“Southern California is a place practically built on hopes and dreams. For decades, our region has offered the promise of education, jobs, homes and healthy lifestyles. People seeking opportunity have journeyed here – from across the county and around the world – full of hope for something better for their families and their future.

But far too many who saw Southern California as a place of opportunity have been disappointed. Throughout the region, people are struggling daily for the things some take for granted – safe streets, good jobs, access to health care, affordable housing, and a quality education for our families.”

Fred Ali, President and CEO
Weingart Foundation

YEAR 18 WORKFORCE DEVELOPMENT SYSTEM (WDS) ANNUAL PLAN

VISION

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

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

PLAN OVERVIEW

The Year 18 WDB Annual Plan (Annual Plan) establishes the priorities, strategies, and policies for the City’s Workforce Development System (WDS). The Annual Plan is developed by the Economic and Workforce Development Department under the governance of the Workforce Development Board (WDB), City Council, and Mayor.

Last year, the WDS, through a comprehensive network of workforce service providers, educators, employers, and other strategic partners, served 93,463 Angelenos and assisted 44,718 in finding employment (Source: CalJOBSSM). The WDS also re-engaged more than 5,600 disconnected youth into education and/or employment.

As the Los Angeles regional economy continues to recover from the Great Recession, nearly reaching pre-recession unemployment levels, labor market and demographic data for the region continues to reflect an uneven recovery in which large segments of the labor market such as low-income, English Language Learners, single mothers, disconnected youth, and individuals without a post-secondary education or training,
continue to face significant challenges in accessing “good” jobs. Income inequality is particularly pervasive for men and women of color, with gender and racial wage gaps at every level of educational attainment.

“To build a more equitable Los Angeles, leaders in the private, public, nonprofit, and philanthropic sectors must commit to putting all residents on the path to economic security through equity-focused strategies and policies to grow good jobs, build capabilities, remove barriers, and expand opportunities for the people and places being left behind.”

An Equity Profile of the Los Angeles Region
Policy Link / USC Program for Environmental & Regional Equity

LONG TERM STRATEGIC GOALS

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

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

Strengthen connections with major economic drivers in the region – Through the leadership of the Mayor’s Office, the Workforce Development Board will develop Memoranda of Understanding with Los Angeles World Airports, the Port of Los Angeles, Department of Water and Power, Los Angeles County Metropolitan Transportation Authority (Metro), and University of Southern California to provide employment and training connections for Los Angeles residents.

The Workforce Development Board will build upon and complement the current efforts and project labor agreements managed by the Board of Public Works, Office of Contract Compliance. By identifying the upcoming construction and permanent employment opportunities, the WDS will develop a regional sector strategy that develops approaches to connecting Angelenos into the construction industry, and related permanent jobs.
**Strengthening Industry Sector Strategies** – The WDS will continue investments in four key industry sectors to develop career pathways for all Angelenos:

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

The sector strategy recommendations will be completed in the fall of 2017, and will guide the development of future employer engagement partnerships, and training investments.

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

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

The Workforce Development System has dramatically increased its total number of vulnerable populations served over the last three years, and specific targets for each of these populations will be developed and included in service delivery contracts. The WDS will also advocate for the expanded hiring within vulnerable populations through the City’s Targeted Local Hire program launched in February 2017.

The WDS continues to expand its partnership with LAUSD through the launch of the LAUSD WIOA Navigator program. Ten LAUSD WIOA Navigators will be co-located at City WSCs by July 1, 2017.

**Address homelessness with more employment opportunities** – In alignment with the City of Los Angeles Comprehensive Homeless Strategy, the WDS will expand existing efforts to provide job-skills training, employment services, and other related services for current and former homeless individuals. The WDS will also expand employer-driven pathways to well-paying, stable employment by integrating public, private, educational, and non-profit systems, including Social Enterprises.

This goal will be accomplished through expansion of the LA:RISE initiative, and increased services at each WorkSource Center through recent City and County funding approved through Measures H and HHH.
Focus on the reentry population – Work with the Mayor’s and City Attorney’s Offices to leverage investments of Los Angeles County and City funds to serve the reentry population. Through the novel settlement by the City Attorney, WDS will have $30 million over the next four program years to establish LARCA 2.0, a reentry program targeting individuals who are a part of a recent Gang Injunction settlement. The program design will include 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 WDS will also establish minimum re-entry enrollment goals for City WorkSource Centers to achieve a minimum of 3,000 new enrollments each year.

