

YEAR 25 WORKFORCE DEVELOPMENT BOARD ANNUAL PLAN OVERVIEW

VISION

The Los Angeles Workforce Development System (WDS) 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 opportunities to employment and training programs by integrating an equitable approach for the delivery of workforce development services;
2. Reduce employment disparities across 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 (COVID19) pandemic.

YEAR 25 ANNUAL PLAN GOALS

The Year 25 Annual Plan (Annual Plan) establishes the priorities, strategies, policies, budget, and timeline for the Los Angeles Workforce Development System. 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 access to good jobs, remove barriers to employment for Angelenos facing the greatest economic disparities, and promote a strong business/employer regional economy. This equity- focused strategic framework also provides a strong foundation from which to begin to address the new challenges brought forth as the region continues to recover from the COVID-19 pandemic.

OVERVIEW OF THE WORKFORCE DEVELOPMENT SYSTEM

Los Angeles Workforce Development System

The core of the Los Angeles Workforce Development System (WDS) is the America's Job Center of CaliforniaSM (AJCC). Comprised of Workforce Innovation and Opportunity Act (WIOA) funding, grants, and publicly funded workforce development initiatives, AJCCs are designed to aid jobseekers, including those with significant barriers to employment, in finding high-quality jobs and careers and to assist employers hire and retain skilled workers.

The City of Los Angeles presently operates 14 AJCC Adult and Dislocated Worker Centers, locally known as WorkSource Centers, and 14 YouthSource Centers. The AJCC centers offer free training and employment services to individuals who have either been laid off or are actively seeking employment and to disconnected youth, young adults who are neither in school or working. The AJCC system has strategic partnerships with the California Employment Development Department (EDD) and the Department of Rehabilitation (DOR); the Los Angeles Community College District (LACCD); the Los Angeles County Department of Probation (LACPD), Department of Public Social Services (DPSS), and the Department of Economic Opportunity (DEO); the Los Angeles Unified School District (LAUSD); and other City Departments, such as the Department of Aging.

The WDS promotes the seamless delivery of services to jobseekers through the Integrated Service Delivery (ISD) model in the WSC system and the Los Angeles Performance Pilot Partnership (LAP3) in the YSC system. The integration of key partners into the WDS, particularly education providers, has enabled the City to target services to jobseekers with the highest barriers to employment.

EWDD provides a broad range of other programs that help in the areas of business support, employment, and youth development. All programs are designed to grow and improve Los Angeles' economy while building a well-trained and job-ready workforce.

Los Angeles Workforce Development Board

The City of Los Angeles Workforce Development Board (WDB) is composed of 39 volunteers appointed by the Mayor and includes representatives from education, labor, state and local governments, private businesses and employers. In partnership with the Mayor and City Council, the WDB provides vision, policy, strategy, coordination, direction and oversight for the City's workforce development activities. The Los Angeles Workforce Delivery System operates in partnership with various organizations including community-based non-profits, labor organizations, the LA Unified School District, the LA Community College District, and the Los Angeles Area Chamber of Commerce.

PLAN OVERVIEW

ECONOMIC OVERVIEW OF THE REGION

The COVID 19 Pandemic's Impact on Workers and the Economy

Like much of the world, the COVID-19 pandemic had a significant impact on Los Angeles' workers and its economy. At the height of the pandemic crisis in 2020, Los Angeles County saw a 5.0 percent drop in real gross county product (GCP) and severe job losses followed with total unemployment falling by 8.6 percent¹. During this period, the region saw an exodus of workers, tourism stopped, and there were extended shortages of goods and services from supply chain disruptions across several industries. In many ways, the pandemic highlighted the disparities for people of color and vulnerable populations across many aspects of life, from access to healthcare, to education and income, and housing. All major indicators of personal and economic well-being.

Los Angeles was particularly impacted compared to California or the nation as a whole as a result of the type of industries and sectors that the region attracts, such as entertainment, hospitality, and leisure, which require a high degree of in-person interaction. The following occupational groupings were identified as experiencing the most job loss: restaurants (waiters and waitresses and restaurant cooks specifically); retail trade (retail salespersons, cashiers and sales representatives of services); film and television production (where actors, producer and directors were most impacted directly); labor-intensive occupations (such as laborers and material movers, janitors and cleaners); and recreation (including amusement and recreation attendants).

Los Angeles' Economic and Workforce Landscape

More recently, Los Angeles has steadily recovered from the economic downturn and work dislocations caused by the COVID-19 pandemic. The most recent data from the Employment Development Department shows that the current civilian labor force of Los Angeles County is 5,014,600². Of those, 4,761,700 are employed and 252,900 are unemployed. Los Angeles County has 513,114 employers with 94 percent of those having fewer than 20 employees and just under 84 percent are considered microbusinesses with fewer than 10 employees³. In 2023, employer firms in the City of Los Angeles provided more than 1.9 million nonfarm jobs, and in Los Angeles County, over 244, 000 employer firms

¹ Los Angeles County Economic Development Corporation (LAEDC), Institute for Applied Economics. *2024 Economic Forecast: Addressing Lingering Challenges and Positioning for Opportunity* (February 2024)

² CA Employment Development Department, Labor Market Information Division. *Industry Employment & Labor Force* (March 22, 2024)

³ CA EDD, LMID: Analysis by LAEDC (3Q 2022)

provided more than 4.6 million nonfarm jobs across all industries. Between 2020 and 2028, the economy is expected to add 354,100 new jobs in nonfarm industries across Los Angeles County including the city. Key drivers of the local economy include international trade, entertainment, aerospace, and tourism, in addition to other big industries, such as high-tech industries, telecommunications, finance, healthcare and biotechnology, education and research, manufacturing, and transportation. For a more in-depth economic overview, jump to the *Current Economic Impacts on Employment* section.

Economic and Workforce System Challenges & Opportunities

While Los Angeles was on a path to economic recovery in 2021 and 2022, it now faces new challenges caused by inflation. In response to business closures and work dislocations caused by the pandemic, the federal government directed approximately \$5 trillion into the national economy through government assistance programs for families, businesses, state and local aid, health care, and other programs to assist with disaster spending, housing, transportation, and education. The massive fiscal stimulus package, ongoing supply chain difficulties, and international conflicts brought on by wars have driven inflation to levels not seen since the early 1980s. As a result, Angelenos encountered much higher prices for everyday goods and services. With the Federal Reserve raising interest rates to slow the economy and rein in inflation, the region also experienced higher costs for home mortgages, automobile loans, credit cards, and business loans. By the end of 2022, the Los Angeles economy recovered the number of jobs lost during the pandemic, and by the end of 2023, inflation had progressively slowed as the Federal Reserve paused its rate hikes easing fears of a recession.

Los Angeles now faces numerous challenges that are intertwined. Today, the city encounters regional population decline and an aging workforce, growing income inequality and continued inflation, a decrease in affordable housing and increased homelessness, increased costs for operating a business, and a struggling commercial real estate market, among other challenges. The California Department of Finance projects that by 2034, Los Angeles County will fall below 9.5 million residents, down from its high of 10.2 million in 2018⁴. The City of Los Angeles saw a 5.8% population loss between 2018 and 2023, specifically 230,189 residents with a current total population of 3,766,109. A population loss suggests a smaller regional labor force and fewer high-income earners, and as a result, a loss of entrepreneurialism, investment dollars, and tax revenue. Strikingly, in 2021 and 2022, California experienced a net loss of 75,000 college graduates. A trend that had not been seen before.

⁴ California Department of Finance. *Total Estimated and Projected Population for California and Counties* (July 2023).

Further, housing affordability poses a significant challenge with data from the California Association of Realtors (CAR) showing that only 11 percent of households in Los Angeles County are able to afford a median-priced, single-family home. A 31 percent decrease from just 10 years earlier. In 2023, the median listing price for a home remained above \$1 million. Renters also bear the high cost of housing in Los Angeles. The latest data from the U.S. Census Bureau shows that a majority of renters, 55.3 percent, in Los Angeles County are rent-burdened, meaning they pay more than 30 percent of their household income in rent, and nearly 30 percent are severely rent-burdened, paying more than 50 percent of their household income on rent. Housing affordability contributes to the severe homelessness crisis in Los Angeles. In 2023, Los Angeles County saw an estimated 75,518 people experiencing homelessness on any given night, a 9 percent increase compared to 2022. In the City of Los Angeles, an estimated 46,260 people experienced homelessness, a 10 percent increase.

Moreover, the Los Angeles region is one of the most expensive places to do business. The cost of operating a business in Los Angeles has increased dramatically with business costs being almost 20 percent higher than the national average. In Los Angeles, labor costs are 13 percent higher than the national average, while energy costs, real estate costs and taxes are 91 percent, 51 percent, and 40 percent higher, respectively. Over the past five years, the average cost of electricity in Los Angeles has drastically increased relative to the United States. At the beginning of 2019, electricity costs in Los Angeles were 36 percent higher than national averages, and by the end of 2023, they were 70 percent higher. Opening and operating a business in the LA region have significant implications for economic growth. The high costs for labor, utilities, land, regulations, and taxes lead businesses to close or leave the region. Notably, rising food and labor costs contributed to many restaurant closures in Los Angeles in 2023.

These challenges have dire implications for the health of the Los Angeles economy. Nevertheless, Los Angeles has an opportunity to develop solutions that balance the need to reduce costs for businesses while supporting the needs of workers. For instance, investments in energy infrastructure, such as California's Hydrogen Hub based in Los Angeles, can help reduce utility costs across the region for businesses and consumers while also creating good-paying, skilled jobs⁵. Further, workforce development programs can help individuals acquire the expertise needed to meet the demands of emerging green roles and technologies across existing and emerging occupations and industries. In this Annual Plan, the EWDD provides guidance to the WDS on the requirement to report training and employment outcomes in the green economy through its Green Jobs Policy.

⁵ Los Angeles County Economic Development Corporation (LAEDC), Institute for Applied Economics. 2024 Economic Forecast: Addressing Lingering Challenges and Positioning for Opportunity (February 2024)

There is an opportunity to leverage upcoming investment in the region to improve economic and workforce outcomes. There is undoubtedly huge potential from the historic federal funding via the Infrastructure Investment and Jobs Act, Inflation Reduction Act, and CHIPS and Science Act. According to research commissioned by the National Skills Coalition and BlueGreen Alliance, nationwide these laws will generate nearly 3 million jobs on average per year and 19 million jobs in total⁶. This research also shows that 69% of these jobs will be available to workers without a bachelor's degree, compared to 59% across all jobs in the U.S. Significant federal and state investments are coming to the region over the next few years across industries. For instance, with transportation and infrastructure, the federal government awarded a combined \$6.1 billion to the California High-Speed Rail Authority and Brightline West in early December 2023, which covers a large portion of the overall project cost for the Vegas corridor.

Maximizing the reach of this funding will require significant investment in training and skills development for workers across a variety of occupations. Short-term training and on-the-job training programs can be vital for construction and manufacturing occupations, which represent two out of every three jobs these federal investments will directly create. Thousands of construction laborers, powerline installers, plumbers, electricians, and others will need quality non-degree credentials, related skills training, apprenticeships, and other workforce programs. Targeted outreach and training, especially to those who have traditionally not been included in these occupations is important. Women and people of color—who together make up most of the U.S. workforce—are still underrepresented in occupations that stand to benefit from these investments. They have faced a long history of discrimination in education and employment, which has relegated them to low-wage, highly exploited occupations and shut them out of a middle-class life and financial freedom. Investments in community-based organizations, industry partnerships, and local hiring initiatives can support recruitment, retention, and career advancement for women and people of color across the infrastructure sector. Further, Brookings research shows that nearly 17 million infrastructure workers will permanently leave their jobs over the next decade due to retirements, job transfers, and other labor market shifts. Despite the lower formal educational barriers, wage premiums, and urgent hiring and training needs among many employers in this sector, these retention challenges persist.

Moreover, the extensive sporting infrastructure in the region has positioned Los Angeles to host the 2026 FIFA World Cup, and the LA28 Olympic and Paralympic Games without the construction of additional stadiums. These events will bring an increased amount of tourism and spending to the region. As part of our strategic planning efforts, the workforce system should engage in outreach to connect diverse-owned businesses to upcoming procurement

⁶ Brookings Institute. *Building a stronger infrastructure requires more than money* (March 20, 2024). <https://www.brookings.edu/articles/building-a-stronger-infrastructure-workforce-requires-more-than-money/>

opportunities in both infrastructure projects and the 2028 Summer Olympics and Paralympics. It can provide support services to small businesses to scale their operation to take advantage of procurement opportunities with public agencies who have complex procurement processes and lengthy repayment windows.

Further, workforce development opportunities may exist upon completion of large-scale developments in the sports entertainment industry, which can connect local residents to employment opportunities. Local hire requirements for large projects also represent opportunities for engaging local residents and connecting them with opportunities in the construction trades. Education and training programs, such as pre-apprenticeships, registered apprenticeships, and postsecondary education programs, must support skills development. The WDS will seek to expand funding for transportation support, affordable child care, or other supportive services to minimize the barriers that women and workers of color face to get to a job or training.

Economic and workforce development programs can be key in helping to guide workers and businesses in Los Angeles navigate post-pandemic challenges through data informed strategies. This will require a comprehensive approach with multiple stakeholders and partners coming together to tackle the same economic and workforce challenges affecting the region. Taking this into account, the EWDD, in collaboration with the WDB and Mayor's Office, will align workforce education and training programs to advance existing strategies highlighted in this Annual Plan and to further develop the WDS goals based on ongoing strategic planning efforts. At a high level, the EWDD will continue collaborating with key workforce partners, utilizing new funding sources, expanding, and reorganizing the roles of its employees, creating new programs to meet the needs of vulnerable populations, and strengthening interpersonal employee talent and relationships in an effort to continue building capacity and improve workforce system outcomes.

