YEAR 17 WORKFORCE DEVELOPMENT BOARD (WDB) ANNUAL PLAN
OVERVIEW

The Year 17 WDB Annual Plan (Annual Plan) establishes the priorities, strategies, and policies for the City’s Workforce Development System (WDS). The plan identifies major funding sources and, through the budget detailed here, allocates these resources to the activities of the WDS. The Annual Plan is developed by the Economic and Workforce Development Department under the auspices of the Workforce Development Board (WDB), City Council, and Mayor.

MAYOR’S RECOMMENDATIONS

Mayor Garcetti has made the following recommendations for the WDB to consider:

- **Expand youth jobs**—The Mayor’s goal is to have at least 20,000 City of LA youth connected to summer employment by 2020. He recommends developing a year-round strategy and placing Counselors/Job Developers at LAUSD high schools to work with the private sector to identify paid internships for youth. Four to five high schools in South LA can be used for a pilot project.

- **Focus on the reentry population**—The Mayor recently launched an Office of Reentry and would like to leverage the investments the County is making, as well as the pending Rodriguez settlement, to serve the reentry population and provide job training services to former gang members and/or their relatives. Mayor Garcetti recommends identifying service providers within (or outside) the existing workforce development system with experience in connecting formerly incarcerated individuals with jobs. The strategy should include job training, job shadowing, apprenticeships, and entry-level employment options to allow previously incarcerated individuals to gain critical career skills and strengthen pathways to employment and increased earnings.

- **Target vulnerable populations with a geographic focus**— The Mayor supports the expansion of program dollars that target communities with the highest concentrations of poverty, highest unemployment rates, etc., as well as target populations including, but not limited to, under-represented ethnic groups, older workers, disconnected youth, and transgender individuals. The Mayor also highlighted the “Shared Economy” job fairs that his Office of Economic Development has hosted in South LA and Boyle Heights. These job fairs offer a new approach to the traditional job fair by introducing an emerging industry to under-represented communities. Over 20 companies are supporting these job fairs, including Uber, Lyft, and Airbnb.

- **Develop a tech strategy**—The Mayor recommends further development of a sector strategy that builds on the booming tech ecosystem in Los Angeles. The goal would be to diversify the tech workforce and train Angelenos from under-represented communities to be competitive for the growing tech industry’s jobs.
This would be done through a private/public partnership that would develop an innovative approach to workforce development training.

- **Build capacity**— The Mayor recommends identifying partners, outside of current providers, that have expertise in serving key populations to build the capacity of the workforce development system with training that is culturally and linguistically appropriate to connect a larger number of people to the system.

To support the Mayor’s goals, the workforce development strategies contained in the Annual Plan include:

- Improving access to the WDS by exploring options for continued integration with Los Angeles community college campuses, by expanding into the City’s public libraries, and by increasing the use of available technology and mobile platforms;
- Expanding the capacity of the system to better assist typically underserved populations (such as individuals experiencing or with a history of homelessness, formerly incarcerated individuals, and other under-served groups);
- Engaging the business, education, and labor communities in the development and expansion of sector initiatives, with a primary focus on information technology, advanced manufacturing, biotechnology/bioscience, and healthcare;
- Enhancing programs that focus on disconnected youth (those out-of-school and out-of-work) to enable them to return to school and to gain skills to enter the workforce; and
- Providing summer youth employment to benefit approximately 15,000 Los Angeles youth in 2016.

To further support the Mayor’s goals, the WDB Innovation Fund supports effective program designs by providing capital needed to replicate their success. Funding for these programs is based on analysis of outcomes, evidence of success, learning that addresses key gaps in knowledge within the field, sustainability, and scalability.

The goals of the Mayor and the WDB are in alignment with the Workforce Innovation and Opportunity Act (WIOA), which emphasizes incumbent worker training, career pathways, and services to vulnerable populations and individuals with barriers to employment.

Also as discussed below, the Plan aligns with the State of California’s Workforce Development Board’s (CWDB) Unified State Plan submitted for approval to the United States Department of Labor (DOL). The Unified State Plan serves as the State’s framework for public policy, fiscal investment, and operation of all labor exchange, workforce education, and training programs in all of California’s Local Workforce Development Areas.
As the City’s administrative and fiscal entity of federal, state and local workforce development grant funds, the City of Los Angeles Economic and Workforce Development Department (EWDD) manages the City’s WDS and promotes public and private investments in workforce development activities. The EWDD receives these funds to administer the workforce programs operated by the WDS service providers. In addition to these public resources, the EWDD also receives funds from private entities and philanthropic organizations.

The EWDD manages a network of service providers comprised of 17 WorkSource Centers (WSC) and 16 YouthSource Centers (YSC). These centers are located strategically throughout the City, where they provide diverse workforce development services for City residents and businesses. The WDS includes not only the WSC and YSC, but also a network of partners that are committed to improving the employment and educational outcomes for its customers. These partners include multiple City departments, State agencies, local educational institutions, chambers of commerce, economic development agencies, businesses, local veteran organizations, and labor organizations, among others.

COORDINATION WITH OTHER EWDD DIVISIONS

The EWDD also manages the City’s BusinessSource System (BSS), which consists of nine BusinessSource Centers that work closely with local economic development entities and chambers of commerce to provide information and assistance to businesses and individuals on business incentives and tax credits, business courses, business plan development, one-on-one consultation, and access to capital. The EWDD also assists developers and non-profit organizations with navigating the gap financing process. The overall BusinessSource System goal is to stimulate the local economy by stabilizing businesses, helping them expand, and creating jobs for City residents.

The economic development activities managed by the EWDD require a job creation component, which typically includes preferential hiring mandates articulated in Project Labor Agreements, Community Benefits Agreements, and Local Hiring Agreements. In addition, these development agreements include a First Source hiring requirement, which obligates the employer to publish job openings through the City’s WDS before advertising them publicly. Linking the City’s economic development activities with workforce development helps support the success of the regional economy and labor force.

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

The Annual Plan outlines how the city will deliver services to achieve its workforce priorities and meet the workforce development needs of its customers. In developing the Annual Plan, the WDB took into consideration the priorities established by the Mayor and the California Workforce Development Board (CWDB), the city’s current economic and educational situation, the resources available to tackle this reality, and its own priorities.