Focus on disconnected youth – The WDS will continue to provide leadership for integrating city, LAUSD, LACCD, and LA County services to increase educational, employment, housing and social well-being outcomes of the City’s disconnected youth. Through the Performance Partnership Pilot (P3) initiative and current rebid of the YouthSource system, the WDS is providing regional leadership on expanding and integrating services to the region’s disconnected youth population including foster, probation, dropout and homeless youth populations.

It is expected the YouthSource system, through these partnerships, will provide services to nearly 8,000 young adults in the city each year.

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

In the last year, the City of Los Angeles provided leadership to cross jurisdictional efforts aimed at developing regional workforce development strategies. The WDS Annual Plan seeks to align the goals and objectives identified through the Regional, Local and P3 planning efforts undertaken by the City and key workforce development stakeholders in the region over recent years. These planning efforts seek to align workforce resources and programs to develop systematic and coordinated efforts to increase economic opportunities for those left out by the economic recovery. The following planning efforts were undertaken in PY 2016-17, and will transition to implementation efforts in PY 2017-18:
1) Regional Plan aimed at the development and implementation of decision-making structures that will strengthen workforce activities and performance at the regional level of the seven Los Angeles Basin Local Boards. The Regional Plan supports the State Board’s Unified State Plan goal of building regional sector pathways, including increasing industry-valued credential attainment and enrollment in apprenticeship through sector strategies; increasing employer engagement; and development of a regional communications effort between the seven regional boards.


2) Local Plan describes the City’s WDS efforts to meet the goals and objectives of the Regional Plan, and to meet the federal and state intent of implementing the Workforce Investment Opportunity Act.


3) Performance Partnership Pilot (P3) Strategic Plan is currently in final draft form and is being distributed and discussed for feedback and comment. The P3 Strategic Plan contains the collective efforts of over 40 organizations to improve the education, workforce development, housing and social well-being outcomes of the region’s disconnected youth. The goals and objectives link with specific strategies that would increase integration of services between city, county and
school districts. It also calls for specific policies to prioritize services for the region’s disconnected youth populations.

4) Los Angeles / Orange County Regional Consortia (LAOCRC) Strong Workforce Plan – The LAOCRC developed a plan in response to the needs of the region and the legislative intent of the “Strong Workforce Program.” The plan can be accessed at http://www.laoerc.org/.

Service Delivery

The City’s Strategic Goals will be implemented by the EWDD network of service providers comprised of 16 WorkSource Centers (WSC) and a system of YouthSource Centers (YSC) newly procured in the spring of 2017.¹ 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.

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.”
# System Partners:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Programs/Initiatives</th>
</tr>
</thead>
</table>
| CA Employment Development Department              | • Wagner Peyser Title III  
|                                                   | • Veterans Services                                        |
| CA Department of Rehabilitation                   | • WIOA Title IV                                            |
| LA Community College District                      | • WIOA Title II  
|                                                   | • Sector Training                                          |
| LA Unified School District                         | • WIOA Title II  
|                                                   | • WIOA Navigators (WSC)  
|                                                   | • PSAs (YSC)                                               |
|                                                   | • Sector Training                                          |
| Los Angeles Department of Public Social Services   | • TANF  
|                                                   | • Summer Youth Employment                                  |
| Los Angeles County Department of Probation         | • High Risk / High Need Program                            |
| Los Angeles Department of Aging                    | • WIOA Title V                                              |
Who We Serve (WIOA TITLE I) Adult, Dislocated Worker and Youth Funding

Gender
- % of Women - 52%
- % of Men - 48%

High Barrier Populations
- # of Veterans - 1,685
- # of Persons with Disabilities - 2,728
- # of Homeless - 2,507
- # of Re-Entry - 1,917
- # of Disconnected Youth - 2,177

Race and Ethnicity
- Latinos - 41%
- African Americans - 28%
- Asian - 5%
- White - 25%

Income
- % of Low-Income - 73%
- % Individuals on Public Assistance - 38%

Age
- Ages 14-24: 9,418
- Ages 25-44: 15,399
- Ages 45-64: 11,829
- Ages 65 and Older: 1,025
FY 2017-18 FUNDING OUTLOOK

The new administration in Washington DC has created uncertainty for the Workforce Development System beyond the next program year. President Trump’s proposed budget for Fiscal Year 2017-18 recommends a 21 percent decrease for the U.S. Department of Labor. If approved, the proposed budget is anticipated to result in a funding reduction to the WDS of between 21 and 40 percent.