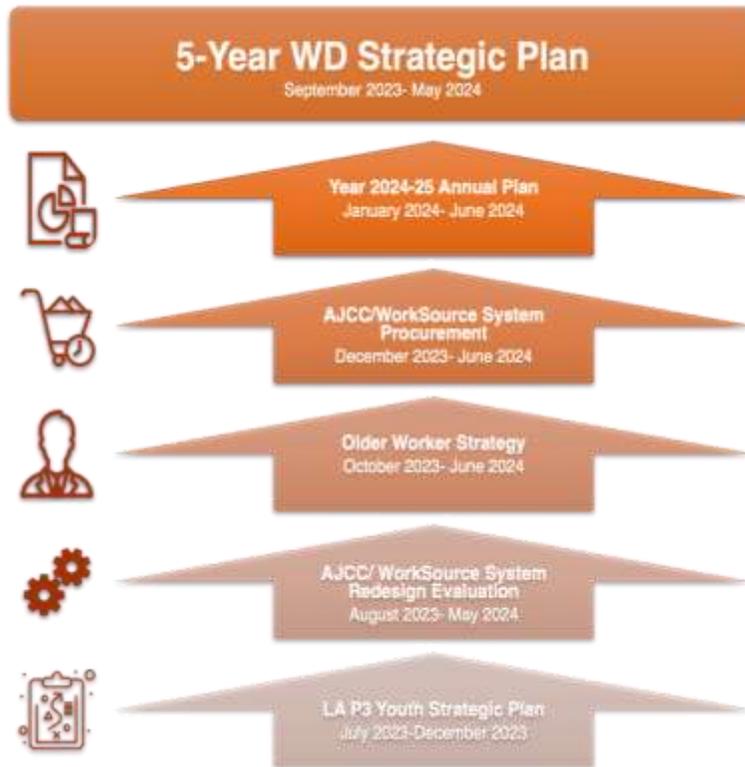
RE-THINKING THE CITY'S WORKFORCE DEVELOPMENT SYSTEM

In an effort to continually improve upon the services provided through the WDS, in July 2023, the EWDD funded several strategic planning efforts to a) develop enhanced programming for disconnected youth and older workers; b) develop a Los Angeles Infrastructure Academy; c) redesign and enhance the City's AJCC/WorkSource Adult and Dislocated Worker system; and d) develop a new City of Los Angeles five-year workforce development strategic plan.

This past year, the contracted evaluation consultants engaged in the process of surveying stakeholders, collecting and evaluating historical performance data, and evaluating workforce trends to provide recommendations to enhance the City's Workforce Development System (WDS). The outcome of these activities will result in the refinement

and prioritization of WDS strategies. Recommendations will be implemented in Year 25 with forthcoming performance expectations and guidance for new AJCC’s operators and other contracted service providers of the workforce development system.

Table 1. EWDD Strategic Planning Processes and Timelines



Los Angeles Five-Year Workforce Development Strategic Plan

To address the ramifications of the COVID-19 pandemic, the EWDD procured CivicMakers, a third-party consultant, to support the Workforce Development System (WDS) in developing a comprehensive five-year strategic plan to promote economic recovery, financial stability, and prepare residents and businesses of Los Angeles for jobs of the future. The proposed Plan, slated to be completed by May 31, 2024, will include the following deliverables:

1. A concrete five-year strategy that supports the Mayor’s goal to connect every Angeleno with a living-wage job and career pathways;
2. Facilitated meetings with community stakeholders and business leaders to assess the critical need for highly-trained employees in today’s workforce and address barriers to employment; and

3. An in-depth analysis of government policies that may be hindering labor growth and wage increases; identify solutions and best practices for increasing employment and reducing labor shortages.

To support the Plan's development and the work of the CivicMakers, in September 2023, a twenty-member Five-Year Plan Ad Hoc Committee was established by the WD Board. From various stakeholder engagement efforts, the emerging priorities that have been identified include:

- a. supporting the City's human capital needs and developing a hiring pipeline to address the various staff vacancies in City departments;
- b. b) establishing job quality standards in the City's workforce development system;
- c. c) supporting entry and exit workforce points for individuals experiencing homelessness;
- d. d) mapping out a continuous learning journey across workforce and education to support the needs of disconnected youth and other vulnerable populations;
- e. e) broaden entrepreneurship and small business partnerships; and
- f. f) leveraging anticipated funding.

The City of Los Angeles WDB will begin implementing proposed initiatives of the City's Five-Year Workforce Development Strategic Plan during Program Year (PY) 2024-25.

AJCC/WorkSource System Procurement

The AJCC Adult and Dislocated Worker system, locally known as the WorkSource Center System, was last redesigned and procured in 2018. In September 2023, the Los Angeles Workforce Development Board (WDB) convened an AJCC/WorkSource Center System Redesign Ad Hoc Subcommittee to consider priorities for a redesign of the system and for the prioritization of the required services with corresponding performance expectations which the new system operators will be required to implement. On January 19, 2024, the EWDD released phase one of the AJCC Procurement, a Request for Qualifications (RFQ), to establish the qualified list of proposers by May 2024 before issuing a full Request for Proposal (RFP). The second phase of the procurement, the RFP, will be implemented after the WorkSource System Redesign has been finalized and approved by the WDB.

AJCC/WorkSource System Redesign Evaluation

In anticipation of the 2024 AJCC/Adult and Dislocated Worker system procurement, the California State University Northridge (CSUN) was contracted to conduct an evaluation of the City's AJCC/WorkSource Center System to identify ways to redesign and improve its

service delivery system to connect program participants to high-wage jobs and reduce inequities among program participants. The WorkSource System Redesign evaluation report is expected to be completed by May 31, 2024.

Based on initial discussions during the AJCC/WorkSource Center System Redesign Ad Hoc Committee meetings, it is evident that there is advocacy for:

- Improved customer outcomes with an emphasis on career paths and self-sufficient wages;
- Improved employer engagement including employer sponsorship of AJCC operations and development of bridge programs that guarantee placement of participants with the supporting employers upon completion;
- Registered apprenticeships;
- Improved relationships with large employers that offer a multitude of positions that range in experience and educational requirements;
- Efficient AJCC operations with a particular emphasis on low facility costs and fully documented leveraged resources;
- Improved wages and benefits packages to attract and retain an AJCC workforce that is self-sufficient;
- Improved case manager to participant ratios;
- Full funding of AJCCs for improved service delivery;
- Improved and expanded partner relationships;
- Improved access via virtual services; and
- The awarding of funds based on services to be provided and/or target population.

Older Worker Strategic Plan

In October 2023, Cause Impacts was contracted to develop an Older Worker Strategic Plan to develop strategies to address the challenges and barriers to the employment, retention, and advancement of older workers in the labor market. This effort includes understanding best practices in employing, retaining, and advancing Older Workers, the strengths and challenges of current EWDD programming of Older Workers, developing workforce strategies that EWDD can implement, and identifying objectives and metrics that can measure outcomes, and organizations to partner with to implement the final plan.

A Work Group was established to collect the experiences, concerns, needs, and feedback of relevant stakeholders and attain buy-in from key stakeholders who can support the Plan from inception through implementation.

Following are initial findings as it relates to the biggest challenges with existing city programs for older workers:

- Ageism/Age Discrimination. Employers do not understand the value of Older Workers and perpetuate ageism. We surveyed close to 400 Older Adults in the City and found that more than half faced some kind of discrimination or challenge in the workplace; the most common was related to age discrimination in the hiring process.
- Lack of collaboration across City departments and older-adult-serving organizations creates silos.
- Restrictive enrollment and eligibility requirements prevent program participation for individuals who need services but may not meet the need threshold or age requirements of a program. Many programs prioritize serving those most in need while not offering an alternative for those not yet in crisis.
- Programs lack employer partners and direct placement sites that are willing to hire Older Workers and pay a living wage.
- Staff do not have adequate training to support Older Adults.
- Programs are not designed to assess an individual's current skills or help people transfer their skills.
- Programs do not navigate the benefits cliff and retirement benefits limitations.

LA P3 Youth Strategic Plan – Horizons 32,000 Plan

The Los Angeles Performance Partnership Pilot (P3) Strategic Plan is a regional cross-sector collaboration that seeks to reduce the region's "Opportunity Youth" population, young adults who are out of school and out of work. It highlights current efforts to build a better system of care, and most importantly provides recommendations to our elected public bodies and to our philanthropic partners on action steps that would lower the disconnection rate and improve education, employment, housing and well-being services for Los Angeles disconnected youth. The Strategic Plan, completed in December 2023, will cover the period of 2024-2028.

Four Year Impact: Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

The Horizons 32K plan establishes four overarching goals, and aligned youth impact metrics, that together will drive our coalition's success in achieving 32,000 brighter horizons for Opportunity Youth. In its first year of implementation, Horizons 32K partners will prioritize this list of metrics, collect baseline data and establish targets.

Infrastructure Strategic Plan

In order to prepare the City's WDS to meet the projected employment demand that is projected as a result of federal investments from President Biden's 2021 Bipartisan Infrastructure Law (BIL), the largest infusion of federal investment made to the state and local infrastructure projects, New Ways to Work was contracted in December 2023 to gather and organize existing data to identify relevant resources and programs that support the development of a Los Angeles Infrastructure Academy and network. This project will be co-led by the Miguel Contreras Foundation (MCF), a program partner of the LA County Federal of Labor. Through the work of New Ways to work, EWDD will gain insights into:

- Existing state and national workforce development models.
- Analysis of socio-economic indicators of young adults in Los Angeles including utilization of public assistance programs and educational enrollment and attainment.
- Partnerships with education and training institutions along with trade skilled employers/unions and their current recruitment practices and programs.
- Develop an implementation plan to build LA Infrastructure Academy.

WORKFORCE DEVELOPMENT SYSTEM - STRATEGIC INITIATIVES

The Year 25 Annual Plan is comprised of eight Strategic Initiatives that are designed to: 1) highlight the need to address the economic inequities among high-barrier populations, including individuals experiencing homelessness, older adults, women, and justice-involved individuals; and 2) identify high-growth industry sectors that are instrumental in bridging equity gaps by paying higher wages and creating career ladders to good jobs through regional efforts and partnerships.

The eight Strategies for the Year 25 Annual Plan include the following:

1. Support Regional Efforts to Reduce Homelessness by Providing Pathways to Sustainable Employment, Training and Education, and Connecting Participants to Supportive Services;
2. Increase Education and/or Employment Outcomes for Disconnected Youth;
3. Increase Employment Opportunities for All Angelenos Through Partnerships with Major Economic Drivers in the Region;
4. Facilitate Increased and Equitable Access to Jobs That Provide High Wages/Salaries and Opportunities for Career Advancement/Upward Mobility Through Job Placement Strategies That Focus on High-Growth Sectors;

5. Increase Gender Equity by Ensuring That Women Are Trained for Positions at All Levels Within Organizations in High-Growth Sectors at Equal Pay Rates as Those Positions Occupied by Men;
6. Increase Accessibility to Sustainable Employment Opportunities for High-Barrier Populations Through Targeted Workforce Development Strategies;
7. Increase Employment Outcomes for the Reentry Population to Allow for a Smoother Transition Into Society; and
8. Increase Employment Opportunities for Older Adults - 55 years and Older - by Creating Systems that Promote Training and Employment.

Strategies Initiatives, Accomplishments, and Action Items for PY 24/25

Each strategy includes a statement of accomplishments to highlight the progress the Department has made within a particular strategic initiative. A corresponding statement of action items is also included under each strategic initiative and is also a part of the Department’s larger goal to provide these services to the most vulnerable populations.

STRATEGIC INITIATIVE NO. 1 – Support Regional Efforts to Reduce Homelessness by Providing Pathways to Sustainable Employment, Training and Education, and Connecting Participants to Supportive Services

THE NEED:

- Confronting the crisis of homelessness continues to be an urgent priority for the City of Los Angeles. Despite intense public focus on and robust government investment in programs aimed at reducing this number, it has grown every year since at least 2016.
- The number of people experiencing homelessness in Los Angeles County now surpasses 75,000. Los Angeles Housing Services Authority (LAHSA)’s 2023 Greater Los Angeles Homeless count estimates that 75,518 people are experiencing homelessness in Los Angeles County, a 9 percent rise from the prior year. The county’s annual homelessness census has risen by an average of 10 percent each year.
- LAHSA estimates that 46,260 people are experiencing homelessness in the City of Los Angeles, an increase of 10 percent from the prior year.
- Homelessness continues to disproportionately impact Black, Latino, Indigenous and Immigrant Angelenos, women, youth, older workers, LGBTQ+ communities.
- According to a recent study, reducing homelessness requires a social services system to consistently accomplish at least three tasks: identify and engage people

experiencing homelessness, connect them to housing, and provide them with appropriate post-housing support so they do not reenter homelessness.⁷ Los Angeles County performs these tasks, but—despite unprecedented political and financial investment in all aspects of the mission—this work has not manifested in a quantitative reduction in homelessness.

Alignment with Mayoral, Council, and Board Priorities:

This strategy supports the City’s efforts to combat the homeless crisis in Los Angeles and is in alignment with Mayor Bass’ Inside Safe Initiative (Executive Directive No. 2) and the City’s Comprehensive Homeless Strategy (CHS)⁸.

Key Workforce Programs supporting this strategy include:

- InsideSafe Job Connectors Program
- Los Angeles Regional Initiative for Social Enterprise (LA:RISE)
- WIOA AJCC/WorkSource and YouthSource System

Through these initiatives, WDS will continue to expand partnerships with homeless service providers and 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 continue to expand employer-driven pathways to well-paying and stable employment by integrating public, private, educational, non-profit systems, and employment social enterprises through its AJCC system and the LA:RISE initiative.

ACCOMPLISHMENTS

Inside Safe Job Connector Program

On December 21, 2022, after declaring a homeless state of emergency, Mayor Bass signed Executive Directive #2 launching “Inside Safe,” a Citywide housing-led strategy to bring people inside from tents and encampments and provide interim housing, wrap around social services, and connect them to permanent housing resources. In April 2023, the Inside Safe Job Connector Program was launched to support the integration of the City’s Workforce Development System with Inside Safe Housing initiatives and other critical systems of care.