The WDB had previously established priorities that it recommends be continued in the Annual Plan, such as continuing the service level requirement for individuals with disabilities and veterans, expanding the number of individuals served through the Integrated Service Delivery model, increasing access to individuals experiencing homelessness, developing partnerships to better serve the Reentry population, and fostering stronger relationships to outreach to other underrepresented groups, including English Language Learners. In particular, the WDB has stressed the importance of improving linkages with the city’s Day Laborer Centers, the Los Angeles Regional Reentry Partnership, and the Los Angeles Veterans Collaborative and Employment Council to coordinate services more effectively for these targeted populations.

Other recommendations contained in the plan include raising the training expenditure requirement to the level stipulated in State Senate Bill 734, and increasing the level of leveraged resources and services secured through key partnerships in the public sector and community-based organizations. Moreover, the Annual Plan continues the WDB’s focus on addressing the high school dropout crisis, continuing student recovery efforts, and providing summer youth employment opportunities to disconnected youth. The WDB will explore strategies to better serve young adults up to the age of 24 in the Youth formula-funded programs. Strategies may include increasing the system’s capacity through additional training of the provider community, through greater linkages with agencies already serving this young adult population, and through coordination of services in the Adult system. The Annual Plan also incorporates elements of the Mayor’s Sustainability Plan (pLAn). The pLAn focuses on expanding training investments in “green jobs” and economic development investments in clean technology industries. Along with these investments, the pLAn seeks to incorporate sustainable practices in the City’s service delivery systems. As the WDS moves forward with innovative strategies for providing services through the WorkSource and YouthSource systems, it will also reexamine the contractor evaluation process to ensure it supports the desired outcomes of the new programs.

---

2 The Mayor formally released the Sustainability Plan (pLAn) in April 2015. The plan addresses several challenges to the environment, economy, and social equity arising from the volatility of weather conditions, the City’s growing population, and accessibility to healthy and livable neighborhoods. Mayoral Executive Directive No. 7 – Sustainable City pLAn requires General Managers, Commissions, and Boards to use the pLAn as a strategic planning tool in developing programs and activities and in establishing budget priorities.
CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

In 2015, California’s economy continued its recovery from the Great Recession. Since 2012, the state has added jobs at a faster rate than the nation as a whole. California’s unemployment rate is still above pre-recession levels, but has declined by over 1 percent annually over the past four years. The annual unemployment rate for the state fell to 6.2 percent during 2015, a reduction of 1.3 percentage points compared to 2014 levels, and 6.1 percentage points from its peak in 2010. Regional experts expect the state’s job growth rate to continue at a moderate pace in 2016, with employment growing at a rate of 2.5 percent.

Table 1: Annual Unemployment Rate (%)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>5.3</td>
<td>6.2</td>
<td>7.4</td>
<td>8.1</td>
<td>8.9</td>
<td>9.6</td>
<td>9.3</td>
<td>5.8</td>
<td>4.6</td>
</tr>
<tr>
<td>California</td>
<td>6.2</td>
<td>7.5</td>
<td>8.9</td>
<td>10.5</td>
<td>11.7</td>
<td>12.3</td>
<td>11.3</td>
<td>7.2</td>
<td>5.3</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>6.9</td>
<td>8.3</td>
<td>10.2</td>
<td>10.9</td>
<td>12.3</td>
<td>12.6</td>
<td>11.5</td>
<td>7.5</td>
<td>5.1</td>
</tr>
<tr>
<td>Los Angeles City</td>
<td>7.1</td>
<td>8.7</td>
<td>10.7</td>
<td>12.1</td>
<td>13.6</td>
<td>13.9</td>
<td>12.7</td>
<td>8.3</td>
<td>5.6</td>
</tr>
</tbody>
</table>

*Pre-recession level

Source: Bureau of Labor Statistics and Employment Development Department

Los Angeles County’s economic progress closely follows that of the State, with an additional 94,700 jobs added and a 2.2 percent increase in job growth in 2015. The County’s unemployment rate in 2015 fell to 6.9 percent from 8.3 percent in 2014.

Job growth in Los Angeles County was spread across most industry sectors. The largest job gains occurred in healthcare and social assistance (21,800 jobs), leisure and hospitality (19,600 jobs), and government (10,000 jobs). Continued job growth in the County is projected to decrease unemployment to 6.2 percent by the end of 2016 and to 5.9 percent by 2017.3

The Bureau of Labor Statistics (BLS) projects that almost half of all job openings in the next decade will be in the broad categories that are mostly middle-skills jobs.4 Middle-skills jobs generally include those jobs that require some post-secondary education

---

(though not necessarily a bachelor’s degree) or advanced vocational training. The postsecondary education and training requirements typically include associates degree, vocational certificates, significant on-the-job training, and previous work experience.\(^5\)

Demand for middle-skill jobs is strong. As shown in Figure 1, fifty percent of all California jobs in 2012 were those classified as middle-skill occupations. Demand for middle-skills jobs will remain robust in the future (Figure 2), not only because of anticipated above-average growth in particular industries, but also because of a need to replace an increasing number of retiring workers. The industries likely to see an increase in demand for middle-skill jobs will be in the healthcare, global trade and logistics, transportation, construction, installation/repair, and knowledge-based fields.\(^6\)

**Figure 1: Demand for Middle-Skill Jobs is Strong**

Jobs by Skill Level, California, 2012

![Jobs by Skill Level, California, 2012](image)

\(^5\) High-skill occupations are usually those in the professional, technical and managerial areas; low-skill occupations are often found in the service and agricultural areas.

\(^6\) 2012-2022 Projection Highlights, Los Angeles-Long Beach-Glendale Metropolitan Division, EDD LMI
Figure 2: Demand for Middle-Skills Jobs Will Remain Strong

![Pie chart showing California Job Openings 2010-2020](image)

Most openings will be in the following occupations:

- Office/administrative
- Food preparation/serving
- Sales
- Healthcare
- Education
- Transportation

**Employment and Educational Outlook for the City of Los Angeles**

As of April 2016, the City of Los Angeles has a civilian labor force of 2,008,300 individuals. Of that number, 99,700 (or 5 percent) were unemployed. Job gains and unemployment rate declines have shown steady improvement over the last few years. This improvement is expected to continue in 2016 and 2017, although at a slower place.