It is critical the City and its partners continue to advocate for the full funding of the Workforce Innovation and Opportunity Act as passed overwhelmingly by Congress.

Given the possible funding reductions anticipated in future program years, it is imperative to continue to leverage strategic partnerships to sustain critical programming for Angelenos. The WDS must also continue to diversify resources and explore new funding streams. A recent example of new revenue streams that may provide resources for workforce development programs targeting Angelenos left out of the economic recovery includes the recently approved Measure H, which will provide $3.5 billion in new revenues for homeless programs.

WDS FUNDING RECOMMENDATIONS

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

Funding Highlights:

<table>
<thead>
<tr>
<th>No.</th>
<th>Funding</th>
<th>Strategy</th>
<th>Outcome</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>$16,508,800</td>
<td>Fund 16 WorkSource Centers to provide employment training and placement services high-barrier to adults and dislocated workers and employers.</td>
<td>Serve 28,000</td>
<td>Strengthen connections with major economic drivers in the region and Target vulnerable populations with a geographic focus</td>
</tr>
<tr>
<td>2.</td>
<td>$11,624,557</td>
<td>Fund 14 YouthSource Centers</td>
<td>8,000</td>
<td>Focus on disconnected youth</td>
</tr>
</tbody>
</table>
3. $10,000,000 Year-Round Youth Employment Program 15,500 Focus on disconnected youth
4. $2,700,000 Los Angeles Reconnections Academy (LARCA 2.0) 750 Focus on the reentry population
5. $2,700,000 Los Angeles Regional Initiative for Social Enterprise (LA-RISE) 2.0 400 Address homelessness with more employment opportunities
6. $2,000,000 LA County Probation / Workforce Development Aging and Community Services Grant TBD Focus on the re-entry population
6. $500,000 WDB Innovation Fund Vulnerable Populations 275 Target vulnerable populations with a geographic focus
7. $600,000 Layoff Aversion 275 Employers Strengthen connections with major economic drivers in the region
8. $800,000 Rapid Response Activities As needed Strengthen connections with major economic drivers in the region

CURRENT ECONOMIC IMPACTS ON EMPLOYMENT

The Region and Local Economy

In 2016, 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 near pre-recession levels, and has declined by approximately 1 percent annually over the past five years. The annual unemployment rate for the state fell to 5.4 percent during 2016, a reduction of 0.8 percentage points compared to 2015 levels, and 7.4 percentage points from its peak in 2010.
Table 1: Annual Unemployment Rate (%)

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>4.9</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>5.4</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>5.2</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>5.6</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>

As of February 2017, the City of Los Angeles had an unemployment rate of 5.1% *Pre-recession level
Source: Bureau of Labor Statistics and California Employment Development Department

Los Angeles County’s economic progress closely follows that of the State, with an additional 88,000 jobs added and a 2 percent increase in job growth in 2016. The County’s unemployment rate in 2016 fell to 5.2 percent from 6.9 percent in 2015. Job growth is expected to slow to 1.5 percent for the next two years as there are fewer jobs needed to be added and as the labor market tightens.

In 2016, job growth in Los Angeles County was spread across most industry sectors. The largest private sector gains were in health care and social assistance (adding 24,100 jobs), leisure and hospitality (adding 17,400 jobs), and retail trade (9,000 jobs). Government payrolls grew by 8,100 jobs. Three sectors shed jobs over the year. For a third year, manufacturing continued to shrink, losing 6,000 jobs in 2016. Wholesale trade contracted by 1,100 jobs. Natural resources, which in Los Angeles County are confined to oil and gas field operations, lost 400 jobs for the second year in a row. As the rate of job creation slows, the number of jobs added will also decline, with 64,400 jobs expected to be added in 2017 and 68,600 in 2018.