Inside Safe Job Connector Program will fund a total of 12 Inside Safe Job Connectors across the Workforce Development System to assist up to 300 recently housed individuals connect to a job or training through one of the city’s WorkSource or YouthSource Centers. The job connectors will be assigned to a specific region of the City at identified Inside Safe housing

⁷ RAND. *Identifying Policy and Research Gaps in Addressing Homelessness in Los Angeles: Conference Proceedings* (March 25, 2024). https://www.rand.org/pubs/conf_proceedings/CFA1890-1.html

⁸ The enhanced Comprehensive Homeless Strategy (CHS), adopted by the Mayor and City Council on March 19, 2019 describes ongoing responsibilities and measurable actions the City of Los Angeles (City) is taking to combat homelessness.

sites. To stabilize participants in the City's employment programs, Inside Safe Job Connectors will also assist with referrals for individuals participating in the city's employment programs to be considered for housing via the Inside Safe initiative.

Piloted by the Coalition for Responsible Community Development (CRCD), four (4) job connectors were hired in spring 2023 and stationed at the Los Angeles Grand Hotel which currently houses approximately 300 individuals. Each Job Connector is supporting 25 Grand Hotel residents. As of spring 2024, accomplishments include: one hundred thirty (130) referrals received and a total of thirty-seven (37) active clients. Of these, twenty-one (21) have enrolled with a local WorkSource or YouthSource Center, one hundred sixty-six (166) job applications submitted for employment, fifty (50) have been assisted with job interviews, and thirty-three (33) have secured part-time or full-time employment.

Outcomes through the City's WorkSource and YouthSource System

The WorkSource Center System prioritizes serving a minimum number of individuals experiencing homelessness. During PY 23-24, the System set a goal of serving a minimum of 1,750 individuals experiencing homelessness. As of March 2024, the City's WorkSource System has served a total of 2,367 unhoused individuals (135% of goal).

As of March 2024, the City's YouthSource System served a total of 469 youth currently or formerly experiencing homelessness.

Outcomes through the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) programs

Launched in 2015, and now entering its tenth programmatic year, the LA:RISE is the City's marquee workforce program for supporting individuals experiencing homelessness. The program provides transitional jobs and career services to those with a history of homelessness, including formerly incarcerated individuals and disconnected youth. LA:RISE is a collaborative partnership that connects the City's WDS with Employment Social Enterprises (ESEs) to assist in moving participants into the workforce. An ESE is a mission-driven business that provides transitional employment for individuals with barriers to employment.

In 2021, with a Homeless, Housing, and Prevention Program (HHAP) state block grant, the City launched the LA:RISE Youth Academy which expanded transitional subsidized employment and certificated training opportunities and housing resources specifically to young adults from 18 to 24 years of age experiencing homelessness or at risk of experiencing homelessness and the following program year, expanded services to young adults ages 18-30 with funding from a Californians for All grant. Currently, eleven ESEs (such as the Center

for Employment Opportunities, Homeboy Industries, and Goodwill Industries) and six WorkSource and five YouthSource Centers partners are collaborating to transition these individuals into permanent employment.

To date, 7,491 individuals have been served by all LA:RISE programs.

Following are the outcomes achieved for PY 23-24 as of March 2024:

LA:RISE 9.0 City Measure H			
Metric	Goal	Actual Performance	% of Goal
Number of participants enrolled	400	419	105%
Number of participants placed in subsidized transitional job	400	419	105%
Number of participants co-enrolled in WIOA	280	294	105%
Number placed in un-subsidized competitive employment*	200	38	19%
*Majority still completing work experience opportunity			
LA:RISE 9.0 City General Fund			
Metric	Goal	Actual Performance	% of Goal
Number of participants enrolled	400	375	94%
Number of participants placed in subsidized transitional job	400	375	94%
Number of participants co-enrolled in WIOA	280	218	78%
Number placed in competitive employment*	200	17	9%
LA:RISE Youth Academy - Californians4All (2-Year Initiative - Cumulative Goal 501)			
Metric	Goal	Actual Performance	% of Goal
Number of participants enrolled	501	544	109%
Number of participants placed in subsidized transitional job	501	517	103%
Number of participants co-enrolled in WIOA	251	174	69%
Number placed in un-subsidized competitive employment		45	
Number enrolled in a certificated training program		51	
Total Placements	376	96	26%

ACTION - In PY 2024-25, the City will:

- Continue to expand or strengthen collaborations and partnerships with the Los Angeles Homeless Services Authority (LAHSA), the Mayor's Office Inside Safe Initiative, and other housing service programs or initiatives to improve coordination between workforce and homeless response systems happening at the Los Angeles City and County level.
 - Expand the Inside Safe Job Connector initiative to support the coordination of services between the City's WDS and regional housing services to increase access to employment services for those experiencing homelessness.

- Support the coordination and staffing for a minimum of two quarterly, regional “Homeless Connect Days” - housing and employment resource and hiring fairs focused on homeless service provision and on filling jobs created by the significant homeless services expansion.
 - Explore new partnership with the LA Homeless Services Agency (LAHSA) to prioritize all young adults who identify as homeless to receive prioritized services for workforce, education and support services needs while they are transitioning to permanent housing.
2. Continue the successful LA:RISE program.
- Place 800 adults experiencing homelessness 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 the implementation of the LA:RISE Youth Academy with Californians For All program and HHAP funds.
3. Continue to serve individuals experiencing homelessness through the AJCC System.
- Serve a minimum 1,750 individuals experiencing homelessness through the City's 14 WorkSource Centers.

STRATEGIC INITIATIVE NO. 2 – Increase Education and/or Employment Outcomes for Disconnected Youth

THE NEED:

- Youth (ages 16-24) disconnected from school or work including youth serviced by our child welfare, justice, and homeless systems are often referred to as Opportunity Youth (OY). Many OY often lack the appropriate resources and support and are likely to face multiple challenges and obstacles through life.
- A USC 2017 study found that the majority of OY are youth of color (African-American or Latino), have high barriers to education and employment, lack the access to jobs in the low-income communities in which they tend to reside and face labor market discrimination.
- A 2021 New Ways to Work report found that more than 62,000 youth, or 13.9 percent of the nearly half a million young people in the City were disconnected youth.

Alignment with Mayoral, Council, and Board Priorities:

This strategy seeks to support the workforce development needs of opportunity youth and facilitates access to skills attainment and career pathways leading to quality jobs. This strategy also supports the Mayor's California For All youth campaign. Multiple City departments, including the Mayor's Office of Economic Opportunity, are spearheading this multi-year effort alongside the City's network of YouthSource Centers and other community-based partners to help disconnected youth attain good jobs, education, training, and economic stability through various workforce youth initiatives.

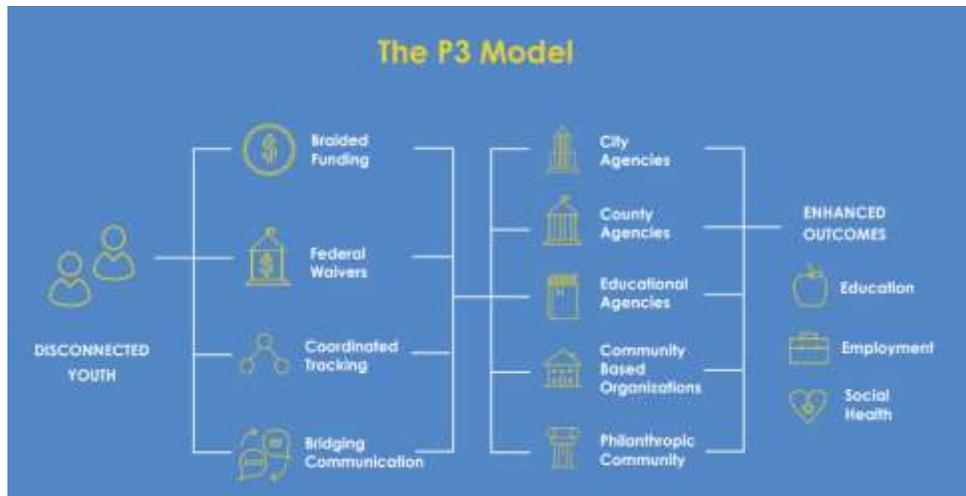
Key Workforce Programs supporting this strategy include:

- LA Performance Partnership Pilot (LA P3) collaborative
- WIOA AJCC/YouthSource System
- Hire LA's Youth Campaign and funded youth initiatives
- Californians for All funded youth initiatives
- Certified Peer Specialist Demonstration Project (in partnership with Youth Development Department)

ACCOMPLISHMENTS

Los Angeles Performance Partnership Pilot (P3) Collaborative and Strategic Plan

The City of Los Angeles Workforce Development System (WDS) plays a pivotal role in addressing the needs of young adults in entering the workforce and/or education system through its role in facilitating the LA Performance Partnership Pilot (LA P3) collaborative, a regional collaborative of public educational, workforce, and support systems as well as the business community. The City's commitment to strengthening these partnerships through a new LAP3 Strategic Plan to be published in the Spring of 2024 will further help address the needs of young adults who are looking to enter the workforce and access educational opportunities. Through LAP3, the WDS will continue to provide regional leadership for integrating City, Los Angeles Unified School District (LAUSD), Los Angeles Community College District (LACCD), and Los Angeles County services to increase educational, employment, housing, and social well-being outcomes for the City's opportunity youth, including foster system involved and housing insecure youth.



YouthSource and Hire LA's Youth Redesign Implementation

YouthSource System Redesign Implementation

During PY 22-23, a newly redesigned and procured system of YouthSource Center operators was established and began incorporating the following six (6) major enhancements stemming from the YSC system redesign evaluation:

1. Focus on Career Pathways – including new partnership with LAUSD DACE, and LACCD to increase access to vocational training in growing industries;
2. Focus on Mental Health Services for youth;
3. Amplify Youth Voice by intentionally placing youth at the center of our work through Youth Councils in the implementation of key programs;
4. Increase focus on high-barrier populations - Ensure that 75 percent of youth served are those who are experiencing multiple barriers to employment;
5. Increase access to online tools and virtual opportunities to address the digital divide; and
6. Enhanced P3 service delivery through shared best practices and interventions.

Hire LA's Youth

The City's Hire LA's Youth program was redesigned to align with the YSC system's focus on Career Pathways. The goal of youth employment opportunities is to allow youth to gain exposure to careers and the work world while developing fundamental workplace skills such as communication, time management, problem-solving, and financial education. The program shifted from providing youth with a job to creating a progressive pipeline for the future workforce.

During PY 23-24, as of March 2024, a total of 1,998 youth were enrolled in Hire LA and were provided work experience opportunities.

Californians for All

Beginning in March 2022, as part of the Mayor's California For All youth campaign, fifteen new youth programs were created and funded with a \$53.3 million grant through the California Volunteer Office to provide transitional employment and related career services to more than 4,000 youth, ages 16-30. These projects differ in size and scope to offer LA youth a variety of employment opportunities and career pathways, aligned with the focus areas and core goals identified by California Volunteers. During PY 23-24, as of March 2024, 3,300+ young adults, experiencing multiple barriers to employment, were enrolled. These disconnected youth were provided employment opportunities and career pathways in public service while also strengthening the City and community capacity to address key areas of education, climate, food insecurity, and COVID-19 recovery.

Certified Peer Specialist Demonstration Project

The Youth System, in partnership with the Youth Development Department, funded the Certified Peer Specialist Demonstration Project to train up to 70 YSC program participants in mental health counseling. The goal is twofold: 1) to develop peer counselors that work with other Youth system program participants in need of mental health services through both group counseling and advocacy and 2) to create an entry point into the mental health and MediCal reimbursable career pathways. The initial cohort for this project launched with 16 youth participants in February 2024.

ACTION - In PY 2024-2025, the City will:

1. Youth System Redesign

The City will continue the implementation of the Youth System Redesign, with the goal of fully implementing all program elements.

Goals for Year 25 include:

- a. Launching the YouthSource Center Navigator program with the LAUSD Division of Adult & Career Education (LAUSD DACE) to increase enrollment of YSC participants into vocational training programs.
- b. Implementing the Regional Equity Recovery Act (RERP) partnership with the Los Angeles Community College district to increase the co-enrollment of YSC participants into degree and/or short-term vocational training programs.
- c. Continue the implementation of the Certified Peer Specialist Demonstration Project to train 70 YSC participants as Peer Counselors in order to expand mental health services system-wide.

- d. Development of a YSC Advisory Council that will meet quarterly and include representation from all YSC.
2. Los Angeles P3 Collaborative: Continue to provide leadership to regional efforts to improve educational and employment outcomes for young adults, with a particular emphasis on opportunity youth through the Los Angeles P3 Collaborative. Goals for PY2023-24 include:
 - a. Completing the P3 Strategic Plan by Spring 2024.
 - b. Renew the Operational Agreement between LAP3 Strategic Partners by September 2024.
3. Regional Partnerships: Expand efforts to increase the number of multi-barrier youth served by the YouthSource and Hire LA systems by:
 - a. Expanding partnerships with the California Department of Rehabilitation (DOR) to serve youth with disabilities; and
 - b. Expanding partnerships with Los Angeles County and community-based organizations such as the Opportunity Youth Collaborative to expand services to Foster and other system-involved youth.
4. Career Pathways/LA: Launch the Career Pathways/LA program to provide alternate pathways into City employment for low-income and high-barrier youth through a new fellowship program (C.F. 22-1156).
5. Citywide Youth Development Strategic Plan: Support the Youth Development Department in the implementation of the Citywide Youth Development Strategic Plan.
6. California for All Programs: Continue to implement California for All programs in partnership with the Mayor’s Office of Economic Opportunity (MOEO), the Department of Public Works (DWP), the Youth Development Department (YDD), the Community Investment for Families Department (CIFD), and the Department of Recreation and Parks (RAP) to serve a greater number of young people who have experienced significant hardship from disparities in job loss and economic insecurity, as well as to help reverse educational loss and disconnection.