In the past, a significant number of jobs only required employees to have basic skills, which could be achieved during high school. Currently, growing industries demand an

---

7 National Skills Coalition analysis of long-term occupational projections from the California Employment Development Department
8 California Employment Development Department March 4, 2016.
9 LAEDC Keyser Center for Economic Research, Economic Forecast, February 2016
educated and skilled workforce. In order for the City to thrive, experts point to the need to successfully address the skills gap between the requirements of the growing knowledge-based industries and the expertise of the local labor force.

Unfortunately, statistics for residents of the City of Los Angeles show that there is a gap between the educational requirements necessary for these fields and the educational levels of the City residents. Specifically, as detailed in Table 2, twenty-five percent of adults 25 years and older do not have a high school diploma, while less than 32 percent have a Bachelor’s degree or more. More troubling is that 43 percent of the Hispanic population lacks a high school credential, compared with 6 percent of White residents, 13 percent of African-American residents, and 13 percent of Asian and Pacific Islander residents.

**Table 2: Educational Attainment (of persons age 25+)**

<table>
<thead>
<tr>
<th></th>
<th>Non-High School Graduate</th>
<th>Bachelor’s Degree or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>13.7%</td>
<td>29.3%</td>
</tr>
<tr>
<td>California</td>
<td>18.5%</td>
<td>31.0%</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>23.2%</td>
<td>29.9%</td>
</tr>
<tr>
<td>Los Angeles City</td>
<td>25.1%</td>
<td>31.5%</td>
</tr>
</tbody>
</table>

As indicated graphically below in Figure 3, middle-skill jobs account for half of all job openings in California, yet only 43 percent of the local workforce is educated or trained to the middle-skill level. Acknowledging that leading and competitive industries have occupations that require both substantial work experience and education beyond a high school diploma, then addressing this “skills gap” is critical to developing a vibrant labor force that meets the needs of high-demand employment sectors in the City of Los Angeles. While the basic educational level of the region’s labor force is important, it is more critical to understand what skills and competencies are required for particular occupations in specific industries. Coordination between community colleges, training providers, and high school career-technical programs is necessary to ensure that the curricula and credentials align with actual industry needs. The focus needs to be on key industry sectors, with a specific target being those occupations where job opportunities exceed the qualified candidate pool. Additionally, the focus must be on jobs that have opportunities for advancement along a clear career pathway if we expect to provide businesses with a steady flow of the skilled labor force they require. A demand-driven workforce development strategy that moves youth and adults into training and towards completing “stackable” industry-valued credentials will enable people to secure jobs with increasing responsibility and pay.

---

10 U.S. Census Bureau: QuickFacts.
FUNDING RESOURCES

The City has developed the proposed WDS service strategies, activities, and budget for the Annual Plan based on allocations of Adult, Dislocated Worker, and Youth funds, and estimates of Rapid Response funds and the projected carryover funds from prior year WIOA formula and other workforce funds. The City will receive $40 million in WIOA Adult, Dislocated Worker, and Youth formula funds from the State specifically for Program Year 2016-17, as detailed under Tab 5 - Budget. For Rapid Response, the City will receive funding of $1.3 million. In addition to these formula allocations, the City plans on receiving additional non-WIOA funds and other competitive awards amounting to $20.2 million. Each year, the City develops and presents a report that provides information on carryover monies (allocated yet unexpended WIOA and other workforce development-related program funds from prior years). The City anticipates a carryover amount of $7 million composed of both WIOA formula and other workforce development-related grants. Total funding available for WDS activities is projected at $68.7 million. Although not currently reflected in this plan, the City anticipates receiving additional funds through competitive grant applications, which will expand the capacity of the WDS to serve a greater number of targeted populations. Any additional competitive awards will be reported jointly to the WDB and to the City Council and Mayor.

The WIOA Title I Formula Funds represent the primary source of funding for the City’s WDS, accounting for 66 percent of its revenue. These funds comprise the funding base for both the City’s Adult WorkSource and YouthSource programs. The Adult programs provide training and job placement assistance. The Youth programs reconnect youth and young adults to education, provide basic skills remediation, and prepare them to enter post-secondary education or the labor market.
The Annual Plan proposes a balanced budget for PY16-17. Projections for new WIOA Title I Formula Funds and carryover revenue are summarized in Table 3 below:

<table>
<thead>
<tr>
<th></th>
<th>PY 15-16 WIOA Funds</th>
<th>PY 16-17 WIOA Funds (*Projected)</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>$14,489,713</td>
<td>$14,850,425</td>
<td>$360,712</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>$10,485,155</td>
<td>$9,869,312</td>
<td>($615,843)</td>
</tr>
<tr>
<td>Youth</td>
<td>$14,987,996</td>
<td>$15,347,624</td>
<td>$359,628</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>$934,511</td>
<td>$1,300,000</td>
<td>$365,489</td>
</tr>
<tr>
<td>Carryover</td>
<td>$7,663,984</td>
<td>$4,515,836*</td>
<td>($2,289,221)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$48,561,359</strong></td>
<td><strong>$45,883,197</strong></td>
<td>(12,678,162),*</td>
</tr>
</tbody>
</table>

*Funds are estimated. This table does not include other grant funding and other WIOA grants.

WORKFORCE DEVELOPMENT SYSTEM REDESIGNS

It is the shared vision of the Mayor, City Council, WDB, and EWDD to sustain and grow the WDS, and to refocus delivery to better address evolving economic and labor market conditions in the region. In PY 14-15, the City launched a redesigned WorkSource system. This new system better aligns services and training with high-growth employment sectors that offer living-wage career paths. Through the implementation of the Integrated Service Delivery (ISD) Model in the Adult and Dislocated WorkSource centers (which coordinates the efforts, resources and services of key partner agencies), the workforce development system ensures the seamless delivery of services to jobseekers. Similarly, the integration of key partners into the YouthSource Centers (particularly educational institutions), along with the intensive and sustained efforts underway to coordinate multiple agencies and community-based organizations targeting out-of-school youth, has enabled the WDS to garner the federal designation from the Department of Education and DOL as a Performance Partnership Pilot (P3) locality. The P3 designation gives added flexibility in the use of discretionary funds across multiple federal programs.