The sectors expected to add the largest number of jobs over these two years are healthcare and social assistance (31,390 new jobs), and administrative and support services (22,810 jobs). Leisure and hospitality will add 18,880 jobs over the next two years, and retail trade is expected to gain 11,670 jobs. After three years of falling job numbers, natural resources will stabilize and add 60 jobs. Manufacturing is expected to continue its decline in employment, losing 1,420 jobs through 2018.²

Measure of Equity in Los Angeles

Though the regional economy continues to improve, many Angelenos have been left behind from the recovery. Racial employment gaps persist in the regional economy with African Americans having the highest unemployment rates at 15 percent compared to Latino and Whites at 9 percent each. African Americans and Native Americans have the lowest Labor Force Participation Rates in the region at 78 percent and 71 percent respectively. Income inequality is also pervasive in the region, with 24.5 percent of African Americans and 23.7 percent of Latinos living in poverty. Latinos are also much more likely to be working poor compared to all other racial groups with a 12.5 percent compared to 4.3 percent of African Americans.  

Employment and Educational Outlook for the City of Los Angeles

As of February 2017, the City of Los Angeles had a civilian labor force of 2,048,000 individuals. Of that number, 104,200 (5.1 percent) were unemployed, a slight increase from April 2016, when the City of Los Angeles had a civilian labor force of 2,008,300 individuals and 99,700 (5 percent) were unemployed.

Middle-Skills Gap

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. 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.

Demand for middle-skill jobs is strong. As shown in Figure 1, 50 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.
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

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9 National Skills Coalition analysis of long-term occupational projections from the California Employment Development Department
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, nearly twenty-five percent of adults 25 years and older do not have a high school diploma, while 32 percent have a Bachelor’s degree or more. More troubling is that 46 percent of the Hispanic population lacks a high school credential, compared with 4.5 percent of White residents, 12 percent of African-American residents, and 11 percent of Asian residents.

Table 2: Educational Attainment (of persons age 25+)\(^{10}\)

<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>13.3%</td>
<td>29.8%</td>
</tr>
<tr>
<td>California</td>
<td>18.2%</td>
<td>31.4%</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>22.7%</td>
<td>30.3%</td>
</tr>
<tr>
<td>Los Angeles City</td>
<td>24.5%</td>
<td>32.0%</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-

\(^{10}\) U.S. Census Bureau: QuickFacts.
valued credentials will enable people to secure jobs with increasing responsibility and pay.

**Figure 3: A Middle-Skill Gap**

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 $38.8 million in WIOA Adult, Dislocated Worker, and Youth formula funds from the State specifically for Program Year 2017-18, as detailed under *Tab 5 - Budget*. For Rapid Response, the City estimates funding of $1.1 million. In addition to these formula allocations, the City plans on receiving additional non-WIOA funds and other competitive awards amounting to $21.0 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 $7.0 million composed of both WIOA formula and other workforce development-related grants. Total funding available for WDS activities is projected at $67.8 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 provide the funding base
for both the City’s Adult WorkSource and YouthSource programs. The Adult programs provide training and job placement assistance. The Youth programs reconnect youth and young adults to education, provide basic skills remediation, and prepare them to enter post-secondary education or the labor market.

The Annual Plan proposes a balanced budget for PY 2017-18. Projections for new WIOA Title I Formula Funds and carryover revenue are summarized in Table 3 below:

Table 3: Workforce Innovation and Opportunities Act Formula Funding

<table>
<thead>
<tr>
<th></th>
<th>PY 2016-17 WIOA Funds</th>
<th>PY 2017-18 WIOA Funds (*Projected)</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>$14,785,934</td>
<td>$14,225,786</td>
<td>($560,148)</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>$9,827,957</td>
<td>$8,879,728</td>
<td>($948,229)</td>
</tr>
<tr>
<td>Youth</td>
<td>$14,347,624</td>
<td>$15,668,846</td>
<td>$1,321,222</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>$1,349,835</td>
<td>$1,100,000*</td>
<td>($249,835)</td>
</tr>
<tr>
<td>Carryover</td>
<td>$5,128,040</td>
<td>$5,926,203*</td>
<td>$798,163</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$45,439,390</td>
<td>$45,800,563</td>
<td>$361,173</td>
</tr>
</tbody>
</table>