STRATEGIC INITIATIVE NO. 3 – Increase Employment Opportunities for All Angelenos Through Partnerships with Major Economic Drivers in the Region

THE NEED:

- The Port of Los Angeles and the Los Angeles World Airport, Department of Water and Power, and Department of Public are major economic drivers at the local, regional, and national levels and key generator of jobs.

- Local residents struggle to connect to employment opportunities with key economic drivers in the region.
- There is a need for continued alignment of regional economic development and infrastructure development with workforce development strategies to ensure that Angelenos from disadvantaged communities benefit from City investments.

Alignment with Mayoral, Council, and Board Priorities:

Recently enacted federal legislation such as the Infrastructure Bill and the CHIPS Act provide an abundance of opportunity for the City to access workforce development funds and leverage local partnerships. This strategy seeks to facilitate innovative collaborations between City leaders, private sector stakeholders, philanthropy, non-profits, and workforce development and education systems.

Key Workforce Programs supporting this strategy include:

- Hire LAX Pre-Apprenticeship Program Partnership
- Targeted Local Hire (TLH) Program
- Regional Sporting Events Strategy Development
- Small Business Corp - Youth Small Business Corp

ACCOMPLISHMENTS

Hire LAX Pre-Apprenticeship Program Partnership

The Hire LAX Pre-Apprenticeship program is an eight-week program that provides local residents with training and preparation for an apprenticeship position and ultimately a career in the construction industry. To incentivize a greater number of City residents to participate in the program, \$1,000 stipends were provided to program participants. During PY 23-24, a total of 80 individuals seeking a career in the construction industry enrolled and participated in HireLAX.

Targeted Local Hire (TLH) Program

Between July 1, 2023 and March 1, 2024 (Q1- Q3), 285 individuals were hired with the City of Los Angeles through the Targeted Local Hire Program (TLH) program and 123 employees were hired through the Bridge to Jobs Program. TLH program candidates may choose to apply for a vocational worker position, which leads into nine classifications that include: Custodian, Gardener Caretaker, Garage Attendant, Maintenance Labor, Mechanical Helper, Tree Surgeon Assistant, Street Services Worker, Animal Care Technician, Warehouse and

Toolroom Worker or Animal License Canvasser. Candidates may also choose to apply for Office Trainee, which leads to the Administrative Clerk or Delivery Driver position.

ACTION - In PY 2024-2025, the City will:

1. Increase coordination with City Departments - EWDD will execute new MOUs with the Port of Los Angeles and the Los Angeles World Airport and other key Departments to ensure that City investments lead to the creation of new employment opportunities for Los Angeles residents and procurement opportunities for small businesses. In addition, MOUs will facilitate better coordination on Federal and state grant opportunities.
2. Continue to align the Workforce Development System with the Jobs Economic Development Initiative (JEDI) Zones – EWDD will expand cross referrals between BusinessSource and WorkSource Centers in approved JEDI zones.
3. Continue efforts to align Workforce Development with Economic Development Strategies - EWDD will continue to emphasize the creation of employment opportunities for disadvantaged communities through the Comprehensive Economic Development Strategy (CEDS) by focusing on key industries in the region and developing and implementing inclusive procurement programs. EWDD will continue to have quarterly systemwide meetings that include BusinessSource, WorkSource, YouthSource centers and incubators to align regional goals and objectives.
4. Hire LAX Pre-Apprenticeship: EWDD will continue its partnership with the Hire LAX Pre-Apprenticeship program to support 80 individuals seeking a career in the construction industry.
5. Workforce Strategy for Regional Sporting Events: Develop Workforce Strategy for Regional Sporting Events - The City is scheduled to host major sporting events over the next 5 years, including the Paralympics Games in 2028, FIFA World Cup in 2026, and the Olympics in 2028. The City will need a well-defined workforce development strategy to ensure that the region’s employers, particularly those in the hospitality and entertainment sectors have the employment pipeline necessary to serve millions of anticipated tourists and travelers. The City’s WDS will also seek to ensure that disconnected youth benefit from employment opportunities that will be created.
6. Continue Small Business Corp - Youth Small Business Corp provides participants with paid work experience that supports the development of workforce skills and connectivity to economic development. Community college students pursuing degree programs in business administration, marketing, or a related field, will

complete 120-hour, 12-week internships supporting small and/or growing businesses in the Los Angeles area. In addition to working with small businesses, youth will be placed at BusinessSource Centers (BSCs) throughout the Los Angeles area. The program will provide youth with real world experience in their fields of interest while also providing support to small businesses.

STRATEGIC INITIATIVE NO. 4 – Facilitate Increased and Equitable Access to Jobs That Provide High Wages/Salaries and Opportunities for Career Advancement/Upward Mobility Through Job Placement Strategies That Focus on High-Growth Sectors

THE NEED:

- Income inequality continues to widen in Los Angeles County. Majority of Angelenos in low income areas struggle to access high wage jobs in high-growth sectors.
- A high-wage job refers to a job that provides a wage that is greater than the median wage for the applicable region. As of March 23, 2023, the average annual salary in California was \$61,026.

Alignment with Mayoral, Council, and Board Priorities:

In support of the Mayor’s and WD Board’s vision to connect every Angeleno with a living-wage job and career pathways, this strategy seeks to expand the WDS system’s employer engagement outreach efforts and create training opportunities for good jobs in high-growth sectors such as Transportation, Renewable Energy and Advanced Manufacturing that lead to placements in jobs that provide a career path with high wages, union affiliations, and health benefits.

Key Workforce Programs supporting this strategy include:

- High Road Training Partnership Program
- Registered Apprenticeship Programs Pilot
- Business Engagement Program
- WIOA AJCC WorkSource System Business Services Representatives (BSR)
- Quarterly Regional Connect LA Job Fairs

ACCOMPLISHMENTS

High Road Training Partnerships

EWDD launched the High Road Training Partnerships (H RTP) grant initiative to develop and expand H RTP partnerships including registered apprenticeships that lead to high-paying and sustainable career employment to at least 250 individuals. H RTP key industry sectors include, but are not limited to, the following: Renewal Energy, Construction, Biotechnology/Biosciences, Advanced Manufacturing, Entertainment/Film, Hospitality, and Transportation/Logistics.

In December 2022, the Department issued a Request for Interest bulletin for its High Road Training Program grant, which is consistent with California’s commitment to its own H RTP initiative that is designed to create a more skilled workforce with increased and more equitable accessibility to high paying jobs in the key industries that are critical to our economic future. Seven currently contracted WorkSource Centers were recommended and approved to provide training and supportive services to enrolled participants across eight sectors starting July 2023. As of March 2024, these agencies have enrolled more than 200 individuals into the program.

Launched Business Engagement Program

In July 2022, EWDD contracted the Los Angeles Economic Development Corporation (LAEDC) for the provision of business engagement services (i.e., Business Engagement Program), which includes a H RTP component, designed to create a pipeline for employment opportunities in three key high growth sectors: Renewable Energy, Biotechnology, and Entertainment/Motion Pictures. As of February 2024, LAEDC has successfully referred 43 employers who have committed to hiring from vulnerable populations.

Convened Employer Presentations at Business Service Representative Meetings

EWDD’s Employer Services Unit (ESU) convenes monthly meetings with the Business Services Representatives (BSR) from the City’s 14 WSCs. Outreach is extended to new and existing employer partners for the opportunity to conduct presentations and provide staff with information related to their training and employment opportunities at the meetings. The meetings enable staff to establish relationships with new employers and strengthen relationships with existing employers. Employers and trainers, which presented at BSR meetings in PY 2023-24 included: LKQ Pick Your Part, CookUnity, Los Angeles International Airports (LAWA), SRO Housing Corp., KAM Learning Academy, Wells Enterprises Inc., Los Angeles Pacific College, and many others.

Quarterly Regional Connect LA Job Fair

The Quarterly Regional “Connect LA” Job Fairs organized by EWDD with the Business Service Representatives from the City’s 14 WSCs have become a staple of the city’s business services activity. The first Regional “Connect LA” Job Fair for the PY 23-24 was held at Northeast Los Angeles WorkSource Center in October of 2023. The following Quarterly Regional Job Fair was hosted by Los Angeles Valley College. The two job fairs combined hosted close to 120 employers and were attended by over 500 job seekers. Through these job fairs, over 5,000 job opportunities will be made available for the city’s residents.

ACTION - In PY 2024-2025, the City will:

1. Redesign the AJCC/WorkSource Center System to better align workforce development services for adults and dislocated workers with training opportunities in occupations that provide a thriving wage in the City of Los Angeles;
2. Continue to provide services and expand employer engagement under the High Road Training Partnership Program to place over 200 participants in jobs that provide high-wage and career opportunities with upward mobility; and
3. Work regionally across the seven WDBs to develop Registered Apprenticeship Programs in identified sectors in partnership with Los Angeles County and develop a regional apprenticeship portal to provide job seekers updated information on registered apprenticeship programs within the County.
4. Continue to facilitate the Business Engagement Program focused on Renewable Energy, Biotechnology, and Entertainment/Motion Pictures
5. Continue to facilitate monthly meetings of with the Business Services Representatives (BSR) from the City’s 14 WSCs and engage employers
6. Continue to organize Quarterly Regional Connect LA Job Fairs

STRATEGIC INITIATIVE NO. 5 – Increase Gender Equity by Ensuring That Women Are Trained for Positions in High-Growth Sectors at Equal Pay Rates as Those Positions Occupied by Men

THE NEED:

- Work is essential to women’s economic security, social equality, and a robust and sustainable economy for all. Historically, women have experienced unequal pay gaps and occupational segregation in the workplace that limit their economic mobility. Long-standing structural inequalities and uneven burdens interfere with women’s full and equal participation in the economy.

- Women continue to experience lower earnings as compared with their male counterparts, despite their steadily growing participation in the labor force. Men outearn women within every age group.⁹
 - Ages 16–24, women’s median usual weekly earnings are about 8 percent lower than men’s.
 - Ages 25–54, with women earning 16 % less than men.
 - Aged 55–64, with women earning 22 % less than men at the median.
 - Aged 65 and older, women earn 27 % less than men of the same age.
- Previous workforce research indicates that women receive lower earnings than men and are more likely to hold jobs paying hourly rates at or below the minimum wage. Part of these gender gaps in earnings might be related to the differences in the types of occupations in which women and men are employed; women are less likely to hold jobs as managers or skilled workers. Aggregate program data indicate that females were one-half more likely than males to receive WIA-funded training through the Adult and Dislocated Worker programs. However, after exiting from the WIA system, women earned, on average, about three-quarters the amount that men earned.¹⁰
- By industry, women accounted for more than half of all workers within several sectors in 2020: education and health services (74.6 percent), other services (52.6 percent), financial activities (51.9 percent), and leisure and hospitality (50.4 percent). (Other services include repair and maintenance services, personal and laundry services, membership associations and organizations, and private households.) Comparably, women were substantially underrepresented (relative to their share of total employment) in manufacturing (29.5 percent), agriculture (27.7 percent), transportation and utilities (24.1 percent), mining (14.5 percent), and construction (10.9 percent).

Alignment with Mayoral, Council, and Board Priorities:

This strategy seeks to support the City’s efforts to close gender gaps in labor force participation, wages, leadership positions, and to facilitate gender parity in the future of work. Strengthening women’s economic security and labor force participation is essential to advancing gender equity and equality. To accomplish this, the department, in partnership with elected officials, must ensure that all people have access to good jobs and must actively address the persistent gender discrimination and systemic barriers to full workforce participation. This includes transgender women and gender non-conforming individuals.

⁹ <https://www.americanprogress.org/article/fact-sheet-the-state-of-women-in-the-labor-market-in-2023/>

¹⁰ Mathematica Policy Research. *How are Women served by the WIA Adult and Dislocated Worker Programs? Findings from Administrative Data* (December 21, 2012).

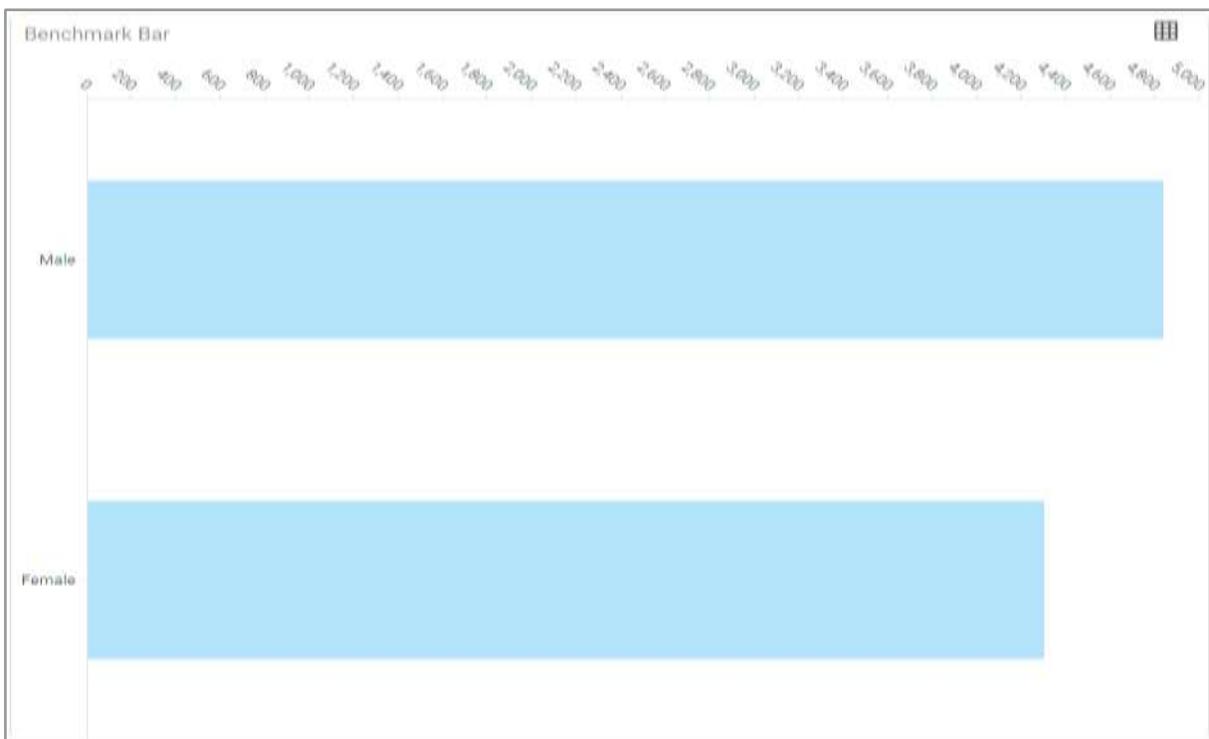
https://www.dol.gov/sites/dolgov/files/OASP/legacy/files/FINAL_REPORT_women_served_via_adult_dislocated_worker_programs.pdf

Helping workers advance from low-paying jobs to higher-paying ones is a primary goal of the workforce development system, particularly for those workers facing wage disparities associated with gender and race/ethnicity.