ADULTS AND DISLOCATED WORKERS SYSTEM ACCOMPLISHMENTS

In October 2013, the EWDD released a Request for Proposal (RFP) to identify service providers for a redesigned WorkSource Center (WSC) System. The redesign sought to strategically locate centers in areas of the City with the highest concentrations of poverty, long-term unemployed, and lowest educational attainment rates. As a result of this procurement, in PY 2014-15 the City launched an improved Workforce Development System for Adults and Dislocated Workers by implementing the following five key innovations, all of which anticipated, and are in alignment with, recent WIOA legislation:
• Implement an Integrated Service Delivery Model that will enable WSCs to enroll all eligible participants, thereby significantly increasing the number of participants served by the centers;

• Harness new technologies and web-based applications to better serve participants and expand access to services;

• Refocus the system on developing Career Pathways opportunities in high-demand employment sectors leading to living wage employment;

• Leverage strategic partnerships with education, employment training, and social-service providers to provide more comprehensive services to program participants; and

• Increase service levels for vulnerable populations (e.g., Returning Veterans, Individuals with Disabilities, English Language Learners, Individuals Experiencing Homelessness, Mature/Older Workers, Reentry Adults and Youth, and Non-Custodial Parents).

Program Year 2015-16 represents the second year of implementation for the redesigned WorkSource Center System.

Highlights of the system accomplishments are:

• Enrolled 24,000 new participants through the Integrated Service Delivery Model.

• More than 69,000 jobseekers have already accessed online services and created online employment profiles.

• Procured an Industry Sector Strategist to implement a regional sector strategy.

• Allocated $600,000 in WIOA funds to provide sector-based training.

• Will provide sector-based training to an additional 120 individuals by December 2016.

• LA:RISE, a $6.0 million demonstration grant, will serve 1,000 individuals.

• LARCA 2.0 is on target to serve 1,000 participants each year for three years, with $30 million dollars allocated over four years.

• The Reentry Initiative, in alignment with SB 734, will set aside awarded funds for training services targeted to ex-offenders.

• The Vulnerable and Under-Represented Population Initiative will set aside at funds for training services. This initiative is designed to improve the capacity of
the WDS to better serve specific populations, such as transition-age foster youth, transgender individuals, single parents, individuals experiencing homelessness, at-risk male adults, and English Language Learners.

Integrated Service Delivery (ISD) Model Leads to Increased Enrollments

After achieving a five-fold increase in the number of Adult and Dislocated Workers served by the WSC system in the first year of implementation (PY 2014-15), the WSC operators continued to build the workforce development system’s capacity to serve a higher volume of participants in PY 2015-16. Presently, the City’s 17 WSCs have served nearly 30,000 participants, and are on pace to serve a total of 35,000 participants by the year’s end in June 2016. This increase stems directly from better coordination, integration, and leveraging of both resources and competencies of the system’s partners. Key to the success of this effort has been continuous and open communication, not only with the California Employment Development Department (WIOA Title III) and the California Department of Rehabilitation (WIOA Title IV), but also with the Los Angeles Unified School District and the Los Angeles Community College District (both WIOA Title II). Additional partners include the County of Los Angeles Workforce Development Board, the Verdugo/Glendale Workforce Development Board, the South Bay Workforce Development Board, and the Pacific-Gateway Workforce Investment Network, as well as the United States Department of Veterans Affairs, and the City’s Department of Disability, Department of Aging, and Los Angeles Public Library.

Two years into the implementation of ISD, the City continues to assess the WDS and identify challenges and opportunities for improvement. One such challenge facing the WDS is the disparate allocation of the State’s Wagner-Peyser staff among the 17 WorkSource Centers. As with many government programs, EDD faces limited Wagner-Peyser resources to equitably staff all the City’s WSCs. As a result, many of the WorkSource Centers either lack designated full-time EDD staff on-site or have part-time staff working less than 20 hours per week. In recognition of the limited Wagner-Peyser resources, the City and State are exploring the possibility of modifying the current staff allocation methodology. The modification would shift from site-specific requirements to service-area requirements to ensure successful implementation of the ISD under the WIOA legislation. Under this new model, each service area would include comprehensive WorkSource Centers (as defined by WIOA legislation) that are supported by a minimum number of assigned Wagner-Peyser staff. Each comprehensive center would partner with other WSCs, Community Colleges, Department of Rehabilitation, Los Angeles Unified School District Division of Adult and Career Education, and other key community-based organizations within each service region to deliver comprehensive workforce and wrap-around services to adults and dislocated workers.
Harnessing New Technologies to Expand Services to Job Seekers and Employers

In October 2014, with the assistance of the California Employment Development Department, the City launched JobsLA.org, an online application that provides participants the ability to access the WDS remotely. The JobsLA portal links immediately and directly to the State’s participant data collection and reporting system (CalJOBS™). This linkage allows the system to document and track participant activities and site-specific performance data. To date, more than 69,000 jobseekers have already accessed these online services and created online employment profiles.

In PY 2015-16, the City continued to expand its electronic infrastructure through the development of three tools. These include the (1) JobsLA mobile platform; (2) JobsLA Generic Module; and (3) expansion of its business-oriented Customer Relationship Management (CRM) system offered through Launchpad.

The mobile platform increases access to JobsLA by allowing users to log in via mobile devices. The JobsLA Generic Module integrates service delivery among key workforce programs by allowing the City, its workforce development service providers, and other contracted community-based organizations to use a single, common platform to case manage and track all participants in both WIOA and non-WIOA funded programs. Lastly, during PY 2015-16, the City expanded the use of the Launchpad CRM system to track business services provided under the Layoff Aversion program. The Launchpad CRM system stores information on key business service programs in the internet cloud, thereby allowing the City’s BusinessSource and WorkSource operators, as well as the City’s Rapid Response team, to access data instantaneously and simultaneously, as needed.

Developing Career Pathways in High-Demand Sectors

The City continues to emphasize a sector-driven approach to workforce development to meet the needs of employers in specific industries within the region. In PY 2015-16, the City launched three initiatives to further the WDS’ sector-driven approach.

