

- Expand services to high-barrier populations within the WSC and YSC programs.
  - Establish goals for new high-barrier populations, including survivors of domestic violence, individuals with disabilities, English Language Learners, single parents, transgender women, and other LGBTQ individuals.
  - With the support of current community partners, continue to promote LARCA 2.0 program services to provide services to additional participants.
  - Continue to promote skills development opportunities for LARCA 2.0 participants via education, training, and transitional employment services.
  - Increase training opportunities as training service providers continue to return to in-person learning.
  - Expand specific initiatives with the Los Angeles Homeless Services Authority (LAHSA) and the Mayor’s Office around “Bridge to Employment,” Rapid Response, and Homeless Youth populations.
  - Utilize the WDS to expand career pathways into City employment for underserved populations.

**STRATEGIC INITIATIVE NO. 5 – Increase Gender Equity** – In line with the City’s commitment to achieving gender equality<sup>3</sup> and gender equity<sup>4</sup> in City operations, the WDS will continue to strengthen its efforts to integrate a gender perspective into the design, implementation, and evaluation of its services, to ensure that the unique needs of women and girls are considered, and to ensure that gender inequality and inequities are not perpetuated.

To ensure equitable opportunities for women and girls in accessing quality and empowering job training and employment, the WDS committed to seven tasks, pending the availability of funding. These gender equity tasks include:

**Task 1 – Prevent sexual harassment within the WDS** - Ensure that WDS staff are trained to prevent and address sexual harassment and discrimination in the workplace and are informed about their rights and existing resources.

**Task 2 – Develop WDS training on gender bias** - Implement and evaluate a train-the-trainer workshop on implicit gender bias and gender mainstreaming<sup>5</sup> to increase the WDS’ capacity to consider the unique needs of women and girls in the design, implementation, and evaluation of its services, including in career counseling, training, and job placement.

**Task 3 – Develop baseline gender equity data for the WDS** – 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. Baseline Gender Equity data is included in the following pages.

**Task 4 – Prepare labor market information report on gender equity** –Commission a study to identify high paid jobs and training opportunities for women and girls for career advancement and to transition from low-paid middle skills jobs to high-paid jobs.

**Task 5 – Prepare an analysis of factors contributing to gender bias** – Commission a gender analysis to assess what role the WDS, including the WSCs and the YSCs, can play to address existing barriers preventing women and girls from accessing quality job trainings and well-paid employment opportunities, including in non-traditionally female fields.

<sup>3</sup> “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 rights-based concept with 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/>

<sup>4</sup> “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/>

<sup>5</sup> “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/>

**Task 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.

**Task 7 – Increase service to domestic violence survivors** – Design, implement and evaluate a pilot training program targeting survivors of domestic violence and human trafficking. As part of this work, EWDD will partner with CIFD to identify clients from the Domestic Violence and Human Trafficking Shelters funded by the City.

*ACTION* – In PY 2022-23, the City will:

- Partner with the Community Investment for Families Department (CIFD) and the Commission on the Status of Women to identify and fund a training curriculum on gender bias in the workforce system.
- Include gender equity performance data in reports to the WDB.
- Partner with the CIFD and the Commission on the Status of Women to identify additional funding.
- Develop gender specific programming to increase training and placement in non-traditional employment sectors.
  - EWDD will pilot a short-term vocational training program aimed at recruiting women into the construction field and will partner with Women in Non-Traditional Employment Roles (WINTER) to recruit and provide short-term vocational training during non-traditional hours to prepare women for employment at Metro.
  - EWDD secured \$4.8 million in CDBG-COVID funding to pilot its new childcare initiative. This program is focused on providing up to 500 single-parent households with childcare vouchers to assist with their return to the workforce. Additionally, up to 500 single-parent households will receive access to short-term vocational training in the healthcare and early childhood education sectors.
- Provide up to 500 single-parent households with increased access to childcare and training funding to support women returning to the workforce.

**Tracking Gender Equity**

The following tables provide data on the WDS' performance with respect to gender equity. Table 2 provides a representative sample based on Individual Training Accounts (ITA) of training enrollments in the top 21 employment sectors. Women represented 42 percent of participants in training during PY 2020-21, a decrease from pre-pandemic level of 52 percent. While the number of training enrollments declined due to the COVID-19 pandemic, female enrollments decreased disproportionately. This data is evidenced with labor market data showing women leaving the workforce at higher levels than men.