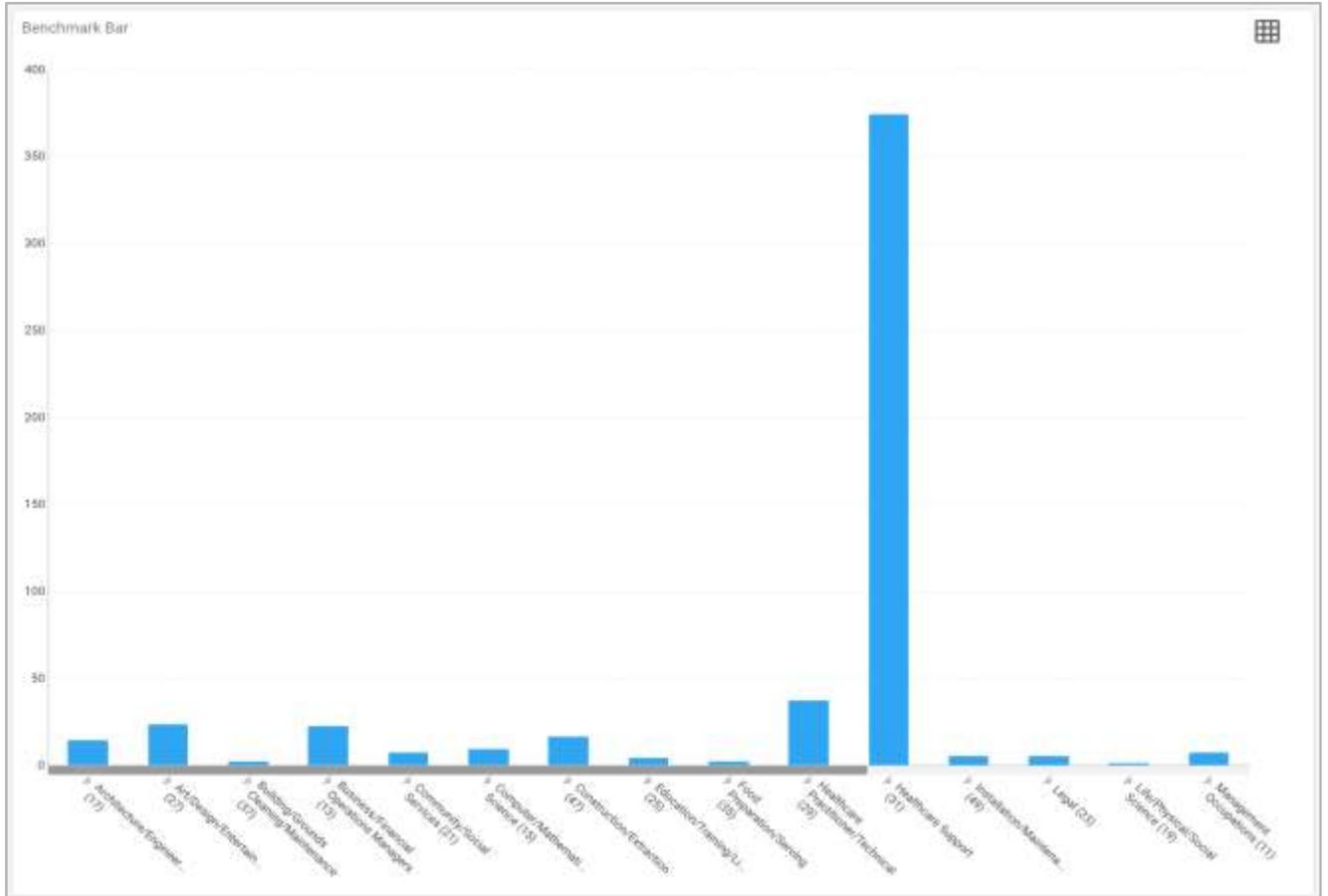
ACCOMPLISHMENTS

Outcomes through the WorkSource and YouthSource System

In PY 23-24, as of March 2024, the WorkSource and YouthSource System served a total of 5,137 women, and 1,011 young women. Of those women, 939 were single mothers. The graph below shows the number of males and females served through WIOA in PY 23-24.



In PY 23-24, 1,202 women received training through WIOA-funded programs. The following graph shows the industries that women pursued for enrollment in training programs. Women mostly enrolled into healthcare, office and administrative support, and management training programs.



Increased Access to Childcare Services

EWDD secured \$4.8 million in CDBG-COVID funding to pilot a childcare initiative. As the COVID-19 pandemic disproportionately affected women with childcare needs, 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. The goal of this program is to support single-parents, and women in particular, return to the workforce by subsidizing child care services. As of March 2024, over 500 eligible parents have been provided with either childcare support, employment training, or both.

Domestic Violence and Human Trafficking Pilot

In partnership with CIFD, EWDD launched a pilot training program targeting survivors of domestic violence and human trafficking. Through this pilot program, EWDD and CIFD funded Domestic Violence Shelter Operators to co-locate at WSCs and help facilitate co-enrollment into workforce development services, including employment training, job placement and other necessary services needed.

To ensure equitable opportunities for women and girls in accessing quality and empowering job training and employment, the WDS is committed to the following gender equity goals, pending the availability of funding.

ACTION - In PY 2024-2025, the City will:

1. Contract with LAEDC to update the People, Industry, and Jobs report and develop a plan to establish baseline data related to gender equity that includes goals and objectives to achieve the intended gender equity goals;
2. Continue to provide childcare support, and employment training, through the CDBG Childcare Initiative Grant Program;
3. Continue to develop gender equity performance metrics and report to the WDB; and
4. Develop programming and outreach strategies to increase women’s training and placement in non-traditional employment high-growth sectors.

STRATEGIC INITIATIVE NO. 6 – Increase Accessibility to Sustainable Employment Opportunities for High-Barrier Populations Through Targeted Workforce Development Strategies

THE NEED:

The following high barrier populations have historically lacked access to economic opportunities: persons with disabilities, individuals experiencing homelessness, justice involved, disconnected youth, single parents, veterans, immigrants, English language learners, foster youth, and other system involved youth, Lesbian, Gay, Bisexual, Transgender, Queer, (LGBTQ+), Non-Binary, Indigenous Peoples, victims of violence and human trafficking.

Alignment with Mayoral, Council, and Board Priorities:

This strategy supports the City’s mission to reduce inequities within the local labor market through an emphasis on services to high barriered, vulnerable populations. This strategy also aligns to WIOA’s Adult Priority of Service requirements, which requires priority of service for adult employment and training activities for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, which includes English Language Learners, for individualized and training services.

ACCOMPLISHMENTS

Focus on High-Barrier Populations

The City's WDS has long-established enrollment goals for multiple high-barrier populations, including disconnected youth, people with disabilities, homeless and reentry populations as a way of ensuring that our system serves those with the highest barriers to employment. This strategy has led to the development of new strategic partnerships and focused strategies which have resulted in increased enrollments for these populations. In PY 23-24, as of March 2024, the Workforce Development System served 1,500 disconnected youth, 1,691 individuals with disabilities, 3,031 homeless, and 1,462 justice-involved individuals.

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 up to \$30 million over a four-year period to provide employment and education services to individuals that were part of the Gang Injunction Settlement (Council File 16-0081). Through this initiative, it is expected that a minimum of 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. 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.

Domestic Violence Partnership Pilot Program

EWDD has partnered with the City's Community Investment for Families Department (CIFD) to allocate special funding in the amount of \$250,000 to implement a new pilot workforce development program focused on increasing workforce development services to survivors of domestic violence and human trafficking. Through this pilot program, domestic violence and human trafficking shelters funded by CIFD have utilized the special funding to hire a DV Employment Navigator to support recruitment and referral of clients to the WDS to be provided with WIOA services such as training, job placement and other necessary services needed.

ACTION - In PY 2024-2025, the City will:

1. Assess how WDS service providers manage services for Indigenous Peoples, LGBTQ+ and TGI (Transgender, Gender Fluid, and Intersex) populations, and English Language Learners in terms of the following:
 - a. Conduct Outreach
 - b. Establish Partnerships
 - c. Document Progress

2. Establish and continue 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.

STRATEGIC INITIATIVE NO. 7 – Increase Employment Outcomes for the Reentry Population to Allow for a Smoother Transition Into Society

THE NEED:

- In California, it is estimated that about one in four adults now has a criminal history record which often consists of an arrest that did not lead to conviction, a conviction without incarceration, or a conviction for a non-violent crime. This increase has also led to racial and ethnic disparities which may be reflected by higher incarceration rates and by other criminal history records.
- According to a 2018 study, formerly incarcerated persons have a 27 percent unemployment rate, exponentially higher than the overall United States unemployment rate. Not only does high unemployment impede successful reentry, it also increases the chances of recidivism.¹¹
- Upon release, many formerly incarcerated persons face difficulties accessing a wide range of services such as housing, health care, mental health, substance abuse services, and employment and education opportunities. It is likely that these challenges existed prior to incarceration and without proper intervention, they may continue to exist after the individual has been released.
- In Los Angeles County, the need for robust supportive services is particularly acute given that the county maintains the largest probation system in the country.¹²
- According to a recent study on The Los Angeles County Innovative Employment Solutions (INVEST), There are some client needs that go beyond INVEST’s financial and staff resources.¹³ Needs such as housing, mental health care or substance use disorder treatment, and consistent and affordable child care were raised by INVEST staff members and participants, and all require significant financial resources and sustained support over time. At America’s Job Center of California (AJCC), housing has been one of the most common barriers mentioned by staff members that many

¹¹ The White House. Incarceration to Employment: A Comprehensive Strategy to Expand Employment Opportunities for Formerly Incarcerated Persons (April 2022). <https://www.whitehouse.gov/wp-content/uploads/2022/04/Incarceration-to-Employment-Strategy.pdf>

¹² County of Los Angeles Probation, “About Probation,” website: <https://probation.lacounty.gov/about-probation/>, 2023.

¹³ MDRC. *Supporting the Employment Goals of Individuals on Probation: Supportive Services in the Los Angeles County Innovative Employment Solutions Program* (September 2023).

felt they were not able to adequately address. Each AJCC has partners to whom it can refer clients experiencing homelessness or housing instability. However, multiple staff members emphasized that without stable housing other matters, such as employment, would be a challenge for clients to focus on. Many shelters and housing service providers have long waitlists.

Alignment with Mayoral, Council, and Board Priorities:

This strategy seeks to improve the employment outcomes, and avoid recidivism, of individuals with a history of incarceration by providing the following workforce services and supports:

1. Vocational training and pre-apprenticeship training that provide industry recognized certifications needed to compete for in-demand jobs in the construction & green industry;
2. Connect participants with contractors' access to Local Hire and union jobs;
3. Provide mentoring opportunities, hands-on training, subsidized employment and support services to minimize any barriers;
4. Provide participants with technical and essential/soft skills needed to succeed in today's growing industry pathways; and
5. 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.

Key Workforce Programs supporting this strategy include:

- Prison to Employment (P2E)
- INVEST
- Substance Abuse Drug Abuse Disorder Counselor Training program
- WIOA AJCC/WorkSource and YouthSource System

ACCOMPLISHMENTS

Prison to Employment (P2E)

The Prison to Employment (P2E) program provides funding across the state of California to help enable justice-involved and formerly incarcerated individuals to successfully reenter society and prosper in the labor force. During the first iteration of the P2E program, from January 2020 to March 2022, the City successfully enrolled 830 individuals far above the set enrollment goal of 282. All reentry hubs included a WorkSource Center (WSC) service provider and a community-based reentry support provider and partnered with both Amity Foundation and California Department of Corrections and Rehabilitation (CDCR) to enroll participants returning from the State prison system.

The California Workforce Development Board (CWDB) has allocated additional funding across fifteen (15) regional workforce development planning areas, including the City of Los Angeles. The City's performance was integral in securing additional funding to continue these efforts under P2E 2.0. The second iteration of this program has expanded the service area to include eight (8) WorkSource Center Hubs covering the following areas: North Valley, South Valley, Central Los Angeles, East Los Angeles, South Los Angeles, South Central Los Angeles, Watts, and Harbor/Wilmington. The participating WSCs will continue to outreach and leverage necessary community-based support to ensure a successful return to the workforce for enrolled participants.

INVEST

The Los Angeles County Innovative Employment Solutions (INVEST) program is designed to address the complex range of employment and supportive service needs that justice-involved individuals may have and support them in pursuing their employment and career goals. The INVEST program is a partnership with the Los Angeles County Department of Economic Opportunity (DEO), 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. INVEST is one of several programs created in response to California Senate Bill 678 (SB 678), which allocated specific funds for services for people on adult felony probation. The Probation Department has authorized \$4.75 million a year for a period of five (5) years to support the INVEST program.