1. Industry Sector Strategist

In December 2015, the City issued a Request for Proposals (RFP) to identify Sector Strategists. Through this initiative, the City will develop a regional strategy for engaging key employers, training providers, and workforce services providers to develop a regional approach to sector strategies. Strategists will be responsible for engaging key stakeholders to align workforce training needs with the critical skills identified by key employers as lacking in the current labor force. The strategists will also be responsible for making policy recommendations to the Workforce Development Board to reduce unnecessary overlap and redundancy in training programs and to ensure that training leads to industry-valued, stackable credentials. The City has identified four successful respondents to the sector strategies RFP in the following employment sectors:
Plan Overview

- Logistics
- Advanced Manufacturing
- Information Technology
- Biotech/Biosciences

2. Sector Training

As a result of the Carryover Report in February 2016, the Workforce Development Board requested that the City allocate $600,000 in WIOA funds to provide sector-based training in six areas. In response, the City released a Request for Interest (RFI) in March 2016. It is anticipated that solicitors will provide training to an additional 120 individuals by December 2016 in the following areas:

- Information Technology
- Advanced Manufacturing
- Biotech/Biosciences
- Construction
- Transportation and Logistics
- Healthcare

3. Apprenticeship Strategy

In May 2016, the City issued a procurement to select a consultant to assist the WDS in identifying best practices for deploying apprentice-based training models in key industry sectors. The City anticipates implementing recommendations in PY2016-17.

Increase Services for Vulnerable Populations

In PY2015-16, the City continued to emphasize services to vulnerable populations. In addition to successful program models for serving Veterans and Persons with Disabilities, the City launched and/or secured funding for new initiatives focused on individuals experiencing homelessness, court-involved individuals, ex-offenders, and other underrepresented populations.

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

In partnership with the Roberts Enterprise Development Fund (REDF), the City secured a $6.0 million demonstration grant from the USDOL Workforce Innovation Fund to undertake a five-year project targeted at providing employment and job retention support to individuals with a history of homelessness, individuals previously incarcerated, and disconnected youth. The LA:RISE program links the City’s WDS with non-profit social enterprises and for-profit employers. As a demonstration project, LA:RISE uses a randomized assignment model to place 1,000 individuals into either a control group or
treatment group. Five hundred individuals placed in the control group have access to services traditionally available through the social enterprise. The other five hundred individuals in the treatment group not only receive services through the social enterprise, but also receive enhanced workforce and placement services through the WDS, personal support providers, and educational institutions. Individuals in the treatment group have access to transitional social enterprise jobs, bridge employment, training services, and supportive services throughout their employment continuum. Throughout the five years, both a locally procured evaluator and national evaluator will provide a process and summative evaluation to determine the efficacy of the initiative in serving the targeted populations.

2. **Gang Injunction Curfew (GIC) Settlement**

   The Gang Injunction Curfew Settlement program incorporates successful best practice workforce development program designs developed originally in the USDOL-funded LA Reconnections Career Academy (LARCA) model that targeted high need and transitional populations. LARCA 2.0 will be operated by the EWDD through its WorkSource and YouthSource Center systems, and will be sited in the communities with the highest concentration of the target population. The GIC program model includes educational and career assessments, case management, job readiness training, subsidized employment, financial literacy, and job placement services.

   As presently conceived, the City will outreach to and conduct education and workforce assessments for 1,000 targeted participants each year for three years. Annually, this program will enroll 600 participants, anticipating a 15% attrition rate. As a result, it will provide services to support 510 clients in placement in employment and education, attainment of a degree or certificate, and/or demonstration of literacy and numeracy gains. GIC will implement a career pathways program linked to pre-identified job opportunities within the City and community-wide employment needs. Participants will receive an average of 12 months of services in an 18-month program period.

   The program model will target services in two groups: (1) **The Fast Track Group** (identified as participants who are within three months of being designated as work-ready and eligible to apply for employment), and (2) **The Back on Track Group** (identified as clients needing over 12 months of education and employment services to be work-ready).

   The City Council has allocated a maximum of $30 million dollars over a four-year period, averaging $7.5 million per year, for this program.
Plan Overview

3. Reentry Initiative

Through a procurement to be released in PY 2015-16, the City will identify WSCs that will provide workforce development services in partnerships with community-based organizations with relevant expertise serving the reentry population. The program design calls for staff from the community-based organizations to have a physical presence in the WSC to facilitate coordination of services and to reduce the likelihood of attrition typically associated with this population when referral for additional services are provided. In alignment with SB 734, the initiative will set aside awarded funds specifically for training services as enumerated in the Annual Plan's Training Expenditure Requirement Policy. This initiative is targeted to those communities with disproportionately high concentrations of ex-offenders.

4. Vulnerable and Under-Represented Population Initiative

Like the Reentry initiative that seeks to bring the WSC and other community-based organizations together to better serve a targeted population, the Vulnerable and Underrepresented Population effort also seeks to foster partnerships between the WDS and other agencies. This initiative is designed to improve the capacity of the WDS to better serve specific populations, such as transition-age foster youth, transgender individuals, single parents, individuals experiencing homelessness, at-risk male adults, and English Language Learners (ELL). For the ELL population, a key component will include Vocational-ESL along with traditional ESL services. This initiative will set aside at least 20% of the funds for training services.

Regional Planning Unit

On March 25, 2016, the California Workforce Development Board (State Board) released the WIOA One-Time Implementation Funding memorandum. The March 25, 2016 memorandum announced the availability of one-time WIOA Rapid Response funds to incentivize regional capacity building and infrastructure development in each Regional Planning Unit (RPU) in accordance with the United States Department of Labor’s Training and Employment Guidance Letter (TEGL) 26-14.

The State Board announced the availability of $1.8 Million to assist RPUs with incorporation of WIOA §106(c)(1)A-H regional planning activities. This non-competitive funding is available to the RPU Lead Workforce Development Board (Lead WDB). On behalf of the Los Angeles region, a sub-grant will be awarded to the LA City WDB through the WIOA local formula allocation.
The Los Angeles Workforce Development Board (WDB), on behalf of the Los Angeles region and its seven Local Workforce Development Boards (LWDBs)\(^{11}\), will act as the Lead Workforce Development Board (Lead WDB) to incorporate WIOA §106(c)(1)A-H requirements of the regional plan.

The Regional Planning and Training Coordinator (RPTC) will work with Local Boards and regional partnerships in the Los Angeles region to design programs that best meet the needs of local and regional economies in adherence with the policy vision of the State Plan. The RPTC will facilitate a regional framework for guiding the public workforce system in the Los Angeles region by ensuring that resources for business engagement are regionally collaborative and responsive to the needs of industry. The coordinator will assess and map the workforce, education, and economic development opportunities that exist across the seven LWDBs in the Los Angeles Region.

The regional facilitation by the RPTC will promote regional capacity building and infrastructure development in key industries, education, and workforce partners by creating a single vision as a foundation for the Los Angeles region.