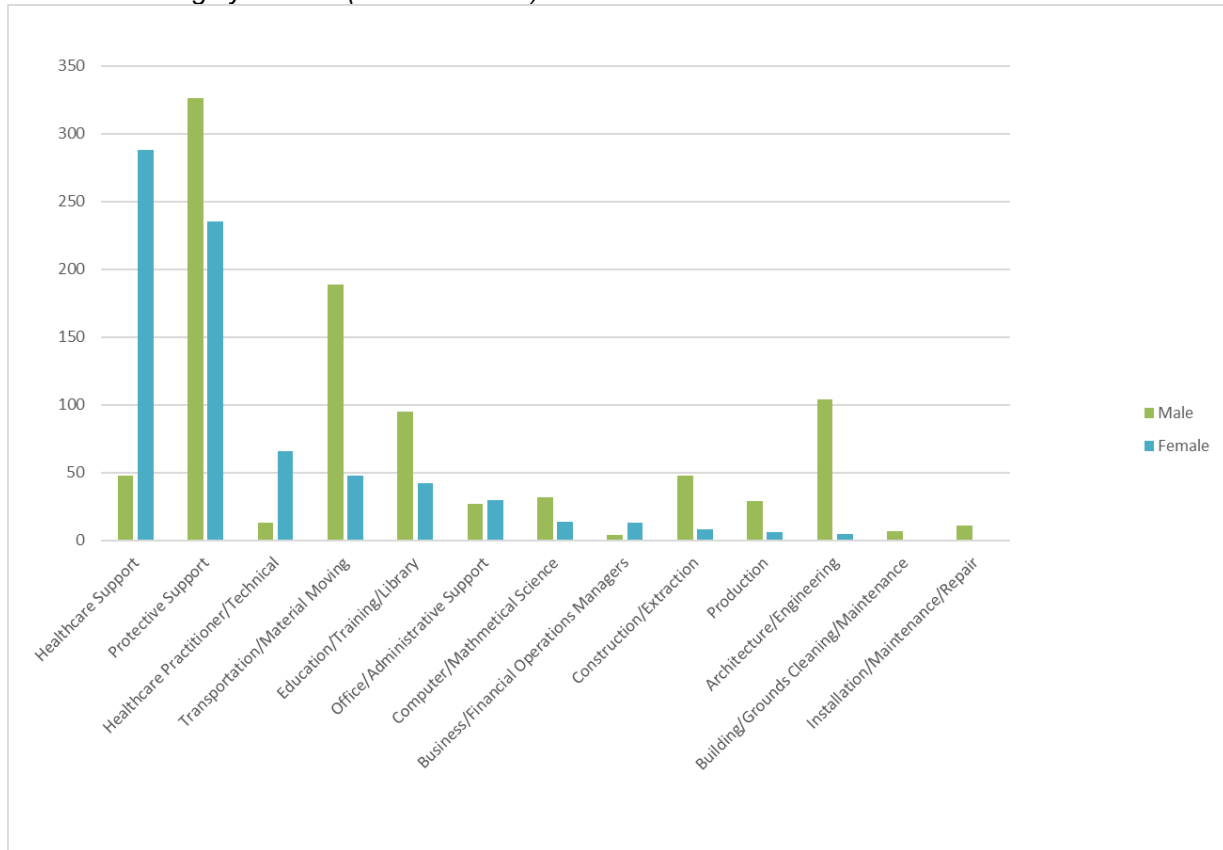
*Table 2 – WDS Training Data Segregated by Gender (PY 20-21 Data)*

<b>Training</b>	<b>Female</b>	<b>Male</b>	<b>Average Earnings</b>
Healthcare Support	288	48	\$36,196
Protective Support	235	326	\$67,082
Healthcare Practitioner/Technical	66	13	\$105,055
Transportation/Material Moving	48	189	\$45,165
Management Occupations	45	89	\$140,550
Education/Training/Library	42	95	\$75,433
Office/Administrative Support	30	27	\$48,540
Computer/Mathematical Science	14	32	\$104,033
Business/Financial Operations Managers	13	4	\$87,525
Life/Physical/Social Science	13	22	\$94,890
Construction/Extraction	8	48	\$64,680
Art/Design/Entertainment/Sports/Media	6	12	\$90,874
Production	6	29	\$43,266
Personal Care/Service	5	1	\$41,313
Architecture/Engineering	5	104	\$104,271
Legal	3	1	\$137,750
Sales	2	1	\$51,016
Community/Social Services	2	0	\$64,145
Food Preparation/Serving	1	1	\$34,405
Building/Grounds Cleaning/Maintenance	0	7	\$40,449
Installation/Maintenance/Repair	0	111	\$60,025

Plan Overview

Though women participants only represent 44 percent of individuals enrolled in training, enrollments appear to vary significantly by industry sector. As illustrated in Table 3, women participants are heavily concentrated in healthcare support and protective support career tracks, accounting for 84 percent of healthcare support training enrollments and 42 percent of protective support training enrollments. Conversely, women participants are significantly underrepresented in training for construction, architecture/engineering, and transportation career tracks.

Table 3: Training by Gender (PY 20-21 Data)



Top Training Industry Sectors for Women in PY 2020-2021

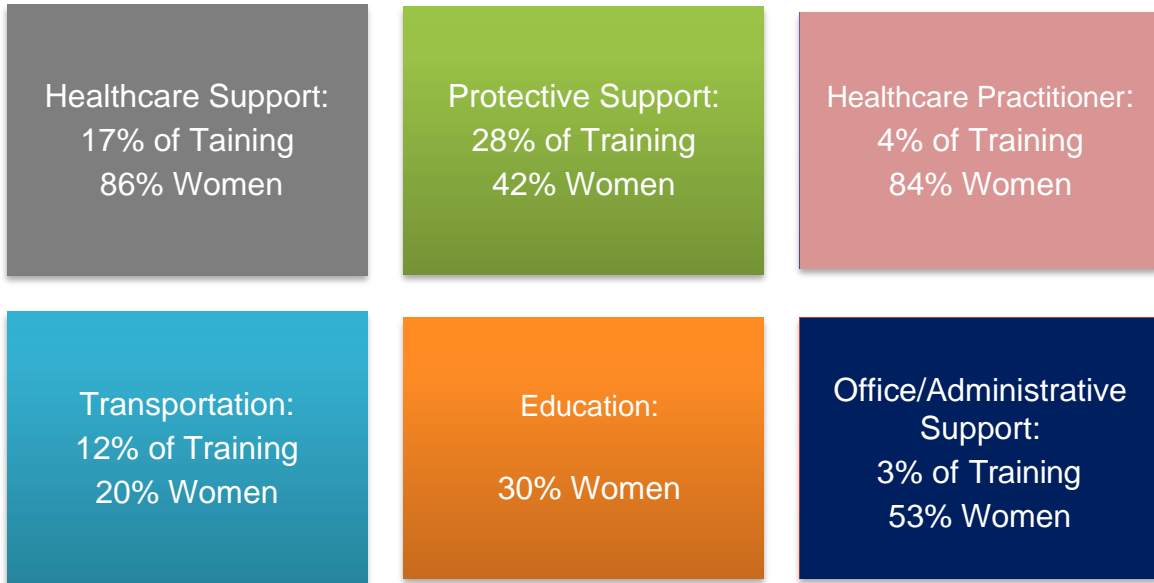
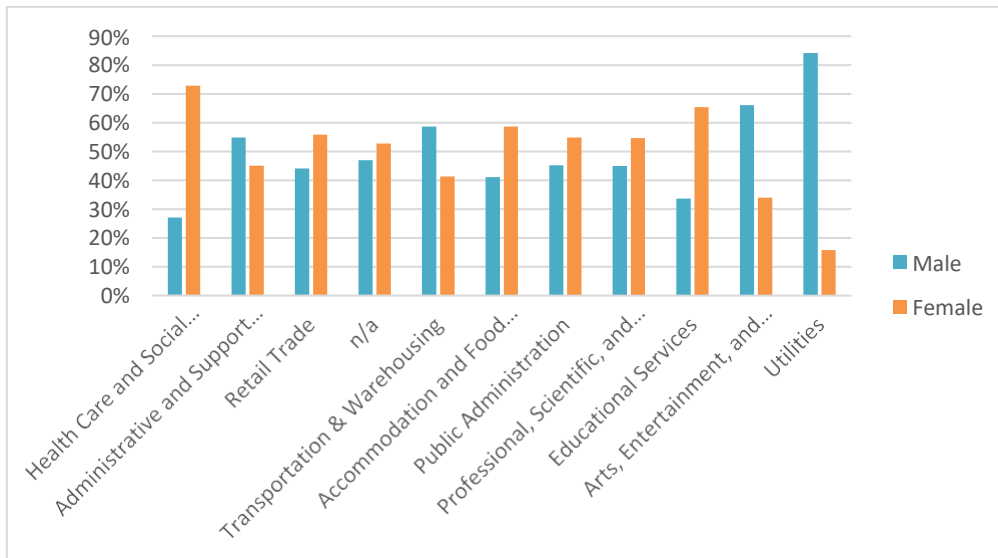