INVEST takes an innovative approach to providing employment and supportive services to people on probation in Los Angeles County. The program prepares staff members to understand the unique needs and challenges of people on probation while at the same time using a flexible spending approach that allows for comprehensive service provision. The City currently contracts with 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. Through this partnership, the City expects to enroll and provide 200 INVEST participants with intensive case management and employment services in the current program year.

INVEST represents how new partnerships at the local level can pull together different perspectives, with the potential to result in programs that factor in unique needs and community context. When the needs of underserved communities are met more directly, individuals can be set up to thrive in educational, employment, and community settings, building careers and earning money to support themselves and their families.

Los Angeles Entertainment Careers Pathway Pilot Program

The Los Angeles Entertainment Careers Pathway pilot program supported young men 18-24 years of age who were returning home to Los Angeles County upon release from State prison or juvenile justice facilities, as well as existing short-term re-entry housing facilities. The project provided 12 months of safer and more stable housing and 10 months of union-organized career path training in the entertainment industry – one of the largest economic sectors in the Los Angeles region.

ACTION - In PY 2024-2025, the City will:

1. The City will continue to partner with the Los Angeles County DEO to continue to prepare individuals currently on Adult Probation for permanent employment along a career pathway through the INVEST program. The City plans on serving and enrolling a minimum of 200 eligible participants, providing intensive case management, training, and unsubsidized employment.
2. During the 18-month Substance Abuse Drug Abuse Disorder Counselor Training program the City will continue to work towards increasing the number of certified Substance Abuse Counselors in the region. The program goal will be to enroll twelve (12) Incumbent Workers and twenty-four (24) Adults who have lived and experienced drug dependence.
3. Continue to provide services under the Prison to Employment (P2E) 2.0, which includes expanded service areas. P2E 2.0 will serve 350 formerly incarcerated or justice involved individuals to be provided with WIOA services such as Work Experience, Individual Training Agreements, On the Job Training and support services. Under P2E 2.0, the WSC/HUBS will also coordinate and make available augmented services such as record expungement, counseling, financial literacy, tattoo removal, mental health counseling and parenting workshops.

STRATEGIC INITIATIVE NO. 8 – Increase Employment Opportunities for Older Adults - 55 years and older - by Creating Systems that Promote Training and Employment.

THE NEED:

- 1 in 3 adults in Los Angeles today is 55+. Close to 1 million Older Adults live in the City of Los Angeles, accounting for 24.9% of the City’s total population and 31.0% of the City’s adult population.¹⁴

¹⁴ US Census Bureau. ACS 2022 5-Year Estimates. Common source for all data points, unless specified.

- 46.1% of Older Adults are under the age of 65, while 77.4% are under the age of 75.
- 1 in 5 workers in Los Angeles today is 55+. Older Adults already represent a significant part of the local labor force. These workers are highly capable and able to meet the demands of modern work.
- However, there is a significant number of Older Adults who want to work but cannot find employment, including 61,867 unemployed Older Adults in the City of LA and 151,738 unemployed Older Adults in the County at large.
- While Los Angeles has experienced population decline over the past 5 years¹⁵, including an unprecedented loss of 75,000 college graduates, the number of Older Adults has been on the rise and is projected to continue growing faster than any other age group. (Graphs below–Left: Population decline, via LAEDC 2024 Economic Forecast. Right: Age Spilt Graph that shows percent change in 55+ population)



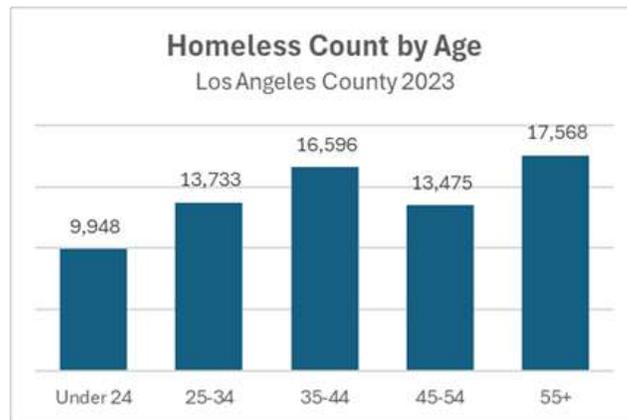
- As population declines may lead to a smaller labor force, Older Adults represent a critical pool of talent that can be leveraged to address the workforce needs of local employers.
- Many Older Adults plan to continue working past traditional retirement age. A recent survey by AARP found that 57% of non-retirees 50+ expect to work into retirement for financial reasons.¹⁶
- Employment training and placement programs may currently under-serve Older Adults. Based on data from local WorkSource Centers (WSCs), despite making up 24.9% of the City’s population, Older Adults accounted for only 15.4% of WSC enrollments, 11% of employment placements, and 5.6% of credential completions.¹⁷

¹⁵ [LAEDC. 2024 Economic Forecast.](#)

¹⁶ AARP (2022). “Financial Need Influences Work in Retirement for Older Adults.” Accessed at: <https://www.aarp.org/pri/topics/work-finances-retirement/financial-security-retirement/retirement-work-financial-security.html>

¹⁷ Independent analysis of data provided by WorkSource Centers.

- According to the most recent LAHSA Homeless Count¹⁸, Older Adults (55+) account for 24.6% of the total homeless population and 31.6% of the chronically homeless population. This translates to over 17,000 homeless Older Adults in the County today. As a point of comparison, there are less than 10,000 youth under the age of 24 who are homeless.



- One locally commissioned study found that 60% of unsheltered people above the age of 55 said their homelessness was due to unemployment or financial reasons¹⁹. Alongside ongoing investments in affordable housing, increasing access to high-quality, high-wage work can bolster efforts to alleviate homelessness in the region.

Alignment with Mayoral, Council, and Board Priorities:

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. This population is currently served by the WDS, however, moving forward there will be ongoing formalized strategies to address their needs and encourage an age-friendly City.

ACCOMPLISHMENTS

During PY 23-24, EWDD procured a qualified consultant to develop and implement a Workforce Strategy for Older Adults. In October 2023, CauseImpacts began the strategic planning efforts and established a working group to guide the work and support the plan’s implementation. The Strategic Plan will be completed June 2024.

¹⁸ [LASHA. 2023 Greater Los Angeles Homeless Count 2023, Subpopulations: Older Adults \(aged 55+\)](#)

¹⁹ LAHSA (2019). "Addressing the Needs of Older Adults Experiencing Homelessness." Accessed at: <https://www.lahsa.org/news?article=545-addressing-the-needs-of-older-adults-experiencing-homelessness>

In developing the strategy, as of March 2024, the selected consultant has:

1. Evaluated the effectiveness and adequacy of the WDS in providing employment opportunities, counseling, and other career services for Older adults.
2. Conducted an in-depth analysis to obtain current City demographic data for the Older Adult population; identified best practices across the nation; developed a City-wide survey to identify workforce service needs for Older Adults; and identified future project priorities.
3. Assessed the availability of resources and capabilities for economic and workforce development opportunities for Older Adults through EWDD, as well as existing and new partners, such as the Los Angeles Department of Aging, AARP, LAUSD/DACE, LACCD, and Encore.org.
4. Surveyed Senior Community Service Employment Program (SCSEP) participants from the seven workforce development areas to determine participant experience of services offered/received.

ACTION - In PY 2024-2025, working with the consultant, the EWDD will:

1. Continue to host the Older Worker Strategy Working Group Meeting to support the implementation of the completed strategic plan and its recommendations.
2. Support the City's efforts to recognize the economic and social value of Older Workers to the workforce, businesses, and communities, and leverage their talent to advance economic vitality in the region.
3. Pilot programming and workforce services that are responsive to the unique needs of Older Workers.
4. Develop a toolkit to be utilized when conducting employer outreach that describes the benefits of training Older Adults versus hiring and training a new employee.

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT²⁰

This section provides an overview of the current economic impacts on employment, particularly looking into the effects of the pandemic, the City's socioeconomic characteristics, employment and jobs outlook, economic forecast, and an industry and occupational analysis.

²⁰ The data in this section is cited from LAEDC's "Los Angeles: People, Industry, and Jobs (2022-2028)" Report released in April 2024. This report was commissioned by the City of Los Angeles Workforce Development Board. The People, Industry, and Jobs report is intended to serve as a foundational piece presenting an overview of the economic base, workforce, and key socioeconomic characteristics of the resident population in Los Angeles City and Los Angeles County. An employment forecast through 2028 is provided, identifying key target industries and occupations, with additional discussions of living wage jobs and green jobs included.

Economic Recovery Post the COVID-19 Pandemic

Los Angeles' economy is continuing to recover from the 2020 pandemic-induced downturn. By the end of 2022, nonfarm employment surpassed pre-pandemic levels, reaching beyond 4.6 payroll workers. However, some industries experienced a stronger recovery than others. In the City of Los Angeles, there was post pandemic job recovery across many industries with some seeing job growth beyond pre-pandemic levels and others below pre-pandemic levels. The industries that have seen the most growth include health care and social assistance; information; professional and business services; private educational services; transportation, warehousing, and utilities; mining, logging, and construction; agriculture, forestry, fishing, and hunting; and arts, entertainment, and recreation. Those that experienced decline include retail trade; other services; financial activities; government; manufacturing; wholesale trade; and accommodation and food services.

The pandemic also changed the nature of work in many industries and altered the way many businesses provide goods and services through digitization and the expansion of remote and hybrid work options. Increased digitization leads to changes in industries and labor markets which can have cost implications. Businesses in affected industries need to create and implement digital platforms that will allow for successful delivery of their goods and services. For workers, new demand for digital skills has been changing their individual roles and the composition of different occupations across different industries, and workers in industries that have significantly shifted towards digitization are required to possess the ability to effectively offer their goods and services through new digital platforms. Workers who do not possess these skills need to be trained to successfully perform their duties in the new digital age. In this regard, workforce development programs can be key in training workers for these skills sets.

Demographic Portrait

Los Angeles is a city defined by its people. It is one of the most culturally diverse destinations in the world with Angelenos from 140 countries who speak 224 different languages²¹. Demographics play a key role in the growth and quality of the labor force and to a large extent determine the growth potential of the economy. The population of Los Angeles County in 2022 was 9.7 million, encompassing some 3.4 million households and accounting for 25 percent of the population of the State of California, making it the most populous county in the nation. Just over 39 percent of the county population lives in its largest city and county seat, the City of Los Angeles, with a population of 3.8 million across 1.4 million households in 2022.

²¹ <https://www.discoverlosangeles.com/media/facts-about-la>

The City of Los Angeles has a median household income of \$76,135 (up from \$50,544 in 2014) and a per capita income of \$45,270 (up from \$29,195 in 2014)²². Approximately 16 percent of households in the City of Los Angeles lived under the poverty level in 2022, compared to 12 percent of households across the state. At its high point in 2018, the City of Los Angeles had 3,996,000 residents. Since 2018, however, the city has lost 230,000 residents, representing a 5.8 percent decrease or an annual average decline of -1.2 percent. Similar to the county, the decrease in the city's population is attributable to multiple factors including the pandemic, a decline in foreign immigration, a declining birth rate, and increased out-migration.

The age distribution in the City and the County of Los Angeles are similar. In both the City of Los Angeles and Los Angeles County overall, about 70 percent of the resident population is of working age (from 15 to 65 years of age). Seniors (those aged 65 years and over) account for approximately 15 percent of the population. The population in the City of Los Angeles and Los Angeles County as a whole is expected to continue to age as the share of residents aged 65 years and older increases by 2030. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a higher level of manual labor. In regard to race and ethnicity in the City of Los Angeles, 47.8 percent of residents reported to be of Hispanic origin and 28.0 percent reported to be white.

The population of residents aged 25 years and older was 2.7 million in the City of Los Angeles in 2022. Almost 20 percent of residents in this age group have not earned a high school diploma (or equivalent) while almost 21 percent have graduated high school but have no other education. Nearly 36 percent of residents have a bachelor's degree or higher. Overall, the unemployment rate for individuals aged 25 to 64 years was 4.8 percent in 2022. The rates of those with low levels of educational attainment are comparable to the overall rate of 4.8 percent, with those with a high school diploma or equivalent doing slightly better. Residents with some college or an associate degree experienced a higher unemployment rate of 5.5 percent. Those with a bachelor's degree or higher fared best with an unemployment rate of 4.5 percent.

Of the 3.4 million households in LA County, 1.4 million of which were located in the City of Los Angeles, the share of those households whose income fell below the poverty level within the prior twelve months were 14.1 percent and 16.4 percent respectively. Of the 2.22 million families in Los Angeles County in 2022, approximately 226,800 have had their incomes fall below the poverty level in the 12 months prior; in the City of Los Angeles 100,700 of the almost 826,000 total families had their incomes fall below the poverty level within the prior year.

²² 2022 American Community Survey 1-year estimates

As new entrants into the job market, the population aged 16 to 24 years may lack knowledge on what is required to be successful in their job search, general workforce experience, and may lack skills that are easily obtained through training that can increase employment opportunities. A significant portion of the working aged population in the City of Los Angeles and the County of Los Angeles as a whole are young working-aged individuals between the ages of 16 years to 24 years. They represent 14.2 percent of the total working aged population of 16 years and older in both the city and the county.

Employment, Industry, and Jobs

Labor market analysis provides an understanding of the resident population, its participation in the job market, and how well workers are matched to the jobs needed by firms in regional industries. Employment and employment growth are based on labor growth, which is a result of both changes in population and in labor force participation rates. The labor force is defined as the population of working-age individuals (16 years and older) in an area who are currently employed or who are unemployed but still actively seeking work. The current civilian labor force is over 5 million in Los Angeles County and over 2 million in the City of Los Angeles.