The RPTC will identify business-driven talent solutions that integrate education, workforce, and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state’s economy.

**YOUTHSOURCE SYSTEM ACCOMPLISHMENTS**

In July 2012, the City of Los Angeles realigned thirteen YouthSource Centers as “drop-out recovery centers” with the co-location of certified LAUSD student counselors who have access to student data to determine attendance patterns, credits earned toward graduation, test scores, and behavioral patterns. The new YouthSource program operationalized this strategy by 1) increasing in 2012 the percentage of out-of-school youth served by system providers up to 70 percent, and 2) formalizing a regional partnership with the Los Angeles Unified School District (LAUSD). The formal partnership placed a Pupil Services and Attendance (PSA) Counselor at each of the YouthSource Centers. This partnership ensures that out-of-school youth return to school and/or post-secondary employment training programs in high-demand employment sectors, and enables the YouthSource system to attain WIOA’s mandate that 75 percent of youth funds be expended on out-of-school youth.

Through this partnership, PSA counselors complete educational assessments for all YSC participants. The information obtained is used by the counselor and center case

\(^{11}\) The seven LWDBs in the Los Angeles region (basin) are: Los Angeles City, Los Angeles County, Foothill, Southeast Los Angeles County, South Bay, Verdugo, and Pacific Gateway.
management staff to determine the best approach for that particular individual. The centers are located in areas of the city with a high risk of dropouts and are predominately operated by community-based nonprofit organizations.

Research shows that nearly 20 percent of youth in Los Angeles, ages 16 to 24, are disconnected from education and employment.\footnote{12} Given the “skills gap” that exists in our current workforce, the WDB recognizes the importance of addressing out-of-school youth and reducing the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life.

During PY 2014-15, the following accomplishments were achieved:

15,783 young adults utilized YouthSource Centers  
This number represents young adults, ages 16-24, who came through the doors seeking educational and job training assistance in their communities. These young adults were provided a program overview and opportunity to meet with the LAUSD Pupil Services Attendance Counselor and center staff to review their progress towards high school completion.

6,414 young adults received academic advisement from an LAUSD PSA  
All young adults met with an LAUSD Counselor to review their transcripts and get a better understanding of their remaining credits needed to graduate, and were provided guidance on an education plan to successfully complete their secondary education.

2,377 young adults enrolled into the YouthSource System  
This number represents youth who formally enrolled into the WIOA youth training program. Each enrolled youth is eligible to receive 12 months of intensive educational and job training assistance that includes paid work experience, work readiness, career exploration and guidance, occupational skills training, tutoring, computer training, college preparation, mentoring, and alternative high school services.

527 high school drop-outs were successfully recovered and returned to school  
These young people were recovered by the YouthSource system, returned to school, and enrolled into the WIA YouthSource program.

1,200 Opportunity Youth were given on-the-spot employment  
Through the 100,000 Opportunities Initiative held at the Los Angeles Hiring Fair & Forum on February 11, 2016, hiring managers from more than 30 companies...
(including Chipotle, HMS Host, Lyft, Nordstrom, Papa John’s, Pizza Hut, Starbucks, Sweetgreen, Taco Bell, Target, TOMS, and others) met with thousands of young people in an effort to connect Los Angeles County’s more than 200,000 Opportunity Youth—16-24 year olds who are disconnected from school and employment—to meaningful job opportunities and resources. The 100,000 Opportunities Initiative represents the nation’s largest employer-led coalition committed to creating pathways to employment for young people.

**HIRE LA’s Youth**

11,000 Young Adults were placed in jobs as a result of HIRE LA’s Youth.

**7th Annual Student Recovery Day (SRD)**

The 7th Annual Student Recovery Day was a huge success, with 1,593 phone calls made, 937 home visits conducted, and 529 businesses visited in a single day. The goal each year is to locate and recover students that have not graduated from high school or have dropped out of school, with the intent to offer resources and support that help to re-engage these students with school programs. Student Recovery Day is the kick-off event for “Student Attendance Month,” a resolution adopted in 2012 by the Los Angeles Unified School District (LAUSD), Los Angeles County, and the City of Los Angeles to support efforts to keep students in school and engaged in learning. As in the past, not only LAUSD School Board members, but also Local District officials and school staff joined forces with community partners across the District to reach out to the targeted students.

**My Brother’s Keeper**

President Obama launched the My Brother’s Keeper (MBK) initiative to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential. The initiative seeks to organize and capitalize on the commitment of community leaders in order to reach that goal. The MBK Operation HOPE Program is the first engagement opportunity resulting from the LA MBK Local Action Summit held on February 25, 2016, at the California Community Foundation. This program will engage 300 high school seniors in the city. The objective of the program is to help students take control over their financial futures. My Brother’s Keeper is a collaborative effort of community leaders, elected officials, law enforcement personnel, business owners, faith-based leaders, former gang members, youth leaders and community-based organizations.

**Early Care and Education Symposium**

In October 2015, the WDB and Los Angeles Universal Preschool hosted “LA’s Workforce at the Crossroads: The Essential Role of Early Care and Education and Its Workforce,” which brought together leaders from the Workforce Development, Education, Government, Philanthropy, and the Early Care and Education sectors to create awareness, highlight areas of common interest, and build support for the Early Care and Education industry. LA’s Workforce at the Crossroads represented a unique opportunity to engage Workforce, Education, and Early Care and Education
experts in finding common ground and constructing achievable goals and strategies to meet the needs of the current workforce (working parents), the future workforce (young children), and the Early Care and Education workforce itself.

Promise Corps
The federal Corporation for National & Community Service has awarded three significant AmeriCorps grants to the City of Los Angeles and Youth Policy Institute (YPI), with the goal of recruiting a new generation of volunteers and activists as part of our place-based approach to fighting poverty. Over 100 young adults were placed in schools, YouthSource Centers, FamilySource Centers, and other community-based organizations through AmeriCorps.