Table 4: Participant Placement by Gender (PY 20-21 Data)



As illustrated in Table 4, the Healthcare and Social Assistance and Administrative Support sectors account for the highest number of women job placements. Women represent more than 73 percent of placements in the healthcare industry. Women are underrepresented in the construction sector, representing only 10 percent of job placements, as shown in Table 5 below.

*Table 5: Placement Data by Industry Segregated by Gender (PY 20-21 Data)*

	Female	Male
Health Care/Social Assistance	1,092	407
Admin & Support	918	1,116
Retail Trade	426	336
Transportation & Warehousing	232	329
Accommodation and Food Services	224	157
Public Administration	210	173
Professional, Scientific, & Technical	175	144
Educational Services	144	74
Information	135	148
Manufacturing	134	180
Other Services (except Public Administration)	120	110
Finance and Insurance	109	62
Wholesale Trade	88	114
Real Estate and Rental and Leasing	72	71
Arts, Entertainment, & Recreation	35	68
Construction	34	294

**Top Placement Industry Sectors PY 2020-2021**



***STRATEGIC INITIATIVE NO. 6 – Increase employment outcomes for the reentry population*** – Work with the Mayor and City Attorney to leverage investments of Los Angeles County and City funds to increase employment services for the reentry population.

***Accomplishments***

*Reentry Enrollments* – In PY 2020-21, the WDS enrolled 1,935 reentry participants through WIOA and other grants.

*Prison to Employment (P2E)* – In PY 2019-20, the City launched five (5) Reentry Hubs in five (5) different communities: South Los Angeles, Watts, Sun Valley, Central Los Angeles, and Boyle Heights. All reentry hubs include a WSC service provider and a community-based reentry support provider and will partner with both Amity Foundation and California Department of Corrections and Rehabilitation (CDCR) to enroll participants returning from the State prison system. In all, the City enrolled over 750 P2E participants.

*INVEST* – The INVEST program is a partnership with the Los Angeles County workforce system WDACS, Los Angeles County Probation Department and the County Office of Diversion and Re-entry (DOR) to prepare individuals currently on Adult Probation for permanent employment along a career pathway. To support INVEST, Probation has invested \$4.75 million a year for a period of five (5) years. The City currently contracts two WSCs, the Coalition for Responsible Community Development (CRCD) and Goodwill Industries of Southern California to serve communities in South Los Angeles and the Northeast San Fernando Valley.

*ACTION* – In PY 2022-23, the City will:

- Secure increased funding to continue the P2E Reentry Hubs.
- Implement the expansion of Clean Streets initiative to support 200 workforce development system participants receiving vocational training paired with 15-months of transitional employment services through the City Office of Community Beautification.
- Launch the Substance Abuse Drug Abuse Disorder Counselor Training program to increase the number of certified Substance Abuse Counselors in the region.



**STRATEGIC INITIATIVE NO. 7 – Increase education and/or employment outcomes for 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 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.

***Accomplishments***

*Re-Imagining Hire LA’s Youth* - Given the COVID-19 crisis and the need to redesign and streamline the youth workforce framework, the City developed several new partnerships and options to administer a comprehensive work experience program. The Hire LA Program model consists of enhanced virtual personal development opportunities and new content-rich and innovative opportunities for youth to complete work experience virtually. Innovations include: a new online application platform, professional development training offered 100 percent virtually through the Transitional Age Youth – World of Work (TAY WOW) curriculum; Career EDGE, a new virtual option providing work-based learning; and the expansion of the Hire LA agencies to include providers with expertise in the creative sector encouraging youth to explore the arts.

In partnership with system-wide stakeholders, the City developed and made available the following subsidized work experience options for our youth system-wide:

1. A virtual work-based opportunity, ideally for those under the age of 18. This option provides approximately 100 hours of activities. Virtual opportunities will consist of 20-40 hours of TAY WOW, and the option to participate in a work-based virtual experience through Career EDGE.
2. Traditional Internships/Work Experiences are available for program participants. Ideally, for those 18-24, this option provides up to 120 hours of work experience with a focus on recovery and rebuilding efforts. Employers are required to incorporate all safety protocols for on-site opportunities. To optimize the number and availability of traditional work experience, EWDD expanded the possibilities to include remote opportunities, offering employers additional options to partner and youth a glimpse of what may be a new workforce standard.

Angeleno Corp – Launched in August 2021, the Angeleno Corps is a 10-month - intensive service, support, and education program for L.A. youth that is designed to engage young Angelenos from City neighborhoods that are most impacted by the COVID-19 pandemic. This program provides youth, ages 16-24 with 10-month long-internships with community-based organizations in the fields of healthcare, early childhood education, immigration, and information technology (IT).