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

WORKFORCE DEVELOPMENT SYSTEM

The City launched a redesigned WorkSource system in FY 14-15 that sought to better align services and training with high-growth employment sectors that offer living-wage career paths. Through the implementation of the Integrated Service Delivery (ISD) Model in the Adult and Dislocated WorkSource centers (which 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. In PY 2017-18 EWDD will launch a redesigned YouthSource system procured in the spring of 2017. The newly procured system will emphasize the coordinated and integrated delivery of education, workforce, and social services to disconnected youth ages 16 to 24.

ADULTS AND DISLOCATED WORKERS SYSTEM ACCOMPLISHMENTS

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

WORKSOURCE SYSTEM ACCOMPLISHMENTS

Integrated Service Delivery (ISD) Model Leads to a Systematic Approach to Serving Angelenos

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 2016-17. As of March 31, 2017, the City’s 16 WSCs have served nearly 27,500 participants, and are on pace to serve a total of 35,000 participants by the program year's end in June 2017. 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). The integration of key workforce development programs in the region provides the WDS a systematic approach to serving those with greatest need and addressing inequities in our labor market. Additional partners include the County of Los Angeles Workforce Development Board, the Verdugo/Glendale Workforce
Development Board, the South Bay Workforce Development Board, and the Pacific-Gateway Workforce Investment Network, as well as the United States Department of Veterans Affairs, and the City's Department of Disability, Department of Aging, and Los Angeles Public Library.

### WDS Enrollments PY 2011-12 through 2016-17

[Graph showing enrollments from 2011-12 to 2016-17]

### Developing Industry Sectors Strategies in High-Demand Sectors

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

#### Industry Sector Strategist

To develop a regional approach to sector strategies, in 2016 the City identified four Sector Strategists to assist in developing regional strategies for engaging key employers, training providers, and workforce services providers. Strategists are responsible for engaging key stakeholders to align workforce training needs with the critical skills identified by key employers as lacking in the current labor force. The strategists are also responsible for making policy recommendations to the Workforce
Development Board to reduce unnecessary overlap and redundancy in training programs and to ensure that training leads to industry-valued, stackable credentials.

### Industry Sector Strategies

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| **Information Technology** | • Convened IT employers and training provider meetings to assess industry skills gap and develop employment profile  
• Convened Tech Ed Leadership Collaborative  
• Final Report will be delivered the fall of 2017 |
| **BioTech / BioScience** | • Conducted a survey of businesses to identify desired skills for jobseekers  
• Coordinated 16 Coordination Meetings with WDBs, stakeholders, and partners  
• Developing career pathways that include a “learn and earn” aspect that will allow trainees to earn income while gaining skills needed to advance through the career pathway  
• Final Report will be delivered by the fall of 2017 |
| **Advanced Manufacturing** | • Convened meetings with employers, educators and Manufacturing Council to assess manufacturing industry skills gap and employment needs.  
• Participated in The California Advanced Manufacturing Apprenticeship Collaborative,  
• Developed applicant skills assessment system for employers. Assessments are leading to increased on-the-job training opportunities.  
• Final Report will be delivered by the fall 2017 |
| **Trade / Logistics** | • Surveyed employers to assess industry skills, education, and credentials profile.  
• Surveyed Training Providers to identify programs that prepare students for careers in the Trade and Logistics sector.  
• Interviewed 3 Stakeholders to discuss certifications, tutoring programs, program challenges and successes.  
• Attended 36 Industry Stakeholder Meetings.  
• Final Report will be delivered by the fall of 2017 |
Sector Training

EWDD launched sector-based training programs with the Los Angeles Community College District in two emerging sectors within the Los Angeles Labor Market.

Unmanned Aerial Vehicle Technology

• The UAV program is an innovative partnership between East Los Angeles College and TESLA Corporation.
• Seventy-five participants will receive comprehensive training designed to provide individuals with the skills and knowledge required by current UAV employers.
• Training will include both short-term training and internship opportunities leading to competitive employment.