Additional sources of funds
The YouthSource System also has accessed additional sources of funds to service over an estimated 1,000 out-of-school youth through the Los Angeles County Probation Department, Department of Children and Family Services, and DOL

<table>
<thead>
<tr>
<th>SYSTEM ACTIVITIES PROPOSED FOR PY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>The items below highlight a number of services and activities that are proposed as new and/or continuing in PY 2016-17, and identify the relevant Workforce Development Strategy, or strategies, under which each activity is aligned. Further detail on PY 15-16 services and activities is provided in Tab 4 - Services Strategies and Activities. Tab 5 - Budget provides detailed budget information for PY 16-17 services and activities.</td>
</tr>
</tbody>
</table>

ADULT AND DISLOCATED WORKER ACTIVITIES
WorkSource Centers (WSCs)
WSCs provide job search assistance through 17 sites strategically located in the areas of the City with the highest concentration of poverty, long-term unemployment, and low levels of educational attainment. Although the center facilities are open to all, particular emphasis is given to services provided to veterans, individuals with barriers to employment, and those who have been laid off from prior employment (dislocated workers).

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

Rapid Response Services
The City’s Rapid Response program is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the City of Los Angeles. The Rapid Response Team provides services to businesses and dislocated workers through linkages with U.S. DOL, various divisions of the State of California Employment Development Department (EDD), the WorkSource Center system, and other public and private partners. Services provided include:
1. **Rapid Response Core Services/Strategies**
   Rapid Response provides information on transitional services to employers that have issued layoff notices (Workforce Adjustment and Retraining Notification Act [WARN] required and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.

2. **Layoff Aversion/Business Retention**
   Rapid Response provides services to businesses at risk of closing or laying off employees to avert or reduce layoffs and to retain businesses in the Greater Los Angeles region. This is done in partnership with economic development and business associations. Activities include:
   
   a. Identifying struggling businesses and connecting them to the resources they need to stay in business;
   
   b. Collecting labor market information to identify industry trends that may be predictors of worker layoffs and maintaining open communication with key local area stakeholders as an “early warning system”; and
   
   c. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growing industries, and referring them to training opportunities as needed.

3. **Community Outreach**
   The Rapid Response Team provides outreach and disseminates information to dislocated workers, local at-risk businesses, marginalized communities, and the unemployed/underemployed, connecting them to available resources through community events, business organizations, partnerships with community-based organizations, and unions/industry associations.

4. **Research and Training**
   The Rapid Response Team conducts research and participates in training to build team capacity, as well as provides information to jobseekers concerning resource availability, job opportunities, and industry-specific opportunities. These activities are done by tracking the growth and decline of local industry sectors, understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

5. **Data Collection/Tracking/Reporting**
   The Rapid Response Team has implemented tracking and data collection systems to: record the extent of the services provided; collect affected employee demographics to connect them to WDS specialized recruitments and special assistance grants; conduct research; and capture key indicators of employment, job creation, job retention, and industry growth, and their economic impact on the City of Los Angeles.
WORKSOURCE SYSTEM ENHANCEMENTS

WIA 25% Additional Assistance – Moving Forward (Nestlé)

The EWDD received a grant of $992,000 to serve an estimated total of 124 dislocated workers from the Nestlé Hot Pockets facility in Chatsworth. Training modalities deployed for this project include classroom training, work experience, On-the-Job-Training (OJT), or a combination thereof. The grant began September 2012 and runs through September 2016.

Southeast Los Angeles and Library Portals

Funding is provided to continue operating a WorkSource Center portal to provide workforce development services to residents living south of the Santa Monica Freeway and east of the Harbor Freeway. In addition, EWDD will partner with the Los Angeles Public Library to provide jobseeker services in library branches. These portals provide additional entry points into the WDS, referring customers in need of additional services to full-service WorkSource centers.

Workforce Innovation Fund Grant – Los Angeles Regional Initiative for Social Enterprise (LA:RISE)

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

Trade Adjustment Assistance Community College and Career Training Grant (TAACCCT)

The Trade Adjustment Assistance (TAA) Program is a federal entitlement program that assists U.S. workers who have lost or may lose their jobs as a result of foreign trade. This program seeks to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. The Los Angeles Community College District has contracted the EWDD to assist with its TAACCCT project titled LAH3C. The EWDD is charged with connecting WorkSource and YouthSource center customers to a free 7-unit earning Health Care Foundations certificate course offered at all 9 Los Angeles Community College District campuses, and assisting with job placement services after completion of the foundational courses. The grant will serve 7,000 individuals citywide.
YOUTH ACTIVITIES

YouthSource System

Since its redesign in PY 2012-13, the YouthSource System has focused on addressing the region’s high school dropout crisis and implementing student recovery efforts. The system places a priority on provision of services for out-of-school youth and in-school youth who are most in need. Indicators of need include chronic absenteeism, functioning below grade level, and being credit deficient.

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

New service elements imposed by WIOA introduced in PY 2015-16 include:

- Services to provide financial literacy education
- Services to provide entrepreneurial skills training
- Services that provide labor market information about in-demand industry sectors and occupations
- Services to provide postsecondary preparation and transition activities.

Youth Financial Literacy

Youth Financial Education, one of five new youth service elements added by WIOA, educates young people on how to:

- Create household budgets, initiate savings plans, and make informed financial decisions that impact their lives;
- Develop skills to manage spending, credit, and debt;
- Increase awareness about the significance of credit reports and credit scores; and
- Understand, evaluate, and compare financial products and services.

In 2013, the City and the County of Los Angeles partnered with the Federal Deposit Insurance Company (FDIC) to expand the City’s financial literacy education curriculum to address issues of borrowing and credit repair for young adults.
Plan Overview

The goal of the YouthSource system is to continue to build upon City-led efforts that help to educate and empower young people so they can make the most of their paid internship income, exit poverty, and in the long-term achieve upward economic mobility. In summer 2015, the City secured funding from The Citi Foundation to continue efforts to educate and connect young people to safe and affordable financial products (such as checking and savings accounts).

LAUSD Drop-Out Prevention and Recovery Counselors Systems’ Support

Los Angeles Unified School District’s (LAUSD) Office of Pupil Services continues to serve as a collaborator for all YouthSource Centers to identify out-of-school youth and target them for services. These counselors work with the City’s YouthSource Centers case managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs.