Student to Student – Secured one-time funding will provide work experience to 1,000 low-income LAUSD high school students to home-tutor younger siblings who have struggled with distance learning and need to accelerate their studies. The goal of this program is to mitigate the impact of distance learning on high-barrier communities by providing additional academic support with the goal of increasing participation in virtual classrooms and increased assignment completion rates.

California for All – In March 2022, the City secured a \$53.3 million grant through the California Volunteer Office to provide transitional employment and related career services to more than 4,000 LA's Youth, ages 16-30.

ReLAY Institute – The Institute is a partnership between the five (5) California State Universities serving the greater Los Angeles region (CSU5), the WDACS, and the EWDD. The purpose of the ReLAY Institute is to create sustainable systemic change that will provide improved education, employment, housing, and health and well-being outcomes for disconnected youth (16-24) throughout the Los Angeles Basin. These goals will be achieved by increasing knowledge and analytic capacity, capturing and sharing data, identifying best practices, disseminating innovation, fostering networks, and catalyzing and facilitating collective action and leadership that builds and strengthens the capacity of public systems, nonprofits, and other service providers. The ReLAY Institute strengthens the capacity of public systems to provide wraparound services to improve education, employment, and social outcomes specifically for youth who have dropped out, are unemployed, or are homeless.

*ACTION* – In PY 2022-23, the City will

- Continue to expand partnerships and resources for disconnected youth as a central part of the recovery and rebuilding phases of the COVID-19 pandemic by:
  - Establishing greater partnership with LAHSA to provide 1,500 young people with a comprehensive education and work plan.
  - Hiring LA's Youth, in partnership, with Los Angeles County, LACCD, LAUSD, and many other community partners, will be redesigning its subsidized youth employment services to include virtual professional development, enhanced use of technology platforms, and recovery-related employment opportunities in accordance with public health standards to place 20,000 young people in jobs.
  - Connecting Hire LA's Youth participants with more green job opportunities.
- Update the Los Angeles P3 Strategic Plan and continue to support and guide the collaborative efforts of public system, nonprofits and other service providers in to improve education, employment and social outcomes for the City's disconnected youth by:
  - Updating findings of the economic report produced by Professor Paul Harrington, Director of Drexel University's Center for Labor Market and Policy, which reviewed the changes in factors that have led to "One Out of Six" youth in Los Angeles being disconnected from school or work.
  - Facilitating several stakeholder forums to discuss past successes and challenges to achieve identified vision and goals, including interviews with the Opportunity Youth focus group.
  - Producing the final version of the LA P3 Strategic Plan by October 2022.

**Plan Overview**

- Expand the Angeleno Corps to serve an additional 800 Angeleno Corps youth between the ages 18 and 24 during the 2022-23 fiscal year. Internships will include the focus areas:
  - Education and Child Care
  - Health Care
  - Digital Equity
  - Immigration Services
  - Environmental Justice
  - Food Security
- Expand Student to Student Pilot to serve an additional 800 students through the California for All.
- Launch the Los Angeles Small Business Corp to place 500 Los Angeles Community College students with 300-hour internships with small businesses.
- Launch the Los Angeles City Pathways program to place 400 Los Angeles Community College students with 10-month internship opportunities with City Departments.

***STRATEGIC INITIATIVE NO. 8 – Increase the impact of the City’s WDS through the strategic alignment of City and Regional Planning Efforts (Los Angeles Regional Plan, Local Plan, WDS Annual Plan and P3 Strategic Plan) –*** Over the last two years, the City has 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.

- 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 (7) 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.

As required by WIOA legislation, which mandates a regional plan every four years, this plan was written to include an analytical overview of the region and specifically mandated topics from WSD20-05, “Regional and Local Planning Guidance for PY 21-24.” The Regional Plan is prepared by the County of Los Angeles for the seven Los Angeles Basin Local Boards and is available here:

[https://ewddlacity.com/images/reports/ap22/AP22\\_Tab8\\_Appendix6\\_RegionalPlan.pdf](https://ewddlacity.com/images/reports/ap22/AP22_Tab8_Appendix6_RegionalPlan.pdf)

- 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. Also required every four years, this plan was modified per the State’s Employment Development Department (EDD) guidelines to include specific plans to address coordination with CalFresh Employment and Training programs; employment services for noncustodial parents; increased services for individuals with developmental/intellectual disabilities; and services for English language learners, foreign-born, and refugees. New requirements for the current local plan include expanding digital fluency and distance learning; ensuring cultural competencies and an understanding of the experiences of trauma-exposed populations; and a description of how the WDB fulfills the duties of the America’s Job Centers of California (AJCC) Operator and/or Career Services Provider under WSD19-13, “Selection of AJCC Operators and Career Services Providers” ([https://edd.ca.gov/siteassets/files/Jobs\\_and\\_Training/pubs/wsd19-13.pdf](https://edd.ca.gov/siteassets/files/Jobs_and_Training/pubs/wsd19-13.pdf)):

[https://ewddlacity.com/images/reports/ap22/AP22\\_Tab8\\_Appendix5\\_LocalPlan.pdf](https://ewddlacity.com/images/reports/ap22/AP22_Tab8_Appendix5_LocalPlan.pdf)

- 3) 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.

**STRATEGIC INITIATIVE NO. 9 – Training Angelenos to participate in the new green economy** – The City will work with partners at all levels of workforce development and educational institutions to foster the training and retraining necessary to provide opportunity for thousands of workers into a thriving middle class built on good, green jobs.<sup>6</sup> Key to implementing this strategy is the successful roll-out of the newly announced L.A. Jobs Cabinet.

### **Accomplishments**

In partnership with the California Workforce Development Board (CWDB) and the Local WDB, the Los Angeles Cleantech Incubator (LACI), commissioned a report that provided an in-depth analysis of green jobs in Los Angeles County. This report intended to 1) assess green jobs overall and in greater Los Angeles; 2) lay forth a course of action to

<sup>6</sup> Green Jobs: The Bureau of Labor Statistics defines green jobs as either: 1) Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources 2) Jobs in which workers’ duties involve making their establishment’s production processes more environmentally friendly or use fewer natural resources.

grow an economy in Los Angeles that is greener, stronger, and more inclusive; and 3) identify the workforce investment needs to support the opportunities identified.