According to the Employment Development Department, at the start of 2024, the unemployment rate in Los Angeles County was 5.9%, while 5.2% at the state level and 3.7% at the national level²³. Between January 2023 and January 2024, Los Angeles County nonfarm employment increased by 24,100, or 0.5 percent. Private education and health services led all industry sectors adding 52,000 jobs over the year. Gains in health care and social assistance (up 38,600) were mainly driven by added employment in social assistance (up 18,200), such as services to individuals, family, and child care. Private educational services contributed an additional 13,400 jobs to the overall increase. Leisure and hospitality employment added 11,000 jobs, a 2.1 percent year-over gain. Additions in accommodation and food services (up 13,200) offset a loss of 2,200 jobs in arts, entertainment, and recreation. Other industries that added employment were government (up 10,900), other services (up 4,900), trade, transportation, and utilities (up 3,100), and construction (up 2,100).

Information (down 40,100) had the largest year-over contraction. The motion picture and sound recording industries (down 38,000) accounted for 95 percent of the information employment decrease. Further, the Writers Guild of America and SAG-AFTRA strikes had a profound effect on employment. These strikes lasted over seven months. Professional and business services reported an employment loss of 14,600 jobs, 93 percent was concentrated in administrative and support and waste management and remediation

²³ State of California, Employment Development Department, Labor Market Information Division. Los Angeles County Labor Force and Industry Employment Narrative (March 8, 2024)

services (down 13,600). There were minor losses in management of companies and enterprises (down 600) and professional, scientific, and technical services (down 400). Other industry sectors that posted year-over job losses included: manufacturing (down 3,700), financial activities (down 1,400) and mining and logging (down 100).

Occupational Analysis

It's important to understand how industries are expected to grow or decline and estimating their job creation potential provides one aspect of the overall workforce needs, as well as, understanding the composition of those expected jobs and their educational attainment and skills needs.

In the City of Los Angeles, the largest occupational group is office and administrative support, accounting for 12.7 percent of all jobs in the city. This is followed by transportation and material moving with 8.3 percent. These two occupational groups represent a variety of detailed occupations that are employed across many industries. The third largest occupational group, healthcare support occupations, accounted for 8.2 percent of all jobs. Total healthcare occupations, including both practitioners and support occupations combined, account for 13.8 percent of jobs in the City of Los Angeles. Blue-collar occupations, such as those in construction, protective services, maintenance, production and transportation account for 22.7 percent of all jobs in the city.

In regard to project occupational needs, the age profile of the existing workforce can portend high replacement rates, such as occurs in many manufacturing industries as highly-skilled craftsmen are reaching retirement age and younger workers have not been trained or received apprenticeships to replace them. Occupations that enable current workers to gain valuable skills through on-the-job training will encourage them to move into higher-skilled occupations and leave jobs opening for those with less experience. Industries that are undergoing technological change may find that new processes require fewer workers, leaving fewer openings available as workers retire or leave for other positions.

The occupation profile and Occupational Growth for the City of Los Angeles are included below in Exhibit 4-2 and Exhibit 4-4.²⁴

²⁴ LAEDC. *Los Angeles: People, Industry, and Jobs 2022-2028* (February 2024).

Exhibit 4-2

Occupational Profile City of Los Angeles 2022
(% of Employment)

SOC	Occupational Group	
11-0000	Management occupations	7.0%
13-0000	Business and financial operations	7.0%
15-0000	Computer and mathematical science	2.5%
17-0000	Architecture and engineering	1.2%
19-0000	Life, physical and social science	0.7%
21-0000	Community and social services	2.4%
23-0000	Legal occupations	1.5%
25-0000	Education, training and library	6.9%
27-0000	Arts, design, entertainment, sports, media	4.1%
29-0000	Healthcare practitioners and technical	5.6%
31-0000	Healthcare support	8.2%
33-0000	Protective services	2.9%
35-0000	Food preparation and serving	7.7%
37-0000	Building/grounds cleaning and maintenance	2.3%
39-0000	Personal care and service	2.3%
41-0000	Sales and related	7.6%
43-0000	Office and administrative support	12.7%
45-0000	Farming, fishing and forestry	0.1%
47-0000	Construction and extraction	2.5%
49-0000	Installation, maintenance and repair	2.7%
51-0000	Production	3.9%
53-0000	Transportation/material moving	8.3%
Total		100.0%

Sources: BLS: Occupational Employment and Wage Statistics Survey, May 2023

Exhibit 4-4

Occupational Growth in City of Los Angeles 2022-2028

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	16,200	64,500	80,700
13-0000	Business and financial	13,500	64,200	77,700
15-0000	Computer and mathematical	6,900	23,200	30,100
17-0000	Architecture and engineering	2,100	10,900	13,000
19-0000	Life, physical, social science	2,100	6,900	9,000
21-0000	Community and social services	9,900	22,200	32,100
23-0000	Legal occupations	6,000	14,100	20,000
25-0000	Education, training and library	17,600	63,000	80,600
27-0000	Arts, entertainment, sports	3,400	38,200	41,600
29-0000	Healthcare practitioners	16,600	51,800	68,400
31-0000	Healthcare support	47,800	79,600	127,400
33-0000	Protective services	8,100	26,400	34,500
35-0000	Food preparation and serving	25,800	71,300	97,100
37-0000	Building/grounds maintenance	5,300	21,100	26,400
39-0000	Personal care and service	9,500	21,500	31,000
41-0000	Sales and related	6,600	68,400	75,000
43-0000	Office and administrative	6,000	114,300	120,300
45-0000	Farming, fishing and forestry	0	1,500	1,500
47-0000	Construction and extraction	4,900	22,600	27,600
49-0000	Installation, maint / repair	6,600	24,300	30,900
51-0000	Production	-1,100	34,300	33,200
53-0000	Transportation/material moving	14,900	76,500	91,400
Total*		228,700	920,700	1,149,400

* May not sum due to rounding
Source: Estimates by LAEDC

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support). Other occupations that will provide a large number of openings are personal care occupations, sales occupations, education and training occupations, and transportation and material moving occupations. The largest number of openings will also be found in occupations related to the largest major occupational groups: home health and personal care aides and registered nurses, which are both in healthcare occupational groups (practitioners and support); fast food and counter workers and waiters and waitresses, which are in the food preparation and serving occupational group; and laborers and freight movers and stockers and order fillers, which are in the transportation and material moving occupational group. Other occupations with large numbers of openings expected over through 2028 are postsecondary teachers, general operations managers, retail salespersons, cashiers, and security guards.

Within each occupational group are 867 detailed occupations. Detailed occupations are differentiated according to jobs skills, abilities and work experience required. They are not generally industry specific but are common to several industries. For example, retail salespersons are employed in a full spectrum of industries. Exhibit 4-5 below presents the top 25 detailed occupations by projected job openings (new jobs and replacement jobs) between 2022 and 2028 in Los Angeles County and in the City of Los Angeles. These twenty-

five occupations will account for just under 40 percent of all job openings in all occupations. The expected openings for these job market participants are especially important to understand given the capabilities of the local labor supply.

The education and work experience needed for an entry level position in each of the top twenty-five occupations is shown in Exhibit 4-6 below. Most occupations in the exhibit require a high school diploma or less and no work experience. The median wages shown for each occupation reflect the degree of preparation and skills levels needed, as most of them are below the average wage paid to workers in Los Angeles County.

Exhibit 4-5
Occupational Growth in Los Angeles City & County 2022-2028

SOC	Detailed Occupation	LA County	LA City
31-1128	Home Health and Personal Care Aides	443,400	98,700
35-3023	Fast Food and Counter Workers	212,000	24,700
29-1141	Registered Nurses	53,500	23,700
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	93,100	19,000
25-1099	Postsecondary Teachers	46,400	18,600
11-1021	General and Operations Managers	54,600	18,400
41-2031	Retail Salespersons	98,400	17,600
41-2011	Cashiers	140,300	17,300
33-9032	Security Guards	70,000	16,700
43-9061	Office Clerks, General	69,600	16,600
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	76,000	15,900
53-7065	Stockers and Order Fillers	93,700	15,400
35-3031	Waiters and Waitresses	105,300	13,400
13-2011	Accountants and Auditors	32,200	13,200
23-1011	Lawyers	16,400	12,600
43-4051	Customer Service Representatives	56,700	11,500
13-1199	Business Operations Specialists, All Other	33,900	10,900
35-2014	Cooks, Restaurant	59,300	10,900
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	41,900	10,600
25-2021	Elementary School Teachers, Except Special Education	22,800	10,400
43-3031	Bookkeeping, Accounting, and Auditing Clerks	42,900	10,400
53-3032	Heavy and Tractor-Trailer Truck Drivers	43,400	10,400
15-1252	Software Developers	23,700	9,700
25-9045	Teaching Assistants, Except Postsecondary	33,500	9,600
31-1131	Nursing Assistants	45,000	9,500
Total*		1,971,000	445,700

* May not sum due to rounding
Source: Estimates by LAEDC

Exhibit 4-6
Median Wage and Entry Level Requirements for Top 25 Detailed Occupations 2022-2028

SOC	Detailed Occupation	Median Annual Wage	Entry Level			OJT
			Educ	Work Exp		
31-1128	Home Health and Personal Care Aides	\$ 32,400	7	None		ST
35-3023	Fast Food and Counter Workers	34,400	8	None		ST
29-1141	Registered Nurses	129,800	3	None		None
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	36,000	8	None		ST
25-1099	Postsecondary Teachers	106,400	1	None		None
11-1021	General and Operations Managers	114,100	3	5+yr		None
41-2031	Retail Salespersons	34,800	8	None		ST
41-2011	Cashiers	33,600	8	None		ST
33-9032	Security Guards	35,700	7	None		ST
43-9061	Office Clerks, General	40,200	7	None		ST
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	36,400	8	None		ST
53-7065	Stockers and Order Fillers	35,900	7	None		ST
35-3031	Waiters and Waitresses	32,200	8	None		ST
13-2011	Accountants and Auditors	81,500	6	None		ST
23-1011	Lawyers	181,000	1	None		None
43-4051	Customer Service Representatives	42,800	7	None		ST
13-1199	Business Operations Specialists, All Other	72,600	3	None		None
35-2014	Cooks, Restaurant	37,800	8	<5 yrs		MT
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	48,600	7	None		ST
25-2021	Elementary School Teachers, Except Special Education	96,000	3	None		None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	49,700	6	None		MT
53-3032	Heavy and Tractor-Trailer Truck Drivers	51,500	5	None		ST
15-1252	Software Developers	136,700	3	None		None
25-9045	Teaching Assistants, Except Postsecondary	39,800	8	None		None
31-1131	Nursing Assistants	38,800	5	None		None

ST=short term, MT=moderate-term
Source: Estimates by LAEDC

Living Wage Jobs and Green Occupations

EWDD has incorporated good jobs principles into its Annual Plan policies and recognized living wage jobs, particularly in Green Occupations, as part of its strategy to increase employment outcomes of workforce participants and to foster equitable access to jobs that provide high wages, opportunities for career advancement, and upward mobility. Living wage jobs are those that provide workers with enough earnings to cover basic costs of living, essential needs such as housing, food, healthcare, transportation, and education. The concept of a living wage is rooted in the idea that work should not only provide income but

also ensure a decent standard of living. Living wage jobs contribute to economic stability, social well-being, and overall community health.

There are green jobs across our economy, and these roles include occupations with a focus on the environment, conservation, clean energy, climate change, and sustainability. As California strives to meet climate goals and promote environmentally friendly practices, green occupations play an outsized role in meeting the evolving needs of industries, promoting interdisciplinary skills, fostering innovation, building resilience, and addressing social and economic equity. California continues its transition towards more sustainable practices, and there is a growing demand for skilled workers who can contribute to the development, implementation, and maintenance of environmentally friendly technologies and solutions to address the evolving needs of industries. Green jobs span various sectors, from renewable energy and energy efficiency to sustainable agriculture, green construction, and environmental research.

Many green occupations require a multidisciplinary skill set, combining technical expertise with an understanding of environmental principles and sustainable practices. This integration of skills not only increases employment opportunities for these individuals but also fosters a workforce capable of addressing complex, interdisciplinary challenges to successfully navigate the changing landscape of a sustainable economy. Workforce development programs can help individuals acquire the expertise needed to meet the demands of emerging green roles and technologies across existing and emerging occupations and industries. Green occupations exist across ten sectors, these sectors include: agriculture and forestry; energy efficiency and carbon capture; environment protection; Governmental and Regulatory Administration; green construction; manufacturing; recycling and waste reduction; renewable energy generation; research, design and consulting services; and transportation.

Employment in green occupations has grown at an annual rate of 1.76% since 2012 in Los Angeles County. Just under 843,300 workers were employed in green occupations in Los Angeles County in 2022; 342,300 of these workers (40.6 percent) were employed in the City of Los Angeles. The growth in green occupations is forecasted to continue at an upward trend, however, the annual growth rate will decrease to just over 0.5% between 2022-2028. This will increase the total jobs in green occupations in Los Angeles County to nearly 870,000 by 2028. Most of the green occupations (53.6%) are below middle-skill level for entry level employment, requiring a high school diploma or less. Over a third of the occupations (37.2%) require above middle-skill level for entry level employment. These occupations require a bachelor's degree or higher. Middle-skill level occupations, requiring greater than a high school diploma, but less than a bachelor's degree make up the smallest portion of green occupations (9.2%). The high number of green occupations requiring middle-skill or lower make these careers attainable to a variety of education levels. Workforce

development programs that provide access to green job training opportunities can empower individuals from diverse backgrounds, including disadvantaged communities, to attain these careers.

The economic overview and analysis in this section helps inform our strategic planning efforts and to refine the WDB strategies and goals for the upcoming program year. The largest industries that generate the most jobs include social assistance, food services and drinking places, ambulatory health care services, and administrative and support services. The LAEDC labor market analysis showed that industries with the highest growth rates are Construction, Transportation, Motion Picture and Sound Recording, Health Care Services, Social Assistance, Biomedical Manufacturing, Performing Arts, Spectator Sports, and related industries. In terms of industry competitiveness, the largest clusters in Los Angeles County as of 2022 include Trade, Business Services, and Entertainment. Local industry clusters provide just over 82 percent more jobs than traded industry clusters. The largest clusters in Los Angeles County comprise of health services, local hospitality establishments, and community and civic organizations. The Workforce Development System should use this information to prioritize training and business outreach in industries that are high-growth and provide living wages.