Youth Education and Career Inventory—InnerSight

InnerSight uses a widely researched and consistently validated interest and preference inventory designed to identify and clarify preferences, interests, learning, and communication styles in both youth and adults. YouthSource system participants complete their inventory, participate in a guided session with professional development experts, and receive an individually tailored guide book that contains their interests, preferences, skills, and strengths. A total of 1,300 YouthSource system participants will participate in the InnerSight Experience in PY 2016-17. The results of the InnerSight experience empower participants by providing them with a vocabulary for discussing their personal and career interests; a context for understanding their preferences in terms of who they are; a framework for making choices about their present and future educational goals that are in alignment with their preferences, interests and talents; and language to use in developing resumes and completing letters of application for college or career in a personal and professional manner. The InnerSight experience also assists case managers in helping youth create their Individual Service Strategy to enroll in education and job training programs that are based on their interests and preferences. This results in a greater return on investment by ensuring that youth understand and complete their training goals, increasing their likelihood of finding employment related to their training and interests.

Workforce Innovation Fund—LA Reconnections Career Academy

Begun in PY 2013-14, the Los Angeles Reconnections Career Academy (LARCA) supports the enrollment of 1,200 young people between the ages of 16-24 over its three program years. The program model focuses on 100 percent dropout recovery with connections back to school and career pathways, and includes a robust evaluation component conducted by the Social Policy Research Associates (SPR). The program is administered by the EWDD with direct services provided by the Youth Policy Institute, the Coalition for Responsible Community Development, the Los Angeles Conservation Corps, and the Los Angeles Youth Opportunity Movement Watts and Boyle Heights.
YouthSource centers. The program is funded by an allocation of $12 million spread over three years ending September 2016, and includes all related EWDD and contractor costs.

**Youth Career Connect / Career Pathways Trust**

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

**Los Angeles Performance Partnership Pilot (LA P3)**

In 2015, the US Department of Education and DOL, in recognition of the great need to better align resources among multiple funding streams, designated the Los Angeles region as a Performance Partnership Pilot (LA P3). The LA P3 project design will align state, county, and other local partners more closely to the current YouthSource Center system, and increase resources to probation, foster care, and other transitional age youth. The LA P3 project design is a significant opportunity to provide additional support, education, and workforce service enhancements to the various county departments: Probation, Children and Family Services, Public Social Services, Health, and Mental Health. The LA P3 pilot builds on several innovative and evidence-based enhancements to the Los Angeles Workforce Delivery System by employing an innovative and potentially highly effective model for successfully re-engaging disconnected youth in academic training, improving their basic skills, increasing their work readiness, and finding stable and well-paying employment.

**SUMMER YOUTH ACTIVITIES AND SERVICES**

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

**Summer Youth Employment Program (SYEP)**

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

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

Los Angeles Youth Opportunity Movement (LAYOM)

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

In PY 16-17, LAYOM will continue the WIA-funded Intensive Transitions project that supports youth offenders returning from probation camps, linking them to education and employment opportunities through the YouthSource system. Services include anger-management training, individual counseling, parent education, after-school tutoring, and community service. This case management program has shown an increase in successful completion of probation, reduced recidivism, community service, and restitution.

Cash for College

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

Services include:

- Targeting outreach to YouthSource participants to ensure attendance of WIOA-enrolled youth at the Cash for College Convention;
- Facilitating and recruiting pick up sites at the 13 YouthSource centers for the Cash for College Convention;
- Providing information for Free Application for Federal Student Aid (FAFSA) financial aid workshops to all YouthSource Contractors; and
• Ensuring that WIOA program-enrolled youth participate in the Cash for College financial aid workshops.

SYSTEM-WIDE ACTIVITIES

Workforce Development Board (WDB) Innovation Fund

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

Mayor's Sustainability pLAn

In April 2015, Mayor Garcetti formally released the City of Los Angeles Sustainability pLAn which addresses several challenges to the environment, economy, and social equity, including the volatility of weather conditions, the growing City population, and the accessibility to health/livable neighborhoods. In the pLAn, these challenges serve as themes around which specific strategies and initiatives have been developed for the years 2017, 2025, and 2035.

The Mayor has tasked the Workforce Development Board and the EWDD with increasing green jobs and investments in clean technology sectors to promote economic growth by:

• Making training investments to meet the increased demand for jobs relating to sustainability;
• Greening the Workforce Development System (WorkSource and YouthSource) by incorporating sustainable practices;
• Linking existing workforce and economic development services and programs, such as the WorkSource and YouthSource systems, with clean technology incubators also administered by the EWDD;
• Ensuring accountability by incorporating a working definition of the green economy and green jobs in the Annual Plan, along with a goal to measure and track success; and
• Expanding existing and forming new partnerships and collaborations.

As part of the implementation process, the Mayor issued Executive Directive No. 7-Sustainable City pLAn, requiring that all General Managers, Heads of Departments/Offices, and Commissions of City Government take several steps to ensure pLAn success, including:

• Use of the pLAn as a strategic planning tool to prioritize programs and activities;
• Ownership of components under their purview and collaboration with other departments/offices;
Plan Overview

- Regular reporting and incorporation of progress in annual performance-review submissions for the General Manager;
- Establishment of budget priorities for their department; and
- Provision of raw data about activities to capture progress and report on the City’s open-data portal.

Customer Satisfaction Surveys and LA Performs

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

Crossroads Workforce Policy Symposium

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

Labor Market Information and Analysis

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

Funding for Fiscal and Special Audits

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

Certification Requirements and Technical Assistance

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

WorkSource Center Online Portal
The State Employment Development Department implemented a new data collection system, CalJOBS\textsuperscript{SM}, during the PY13-14. The City contracted with the vendor for the State, Geographic Solutions, Inc., to develop a micro portal for the City that is linked to the new State System and provides: 1) local content management and 2) local branding.

Promotion and Outreach

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

- Address the WDB rebranding, including compliance with co-branding requirements of the DOL and the California Workforce Development Board.

- Increase regional market share recognition and support of jobseekers/dislocated workers, youth, and businesses/employers for the WDB Workforce Development System’s WorkSource, YouthSource, JobsLA.org, and HIRE LA’s Youth brands.

- Promote awareness and best practices for the Industry Sector Training Initiatives, the linkage to the Workforce Development System, and the connection to local and regional employers and community colleges.

- Facilitate joint messaging of the WDB and the EWDD goals and objectives.

Please see:

*Tab 4 - Service Strategies and Activities*, for a complete listing of PY 16-17 programs in relation to WIOA and non-WIOA funding sources and allocations for PY 15-16 and PY 16-17.

*Tab 5 - Budget*, for detailed budget information

*Tab 6 - Policies*, for proposed new and revised WDB Policies