The report provides a course of action to grow an economy in Los Angeles that is greener, stronger, and more inclusive. Through data analysis and a series of interviews, the study's findings demonstrate the current impact and future promise of green jobs: LACI Green Job Study. The report includes recommendations to 1) accelerate economic recovery; 2) bolster the workforce pipeline; 3) advance equity and inclusion; and 4) clearly define green jobs and track metrics.

The EWDD also partnered with the LACI to launch a new Green Tech workforce training course with a specific focus on female participants. In 2021, the LACI Green Jobs Report found that only 37% of green jobs are held by women, although women hold half of all jobs, in Los Angeles County. Research has linked this gender disparity to historic exclusion from blue-collar apprenticeships and STEM education programs. Toward this end, LACI proposed to host an all-female course to prepare participants for careers in cleantech IT Support Services. The course will provide virtual and hands-on training to 20 participants using a combination of lecture and self-paced training models, with an opportunity to learn from an IT practitioner through 100 hours of work experience.

*ACTION* – In PY 2022-23, the City will:

- Through the leadership of EWDD, in partnership with the Mayor's Office, will begin to bring City, labor, educational, and business leaders together to support L.A.'s effort to create 300,000 green jobs by 2035 and 400,000 by 2050. The Green New Deal outlines clear timelines, milestones, and strategies to help reach the job creation goals of the Jobs Cabinet. Proposed short- and long-term strategies include, but are not limited to:
  - Adding sustainability curriculum to WDS training;
  - Collaborating with the LACCD to develop more pipelines for employment in green construction industry professional services;
  - Working with local trade and technical schools to create additional Electric Vehicle (EV) workforce pipelines;
  - Partnering with construction projects to provide more green opportunities for local hiring and disadvantaged workers in City contracts;
  - Creating and expanding workforce training programs for landscape managers on the installation and care of native plants; and
  - Expanding partnerships and retraining programs to better prepare workers for jobs that are expected to be automated.

**STRATEGIC INITIATIVE NO. 10 – Create and expand career ladder opportunities for L.A.’s workforce to fill the demand for early childhood education positions** – In response to Mayor Eric Garcetti’s 2019 State of the City Address<sup>7</sup> and Councilmember Paul Krekorian’s legislative priorities, the City’s WDS will create a workforce training and professional development plan for careers in early childhood education and development. This plan is not only necessary to address the longstanding teacher shortage in L.A. schools, but it is also necessary for the City to be ready to leverage the expected increase of state funding for training and career development in this field. Governor Gavin Newsom has proposed a new \$500 million investment for childcare education infrastructure, services, and workforce development.

Councilmember Paul Krekorian’s February 27, 2019, motion<sup>8</sup> provides important context regarding the level of childcare services and early education workers in L.A. *The State of Early Care and Education in Los Angeles County*, a study commissioned by the County of Los Angeles and First 5 LA in 2017, found that “there are approximately 650,000 children under the age of five in Los Angeles County, yet licensed centers and family childcare homes only have the capacity to serve 13 percent of working parents with infants and toddlers.” High quality early childhood education is not only essential for a child’s healthy development, but also a critical element in allowing parents to work and encouraging citywide economic development.

### **Accomplishments**

The COVID-19 pandemic has had a devastating effect on the Early Childhood Education (ECE) sector. Despite the increased need for childcare services from working parents due to school closures, according to a report by the County of Los Angeles Department of Public Health, Los Angeles’ childcare programs have been struggling to continue services as operational costs surge and sources of funding decline. As of September 2020, only 32 percent of Los Angeles County’s childcare centers and 73 percent of family childcare homes are currently open, and many childcare providers will be forced to close permanently without additional financial support and assistance.

The City’s efforts in the ECE sector have focused on supporting dislocated workers impacted by center closures. EWDD has provided rapid response services to 400 ECE dislocated workers – resulting from EWDD’s coordinated outreach and marketing efforts in partnership with the Mayor’s Office to invite displaced childcare providers in the City to attend virtual orientations connecting them to ECE targeted resources.

**ACTION** – In PY 2022-23, the City will:

- Work with the WDB to leverage its members’ expertise and its Youth Council to assist in the development of the City’s ECE employment sector plan.

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<sup>7</sup> Mayor Garcetti’s April 29, 2019 State of the City Address text may be accessed in full at [https://www.lamayor.org/sites/g/files/wph446/f/landing\\_pages/files/STATEOFTHECITY2019.pdf](https://www.lamayor.org/sites/g/files/wph446/f/landing_pages/files/STATEOFTHECITY2019.pdf)

<sup>8</sup> City Councilmember Paul Krekorian’s February 27, 2019 motion [http://clkrep.lacity.org/online/docs/2019/19-0213\\_mot\\_02-27-2019.pdf](http://clkrep.lacity.org/online/docs/2019/19-0213_mot_02-27-2019.pdf)

- Expand LACCD ECE Student Achievement Pilot. In close collaboration with LACCD, the Mayor’s Office has developed the ECE Student Advancement Pilot Program to support students either entering the early childhood education workforce or entering a Bachelor’s degree program in child development or closely related field. The program is comprised of supporting students in four distinct ways:
  - Providing financial awards ranging from \$500-\$750.
  - Developing coaching sessions.
  - Matching students with a mentor on a one-to-one basis.
  - Providing paid ECE internships. The ECE Student Achievement Pilot will be expanded through the California for All grant to serve an additional 150 students.

***STRATEGIC INITIATIVE NO. 11 – Increase employment opportunities for Older Adults - 55 years and older - by creating systems that promote training and employment*** – Pursuant to the Mayor’s Purposeful Aging LA Initiative (Executive Directive No. 17), the City will focus on opportunities for older workers to remain actively and purposefully engaged in their communities throughout their life by creating systems that promote lifelong learning and financial security for older adults. This population has been served by the WDS, however, moving forward, there will be ongoing formalized strategies to address their needs and encourage an age-friendly city.