FY 2024-25 FUNDING OUTLOOK

YEAR 24 ANNUAL PLAN FUNDING RECOMMENDATION

In developing the Year 25 Annual Plan, the WDB took into consideration the priorities established by the Mayor, Council, the California WDB, the City's current economic and educational situation, the resources available, and its own priorities. The final Annual Plan will propose a balanced budget for PY 2024-25 and assumes funding at the PY 2023-24 levels for Rapid Response. Estimated new WIOA Title I Formula Funds and carryover revenue are summarized in Table 1 and proposed funding allocations are displayed on Table 2.

TABLE 1 - Year 25 ANNUAL PLAN REVENUES

	New Allocation	Carryover Prior Years	Total Allocation
Adult	\$16,279,373	2,000,000	18,279,373
Dislocated Workers	10,119,363	1,750,000	11,869,363
Youth	16,337,648	1,500,000	17,837,648
Rapid Response	875,467	0	875,467
SUBTOTAL – WIOA	43,611,851	5,250,000	48,861,851
WIOA Discretionary	1,000,000	581,000	1,581,000
CDBG COVID	0	50,000	50,000
CA for All	20,891,978	591,701	21,483,679
LA City Programs	12,979,372	4,121,789	17,101,161

YEAR 25 ANNUAL PLAN FOR PROGRAM YEAR 2024-25 - DRAFT

LA County Programs	14,397,700	432,295	14,829,995
Other Grant Funds	210,000	355,400	565,400
Anticipated Revenues	7,000,000	0	7,000,000
GRAND TOTAL	100,090,901	11,382,185	111,473,086

TABLE 2: Year 25 WIOA FORMULA FUNDING

	PY 2023-24 WIOA Funds	PY 2024-25 WIOA Funds *	Increase (Decrease)
Adult	\$16,279,373	\$16,279,373	\$0
Dislocated Worker	10,119,363	10,119,363	\$0
Youth	16,337,648	16,337,648	\$0
Rapid Response	875,467	875,467	\$0
Carryover	8,100,000	5,250,000	\$2,850,000
Total	\$48,834,937	48,861,851	\$26,914

**PY 2024-25 Rapid Response funds are pending announcement by the CA EDD.*

TABLE 3: PROPOSED WIOA FUNDING DISTRIBUTION

Activity	Amount	Percentage
EWDD Oversight	\$9,079,681	18%
EWDD Direct Services	\$1,362,531	3%
Other City Departments	\$375,764	1%
Workforce Development Board	\$2,137,774	4%
WorkSource Centers	\$16,000,000	33%
YouthSource Centers	\$10,250,000	21%
Other Service Providers	\$1,900,239	4%
*Supporting Program Activities	\$7,755,862	16%
Total	48,861,851	100%

**Total reflects adjustment for City-Managed operators.*

TABLE 4 - Year 25 Annual Plan Funding Highlights:

No.	Funding	Strategy	Outcome	Strategic Goal(s)
1.	\$16,000,000	14 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.	\$10,250,00	Fund 14 YouthSource Centers	TBD	Focus on disconnected youth.
3.	\$33,683,687	Year-Round Youth Employment Program	TBD	Focus on disconnected youth.
4.	\$6,000,000	Los Angeles Regional Initiative for Social Enterprise (LA:RISE)	TBD	Address homelessness with more employment opportunities.
5.	\$693,200	LA County - INVEST	TBD	Focus on the reentry population.
6.	\$400,000	Rapid Response Layoff Aversion	TBD	Strengthen connections with major economic drivers in the region.
7.	\$1,000,000	WDB Innovation Fund	TBD	TBD
8.	\$1,250,000	High Road Training Partnerships	TBD	Strengthen connections with major economic drivers in the region
9.	\$250,000	LA Workforce Infrastructure Network (LAWIN)	TBD	Strengthen connections with major economic drivers in the region
10.	\$500,000	Sector Intermediaries	TBD	Strengthen connections with major economic drivers in the region

11.	\$200,000	InsideSafe Job Connectors Program	TBD	Address homelessness with more employment opportunities.
12.	\$300,000	Older Worker Strategy Implementation	TBD	Focus on older workers 55+

WORKFORCE DEVELOPMENT SYSTEM GOALS

This section is left intentionally blank.

LEGISLATIVE ADVOCACY

The Workforce Innovation and Opportunity Act (WIOA) serves as the cornerstone federal legislation governing the public workforce system, which encompasses various policies and programs designed to aid job seekers in their quest for employment through education, training, labor market information, career guidance, and related support services. WIOA funds are channeled through states to local workforce investment areas and overseen by state and local workforce boards. A diverse array of entities, including adult basic education and GED programs, apprenticeships, community colleges, community-based organizations, labor unions, youth workforce providers, and employers, collaborate to deliver education and training services under WIOA. Targeting unemployed and underemployed adults, youth, veterans, unhoused individuals, people with disabilities, and individuals receiving public benefits, WIOA endeavors to bolster workforce participation and economic mobility.

WIOA’s Core Programs and other Required Partner Programs

Agency	Program(s)
U.S. Department of Labor:	Title I - a) Adult, b) Dislocated Worker, and c) Youth Programs Title III - Wagner-Peyser Act - Employment Service (ES)
U.S. Department of Education:	Title II - Adult Education and Family Literacy Act (AEFLA) Title IV – State Vocational Rehabilitation (VR) programs under the Rehabilitation Act of 1973

<p>Other Required One-Stop Partner Programs:</p>	<p><i>U.S. Department of Labor:</i> Job Corps, YouthBuild, Indian and Native American programs, National Farmworker Jobs Program, Migrant and Seasonal Farmworker Programs, Senior Community Service Employment Program, Trade Adjustment Assistance, Unemployment Compensation programs, Jobs for Veterans State Grants, and Reentry Employment Opportunities</p> <p><i>U.S. Department of Education:</i> Carl D. Perkins Career and Technical Education Act programs</p> <p><i>U.S. Department of Housing and Urban Development:</i> Employment and Training programs</p> <p><i>U.S. Department of Health and Human Services:</i> Community Services Block Grant employment and training programs, and Temporary Assistance for Needy Families (TANF)</p>
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WIOA Reauthorization

WIOA and its predecessor, the Workforce Investment Act, has guided the workforce system for decades. WIOA reauthorization provides an opportunity to update workforce interventions to better ensure individuals facing multiple intersecting structural barriers to quality employment opportunities can access economic opportunity and security.

A strong workforce development system is vital to strengthening our economy and providing economic opportunity for more individuals, particularly for populations facing high barriers to employment and economic mobility. When WIOA was enacted in 2014, it made critical improvements to streamline the maze of federal workforce development programs across agencies and enhance accountability through a single set of performance metrics. However, almost a decade later, significant challenges persist that limit the workforce system’s ability to provide high-quality services to both workers and employers.

Employers are struggling to fill the jobs they need to grow their businesses and meet the upskilling needs of workers, affecting critical industries and undermining our economic competitiveness. The workforce system under WIOA, which exists to address these challenges, needs reform to ensure workers—including those without a bachelor’s degree—can access good-paying jobs.

On December 12, 2023, the House Committee on Education and the Workforce completed a markup of the recently released bipartisan legislation, *A Stronger Workforce for America Act (ASWA)*, which amends and reauthorizes the Workforce Innovation and Opportunity Act

(WIOA)²⁵. ASWA makes critical updates to WIOA that will increase the amount of skills development provided under the law, strengthen connections between employers and the workforce system, and put more Americans on the pathway to a successful career.

ASWA aims to revamp the nation's workforce system and make improvements to WIOA to help close the skill gaps through increased skills training, deliver greater accountability and program quality, strengthen pathways to economic opportunity, promote employer-led initiatives, and fuel innovation for a skills-based economy through grants and demonstrations²⁶.

The legislation authorizes state and local workforce boards to aid employers in implementing skills-based hiring practices; places a greater emphasis on work-based learning for youth and on workforce education programs at community colleges that align with in-demand jobs; and streamlines the "eligible training provider list" to focus on outcomes and ensure eligible programs are aligned with the skill and hiring demands of employers. It also prioritizes employer-led initiatives that equip workers with skill sets to fill jobs in critical industries and help the currently employed workforce upskill to avoid displacement and advance their careers. The legislation dedicates 50 percent of the adult and dislocated worker funding toward upskilling workers through "individual training accounts" (ITAs) and on-the-job learning while redirecting an existing funding stream toward ITAs for displaced workers.

The City's WDB concurs with the existing challenges in current WIOA practice and advocates for WIOA reauthorization to continue building a stronger workforce system that drives innovation, equity, and results for workers, and dismantles barriers to employment, prioritizes job quality, amplifies workers' voices, and ensures economic opportunity for all.

Clients Served: WIOA TITLE I PY2024-2025 (through 3/20/24) (Source CaUJOBSSM)

	DEMOGRAPHICS - Adult/DW/Youth Systems PY 23-24	Total
1	Women	5,866
2	Men	6,618
3	Did not self-identify	32
4	Hispanic/Latino	6,253

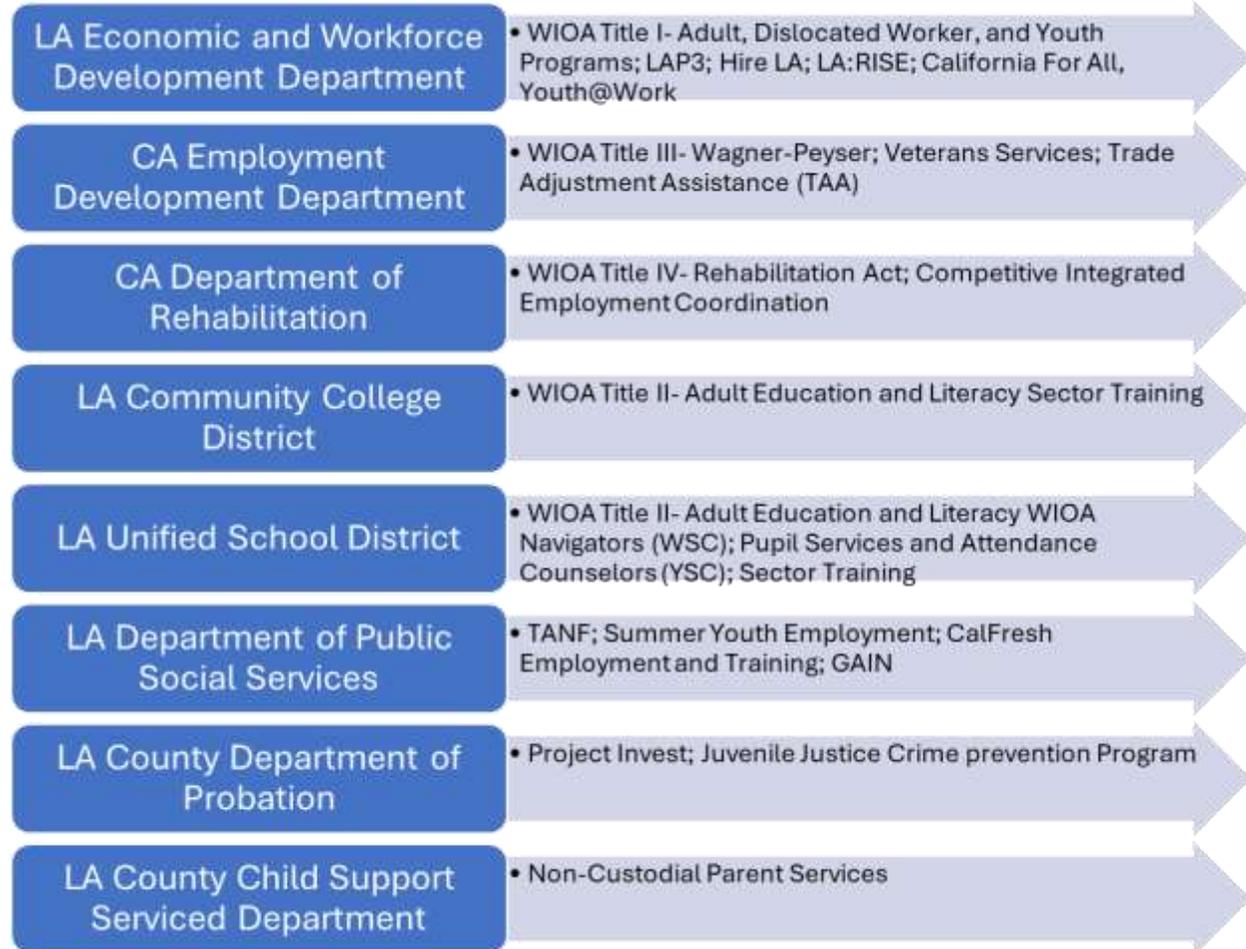
²⁵ [H.R.6655 - A Stronger Workforce for America Act](#)

²⁶ [House Committee on Education and the Workforce](#)

	DEMOGRAPHICS - Adult/DW/Youth Systems PY 23-24	Total
5	African/American Black	4,138
6	Asian/Pacific Islander	804
7	White	2,779
8	Veteran Type: Yes <= 180 days	41
9	Disabled Veteran: Yes, Disabled	130
10	Campaign Veteran	243
11	Recently Separated Veteran:	225
12	Age 14-24	3,749
13	Age 25 - 54	7,147
14	Age 55 - Older	1,620
15	Low Income	10,488

Data as of March 2024

Workforce Development System Partners



The complete Annual Plan consists of the following documents:

1. Tab 1 – Executive Summary
2. Tab 2 – Plan Overview
3. Tab 3 – Budget Schedules
4. Tab 4 – Strategies and Activities
5. Tab 5 – Economic Forecast
6. Tab 6 – Policies
7. Tab 7 – Performance Evaluation
8. Tab 8 - Appendices