Early Childhood Education

• The ECE program is a sector-based training program piloted by LA City College. The program offers certificated training modeled on LAUP’s “Teachers’ Institutes,” resulting in an Early Childhood Exceptional Populations Certificate.
• The pilot program will recruit and train 30 individuals from the City’s Workforce Development System, LAUP, and other community partners.
• LACCD would offer priority enrollment to those individuals who meet the 12-unit core coursework criterion and who are 1) youth ages 18-24 or 2) seniors seeking job retraining or a second, post-retirement career.

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 PY 2016-17.

High-Road Economy Strategy

The WDS is committed to developing sector strategies that embrace the principles of a high-road economy that competes on the basis of innovation, quality, and high skills rather than low wages, contingent employment, and low or no benefits.
It is critical that the Board prioritize the delivery of its workforce services to high-road employers who offer jobs with good wages and benefits, support for ongoing skill training and employee advancement, good work conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and adequate hours with predictable schedules that enable employees to meet their family caregiving commitments. Low-road, low-quality jobs that do not meet these standards for good jobs have high turnover rates, provide limited opportunity for career advancement, and call into question the return on investment of limited WIOA resources.

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

**Targeted Local Hire**

The Targeted Local Hire program developed by Mayor and Council and lead by the Personnel Department has utilized the WorkSource Center System to screen and refer applicants who are not generally represented in the traditional civil service hiring process. Specific outreach efforts to the under-represented populations, and a specific hiring and screening process to encourage applicants to be hired from this pool has resulted in over 500 applicants to employment opportunities available in the city departments.

**American Apparel**

In January 16, 2017, American Apparel Inc. closed its manufacturing and warehousing facilities in the Los Angeles, impacting nearly 3,500 employees in the region and 2,200
within the City of Los Angeles. The mass dislocation of this large number of specialized skilled workers in traditionally low-wage jobs will provide a challenge to retrain and place. At this time, 877 unduplicated individuals have been served by the region’s Rapid Response. Services provided include:

- Five Rapid Response Orientations;
- One Job Fair serving a total of 263 displaced AA workers;
- 420 Individuals received assistance filing for Unemployment Insurance Benefits;
- 169 enrolled into Medical and Cal Fresh through DPSS;
- 241 enrolled into ESL / VESL with LAUSD DACE; and
- 266 enrolled with the WorkSource Centers System.

Increase Services for Vulnerable Populations

In PY 2016-17, 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.

### Homeless Services Initiatives

- WIOA
- 2,507 Enrolled
- LA:RISE Initiatives
- 503 Enrolled
- 503 Received Transitional Employment
- 60 Placed in Employment

### Re-Entry Initiatives

- WIOA
- 1,917 Enrolled
- Mayor's Initiative / Re-Entry
- 70 Enrolled
- 29 Placed in Vocational Training
- 13 Placed in Employment

**YOUTHSOURCE SYSTEM ACCOMPLISHMENTS**

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

Over the last decade, the City has been an innovative workforce development leader, particularly for those young adults most in need of educational and workforce services. The City of Los Angeles YouthSource System is a dropout recovery and reengagement system that works to increase the educational and workforce outcomes of all young adults in Los Angeles.
In collaboration with the Los Angeles Unified School District, the Los Angeles Community College District and several other public and private partners, the system is a community-based approach to reaching young adults who have not graduated from high school, who are not engaged in the workforce, or not pursuing an educational certificate or degree. Each center works with local partners to increase high school graduation, college acceptance, employability and employment placement of its participants.

System goals include:

1. Building strong partnerships, integrating efforts, removing barriers, and improving accountability and communication;

2. Developing innovative strategies for increasing education and employment outcomes;

3. Championing public and private systems change to improve outcomes; and

4. Focusing policies and programs that empower youth to become self-sufficient and resilient, and respecting the capabilities and capacities of all Los Angeles Youth.

These system goals are based on the values of connectivity, creativity, and change, centered on youth. These goals allow us to collectively transform our service delivery system to improve the education, employment, housing, and physical and mental well-being of the region’s disconnected 16-24 year-old population.

In the spring of 2017, EWDD released a Request for Proposals (RFP) in order to re-procure organizations interested in managing a YouthSource Center (YSC). Proposals were to center on serving youths ages 16 – 24, with a focus on engaging disconnected youth with school or work, improving student retention and bolstering academic proficiency. Proposers were expected to provide support, and career and workforce development services to youth in the City of Los Angeles and to be responsible for leading local partners to increase resources and outcomes for disconnected youth.