The U.S. Census Bureau and the California Department of Finance estimate that the aging population, 55 and over, comprises 19 percent of the City’s population and that this ratio will increase to approximately 24 percent by 2030. Additionally, the American Association of Retired Persons (AARP), older adults are interested in learning new skills, and want to stay competitive in the workforce. It is imperative that employment opportunities for older adults are increased by creating systems that promote lifelong learning, training, and financial security (employment).

***ACTION*** – In PY 2022-23, the City will:

- Work with consultant(s) to conduct an in-depth analysis to obtain current City demographic data for the Older Adult population; identify best practices across the nation; develop a City-wide survey to identify workforce service needs for Older Adults; and identify future project priorities.
- Assess the availability of resources and capabilities for economic and workforce development opportunities for Older Adults through EWDD and existing partners, such as the Department of Aging, AARP, and Encore.org.
- Identify a pilot project to address the needs and fulfill the gaps identified.

**CURRENT ECONOMIC IMPACTS ON EMPLOYMENT**

**The Region and Local Economy**

*Table 6: Annual Unemployment Rate (%)*

<b>Locality</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
U.S.	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7	8.1	3.9
California	10.5	8.9	7.5	6.2	5.4	4.8	4.2	4.0	10.1	5.8
LA County	10.9	10.2	8.3	6.9	5.2	4.7	4.7	4.4	12.8	6.8
<b>LA City</b>	<b>12.1</b>	<b>10.7</b>	<b>8.7</b>	<b>7.1</b>	<b>5.6</b>	<b>4.7</b>	<b>4.7</b>	<b>4.5</b>	<b>12.9</b>	<b>5.6</b>

*As of January 2022, the City of Los Angeles had an unemployment rate of 6.1%.  
Source: Bureau of Labor Statistics and California Employment Development Department*

**Employment and Educational Outlook for the City of Los Angeles** – Over the last 12 months, the economic recovery and the return to normalcy following the devastating pandemic have accelerated across the nation. In Los Angeles life has begun to return to pre-pandemic “normalcy,” with Los Angeles Unified School District (LAUSD) campuses resuming in-person classes and mask mandates lifted for many indoor activities. On the economic front, the significant economic stimulus approved during the height of the economic downturn have led to a strong economic growth with Los Angeles County Real County Product increasing by 6.8 percent in 2021 followed by a projected increase of 4.6 percent in 2022.

According to the LAEDC, at the onset of 2020, the unemployment rate was below 5 percent in the City of Los Angeles. However, due to the COVID-19 pandemic, the rate spiked to a peak of 19.1 percent by May of 2020. With an increase in vaccination rates and the reopening of the economy, the unemployment rate in the City was still 12.6 in January of 2021. As Stay-at-Home-Orders were rescinded in 2021, and restrictions were lifted, the City economy saw a decline in the unemployment rate to 7 percent by November 2021 and, subsequently, to 6.4 percent by December 2021. According to the California Employment Development Department (EDD), the unemployment rate in the City was 5 percent in March 2022. In March of 2022, the unemployment rate for Los Angeles County was 4.9 percent, a modest decline from the previous month (5.4 percent).

Although employment has shown a steady recovery since the peak, evidence shows that the recovery has been uneven across industries and type of workers, specifically among low-income workers, small businesses, and minorities experiencing job loss at disproportionately high rates. Employment among lower income workers has slightly declined over the course of 2020 and 2021. In August 2021, these residents were still nearly 30 percent below the pre-pandemic employment level. According to the LAEDC, the industry sectors that experienced the largest negative employment shocks were the Food Services and Drinking Places, Accommodations, Motion Picture & Sound Recording, Administrative & Support Services, and the Personal Care & Laundry Services industry.



**FY 2022-23 FUNDING OUTLOOK**

**YEAR 23 ANNUAL PLAN FUNDING RECOMMENDATION**

The Annual Plan outlines a framework of workforce initiatives for achieving an equitable labor market that provides economic opportunities for all Angelenos. In developing the Annual Plan, the WDB took into consideration the priorities established by the Mayor, the CWDB, the City’s current economic and educational situation, the resources available, and its own priorities. The final Annual Plan proposes the following budget for PY 2022-23. Estimated new WIOA Title I Formula Funds and carryover revenue are summarized in Table 7. WIOA Formula allocations are displayed on Table 8. Prior to the release of the Annual Plan, the City was notified of the Rapid Respond allocation in the amount of \$898,553 for PY 2022-23. The adjusted amount will be addressed in the Department’s Carry-In.

*Table 7: Workforce Innovation and Opportunities Act Formula Funding*

	<b>PY 2021-22 WIOA Funds</b>	<b>PY 2022-23 WIOA Funds</b>	<b>Increase (Decrease)</b>
Adult	12,824,671	14,853,297	(2,028,626)
Dislocated Worker	8,850,751	10,732,563	1,881,812
Youth	12,658,232	14,791,932	2,133,700
Rapid Response	1,029,035	1,029,035*	0
Carryover	4,820,000	3,900,343	(916,657)
<b>Total</b>	<b>40,182,689</b>	<b>45,307,170</b>	<b>1,070,229</b>

*\*Reflects PY 2021-22 Rapid Respond allocation. The PY 2022-23 allocation of \$898,553 will be addressed in the Department’s Carry-In.*

*Table 8: Proposed WIOA Funding Distribution*

<b>Activity</b>	<b>PY 21-22</b>	<b>PY 22-23</b>	<b>Increase (Decrease)</b>
EWDD Oversight	7,590,248	8,815,358	1,225,110
Rapid Response – Direct Services	739,669	657,681*	(81,988)
Other City Departments	396,473	345,621	(50,852)
Workforce Development Board	1,361,577	945,203	(416,374)
WorkSource Centers	15,596,144	16,568,340	972,196
YouthSource Centers	9,190,020	9,512,789	322,769
Other Service Providers	1,284,680	1,634,680	350,000
Supporting Program Activities	4,284,520	5,942,474	1,657,954
<b>Total</b>	<b>40,182,669**</b>	<b>44,422,146**</b>	<b>3,978,815</b>

*\*\* Total reflects adjustment for City-managed operators.*

**Plan Overview**

The table below represents PY 2022-23 Annual Plan proposed funding, strategies, outcomes, and strategic goal highlights, which will provide employment services to Angelenos, including persons left out of the region’s economic recovery – people experiencing homelessness, disconnected youth, and reentry populations.

**Year 23 Annual Plan Funding Highlights:**

<b>No.</b>	<b>Funding</b>	<b>Strategy</b>	<b>Outcome</b>	<b>Strategic Goal(s)</b>
1.	\$16,568,340	Fund 15 WorkSource Centers to provide employment training and placement services to high-barrier adults and dislocated workers and employers.	TBD	Strengthen connections with major economic drivers in the region. Target vulnerable populations with a geographic focus.
2.	\$9,512,789	Fund 14 YouthSource Centers (includes LAUSD PSA Counselors)	Serve 7,000	Focus on disconnected youth.
3.	\$13,430,000	Year-Round Youth Employment Program	Serve 20,000	Focus on disconnected youth.
4.	\$6,000,000	Los Angeles Regional Initiative for Social Enterprise (LA:RISE)	Serve 800	Address homelessness with more employment opportunities.
5.	\$908,000	LA County – INVEST	Serve 240	Focus on the reentry population.
6.	\$601,127	Layoff Aversion	TBD	Strengthen connections with major economic drivers in the region.

**WORKFORCE DEVELOPMENT SYSTEM**

Through the Integrated Service Delivery (ISD) Model in the Adult and Dislocated WSCs (which coordinate the efforts, resources and services of key partner agencies), the WDS ensures the seamless delivery of services to jobseekers. Similarly, the integration of key partners into the YSCs (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 Department of Labor as a 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.

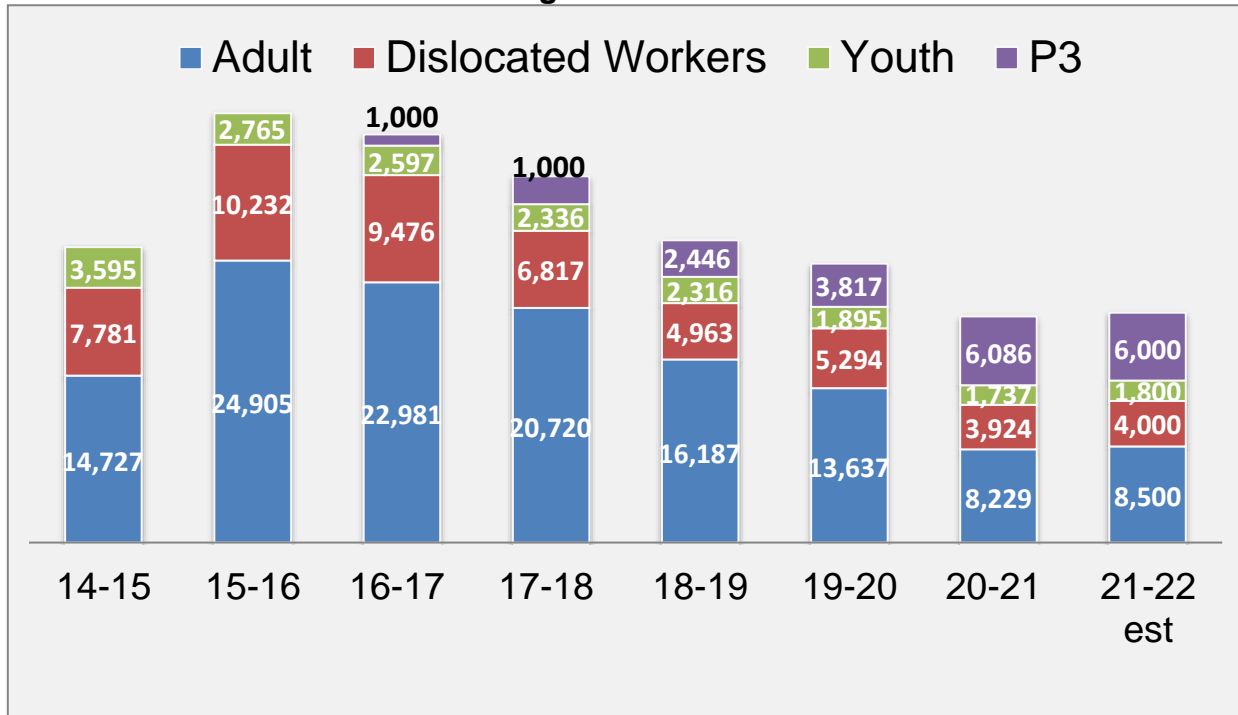
**ADULTS AND DISLOCATED WORKERS SYSTEM ACCOMPLISHMENTS AND STRATEGIES**

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.