In July 2012, the City of Los Angeles realigned 13 YouthSource Centers as “drop-out recovery centers” with the colocation of certified LAUSD (Los Angeles Unified School District) student counselors who have access to student data to determine attendance patterns, credits earned toward graduation, test scores, and behavioral patterns. The newly re-procured YouthSource program continues a regional partnership with the LAUSD. This formal partnership places 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 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.

**YouthSource System Accomplishments:**

- Over 16,000 Young Adults Utilized YSCs
- 5,680 Young Adults Received Academic Advisement
- 2,422 Young Adults Enrolled with a YSC
- 720 Opportunity Youth were placed in employment
- 838 HS Drop-Outs were successfully recovered
- 15,050 Young-Adults were placed in jobs through HIRE LA's Youth Program

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**SYSTEM ACTIVITIES PROPOSED FOR PY 2017-18**

The items below highlight a number of services and activities that are proposed as new and/or continuing in PY 2017-18, and identify the relevant Workforce Development Strategy, or strategies, under which each activity is aligned. Further detail on PY 2017-18 services and activities is provided in *Tab 4 - Services Strategies and Activities*. *Tab 5 – Budget* provides detailed budget information for PY 2017-18.
ADULT AND DISLOCATED WORKER ACTIVITIES

WorkSource Centers (WSCs)

WSCs provide job search assistance through 16 sites strategically located in the areas of the City with the highest concentration of poverty, long-term unemployment, and low levels of educational attainment. Although the center facilities are open to all, particular emphasis is given to services provided to veterans, individuals with barriers to employment, and those who have been laid off from prior employment (dislocated workers).

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

Rapid Response Services

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

1. Rapid Response Core Services/Strategies
   Rapid Response provides information on transitional services to employers that have issued layoff notices (Workforce Adjustment and Retraining Notification Act [WARN] required and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.

2. Layoff Aversion/Business Retention
   Rapid Response provides services to businesses at risk of closing or laying off employees, in order to avert or reduce layoffs and 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.
WORKSOURCE SYSTEM ENHANCEMENTS

Southeast Los Angeles, Exposition Park, and Library Portals

Funding is provided to continue operating a WorkSource Center portal to provide workforce development services to residents living in Southeast Los Angeles (south of the Santa Monica Freeway and east of the Harbor Freeway) and in the Exposition Park area. 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.

YOUTH ACTIVITIES

YouthSource System

Re-procured for PY 2017-18, the YouthSource System focuses on addressing the region’s high school dropout crisis and implementing student recovery efforts. The system places a priority on provision of services for out-of-school youth and in-school youth who are most in need. Indicators of need include chronic absenteeism, functioning below grade level, and being credit deficient.

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

LAUSD Drop-Out Prevention and Recovery Counselors Systems’ Support

Los Angeles Unified School District’s (LAUSD) Office of Pupil Services continues to serve as a collaborator for all YouthSource Centers to identify out-of-school youth and 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 2017-18. 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.

**Youth Career Connect / Career Pathways Trust**

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

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

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

SUMMER YOUTH ACTIVITIES AND SERVICES

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

Summer Youth Employment Program (SYEP)

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

HIRE LA’s Youth Campaign

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

Los Angeles Youth Opportunity Movement (LAYOM)

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

In PY 2017-18, 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 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.

**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\textsuperscript{sm} System and sorts and displays the data in scorecard format. LA Performs serves as the data source for contractor performance evaluations. Satisfaction surveys are conducted on a sample basis of WDS customers by a third party. The survey results are also incorporated into the contractor performance evaluations.
Crossroads Workforce Policy Symposium

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

Labor Market Information and Analysis

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

Funding for Fiscal and Special Audits

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

Certification Requirements and Technical Assistance

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

WorkSource Center Online Portal

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

Promotion and Outreach

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

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

- 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; and

- 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 2017-18 programs in relation to WIOA and non-WIOA funding sources and allocations for PY 2016-17 and PY 2017-18

Tab 5 - Budget, for detailed budget information

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