**Coordinating Services with Multiple Partners Leads to a Systematic Approach to Serving Angelenos**

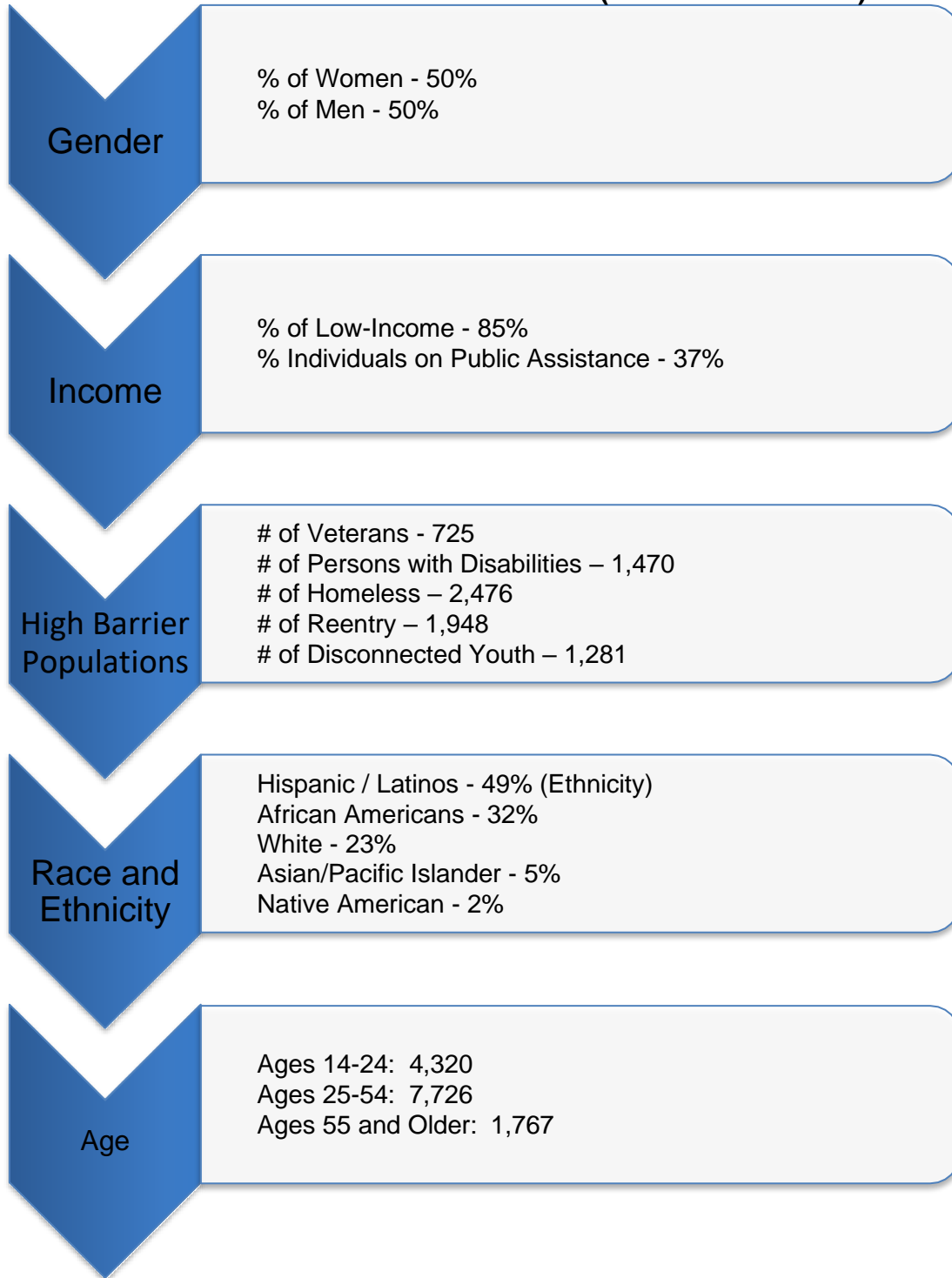
The WDS is focused on better coordination, integration, and leveraging of both resources and competencies of the system’s partners. Key to the success of this effort has been continuous and open communication, not only with the EDD (WIOA Title III) and the California Department of Rehabilitation (WIOA Title IV), but also with the LAUSD and LACCD (both WIOA Title II). The integration of key workforce development programs in the region provides the WDS with 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 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. In alignment with the California State Plan, this partnership will be expanded to include the CDCR to provide returning citizens with seamless reintegration pathways; the Los Angeles County Department of Public Social Services (DPSS) for coordination with CalFresh Employment and Training programs; and the Los Angeles County Child Support Services Department to improve labor market outcomes for unemployed, underemployed, and payment-delinquent non-custodial parents.

WDS Enrollments PY 2014-15 through 2021-22



Integrated Service Delivery, which began in PY 14-15, led to increases in Adult and Dislocated Worker enrollments; however, funding decreases and operational restrictions due to the COVID-19 pandemic have negatively affected system capacity.

Who We Served: WIOA TITLE I PY2020-2021 (Source CalJOBS<sup>SM</sup>)



Workforce Development System Partners

CA Employment Development Department	WIOA Title III - Wagner-Peyser Veterans Services Trade Adjustment Assistance (TAA)
CA Department of Rehabilitation	WIOA Title IV - Rehabilitation Act Competitive Integrated Employment coordination
LA Community College District	WIOA Title II - Adult Education and Literacy Sector Training
LA Unified School District	WIOA Title II - Adult Education and Literacy WIOA Navigators (WSC) Pupil Services and Attendance Counselors (YSC) Sector Training
Los Angeles Department of Public Social Services	TANF Summer Youth Employment CalFresh Employment and Training GAIN
Los Angeles County Department of Probation	Project Invest Juvenile Justice Crime Prevention Program
Los Angeles County Child Support Services Department	Non-Custodial Parent Services

## **YOUTHSOURCE SYSTEM STRATEGIES**

The City envisions a nationally recognized workforce system for young adults, ages 16 to 24, with a focus on 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's 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 LAUSD, LACCD, and several other public and private partners, the system is 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.
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.
5. Actively implementing innovative practices to support and engage 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- to 24-year-old population. The YSCs are located in areas of the city with a high risk of dropouts and are predominantly operated by community-based nonprofit organizations.

The City's YSCs act as "dropout recovery centers" with the collocation of a certified LAUSD Pupil Services and Attendance (PSA) 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 YSC 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 postsecondary employment and training programs in high-demand employment sectors

**Plan Overview**

and enables the YouthSource system to attain WIOA's mandate that 75 percent of youth funds be expended on out-of-school youth.

YSCs are part of the Los Angeles 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.

Hire LA's Youth is a partnership with the City Council, the WDS, LACCD, the Los Angeles Area Chamber of Commerce and local businesses and community organizations to provide job opportunities for Angelenos between the ages of 14 and 24. Along with work experience, the program offers training opportunities, career exploration, on-the-job mentoring, work readiness, and financial literacy workshops. Opportunities are targeted to low-income and foster youth, young people from families receiving CalWORKs, youth on probation, youth receiving General Relief, and homeless youth. Hire LA's Youth plans to serve 20,000 of the City's youth in 2022.