



PY 2025-2028

# WIOA LOCAL PLAN: CITY OF LOS ANGELES



# Table of Contents

Executive Summary .....	3
City of Los Angeles PY 25-28 WIOA Local Plan .....	11
Section I: WIOA Core and Required Partner Coordination .....	11
Section II: State Strategic Partner Coordination .....	23
Section III: WIOA Title I Coordination .....	35
Appendices .....	50
1. Stakeholder and Community Engagement Summary .....	51
2. Local Plan Public Comments .....	60
3. City of Los Angeles WDB Signature Page .....	61

## Executive Summary

### Overview of State, Regional, and Local Plans

Federal planning requirements under the Workforce Innovation and Opportunity Act (WIOA) outline the need for a State Plan to ensure cohesive workforce development efforts at the regional and local level. As the guiding document for Local Boards and their partners, the State Plan provides high-level policy direction as they jointly develop Regional and Local Plans. The objectives described in the California Unified Strategic Workforce Development Plan work toward a shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery.

In accordance with state directive WSD24-09, the City of Los Angeles Workforce Development Board (WDB) collaborates with six other Local Boards in the Los Angeles Basin Regional Planning Unit (LABRPU) to develop the Regional Plan. The Regional Plan provides a roadmap for aligning resources and investments to meet specific outcomes. The LABRPU articulates how the region will cohesively build industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals with barriers to employment.

As outlined in WIOA Section 108, Local Plans translate regional objectives into operational actions by describing how individuals access services through the City's Workforce Development System (WDS). The Economic and Workforce Development Department (EWDD) serves as the fiscal agent for the City of Los Angeles and, in consultation with the WDB and input from the community, produces the Local Plan every four years. The City of Los Angeles' Local Plan sets goals around preparing and placing individuals into self-sufficient employment, career pathway employment opportunities, and the promotion of system collaboration.

The LABRPU Regional Plan and California's Unified Strategic Workforce Development Plan can be summarized into three main policy objectives:

1. Fostering workforce initiatives tailored to industry sector needs,
2. Enabling equitable access to workforce programs, and
3. Coordinating and integrating programs and services for the most effective delivery.

The Local Plan aligns its objectives along these lines, providing a detailed account of local workforce programs and actionable strategies applied by the City that work to directly support these goals. Such operationalization serves as the framework for the development of public policy, fiscal investment, and operation of the Los Angeles Workforce Development System.

### Current Labor Market Conditions/ Economic Imperatives

In the wake of the devastating January 2025 Los Angeles wildfires that have affected thousands of residents and businesses, the City will extend its full support in the

recovery of affected business and displaced workers. Resources will continue being readily available through the City's America's Job Centers of America (AJCC) Adult and Youth System and BusinessSource Centers to aid in the first steps of recovery.

In a January 16, 2025 press release, the State Employment Development Department (EDD) announced a \$20 million award to Los Angeles County and City to support the immediate needs of wildfire impacted workers suffering job losses or reduced hours, including support for temporary employment. The funding also provides support for long-term recovery and permanent reemployment. Program participants may also receive additional help with other needs such as housing, childcare, transportation, computer training, skill upgrades, and other supportive services to meet the needs of affected displaced workers. The Los Angeles region will receive up to \$10 million that will be coordinated by Los Angeles County and the City of Los Angeles to support humanitarian aid and cleanup efforts by creating temporary jobs in impacted areas. These jobs will address urgent needs such as debris removal, shelter operations, and community health support, providing critical opportunities for impacted communities to recover and rebuild.

The region's labor market also faces new challenges that must be addressed through the City's Workforce Development System. To better understand the economic conditions facing the City's labor market, EWDD commissioned the Los Angeles Economic Development Corporation (LAEDC) to prepare its Los Angeles: People, Industry, and Jobs, 2022-2028 Report, which provides an overview of the economic base, workforce, and key socioeconomic characteristics of the resident population in the City of Los Angeles. Among its key findings, the following data provides key economic and demographic updates that impact the City's workforce:

1. **Ongoing Economic Recovery from the Pandemic:** The City's economy continues to feel the impact of the COVID-19 health crisis that led to business closures and significant job losses that exacerbated inequality and access to good jobs in the City.
2. **Homelessness:** Homelessness continues to be a national and regional crisis. According to LAHSA's 2024 Greater Los Angeles Homeless Count, there were 75,312 homeless persons in Los Angeles County and 45,252 in the City of Los Angeles. While an estimated 31% are sheltered, this leaves an estimated 69% unsheltered, living on the street. Of those, 82% are adults (ages 25 or older), 4% are youth (ages 18-24), and 25% are older adults (age 55 or older).
3. **Housing Affordability/ High Cost of Living:** Escalating rents, rising costs of living, and inflation are still key drivers of homelessness in the region. According to the California Housing Partnership, as of May 2024, renters in Los Angeles County need to earn \$48.04 per hour - 2.9 times the City of Los Angeles minimum wage – to afford the average monthly asking rent of \$2,498.
4. **Income and Poverty:** In the City of Los Angeles, LAEDC data shows that 43% of working residents earn more than \$65,000 per year, 32.3% earn between \$35,000 and \$65,000, 20.8% earn between \$15,000 and \$35,000., and 4% earn less than \$15,000 per year. LAEDC data also shows that 100,700 of the almost 826,000 total families had their incomes fall below the federal poverty level within the prior year (12.2% of all families). The combination of low wages and high cost

of living has led to increasing poverty, financial instability, and economic inequality.

5. **Population Decline:** The County's population is and will continue to decrease. In January 2022, the population in Los Angeles County was 9.7 million, a decline of more than 435,000 (-4.3%) from the pre-pandemic population of 10.1 million in 2020. It is expected to reach 9.3 million by 2040 and 8.3 million by 2060. Additionally, declining birth rates and rising living costs as well as shifts in economic, cultural, and social dynamics are likely to result in overall decreases in net immigration. These declines could contribute to a troubling labor shortage across key industry sectors, reduced high-income earners and entrepreneurs, and a decline in tax revenue, further hindering the City's economic stability and growth.
6. **Aging Workforce:** The number of Older Adults (55+) is increasing faster than any other age group. Older Adults are 25% of the City's total population and represent 20% of the region's workforce, meaning that 1 in 5 workers in the City of Los Angeles are 55+. There are almost 1 million Older Adults in the City of Los Angeles (966, 295). Older Adults make up 17% of the City's unemployed population. Of those, however, only 15% of those enrolled in WSCs are representative of older workers 55+.
7. **Educational Attainment:** In Los Angeles, 40% of the adult population age 25 and over has a High School diploma or less, while another 40% of the population does not have the requisite training and education for quality employment opportunities in the City of Los Angeles. Studies support that individuals with no high school diploma comprise a far greater share of the population in poverty than the general population and those with a high school diploma and no college are overrepresented to a lesser degree.
8. **Increased Disconnection Rates for 16-24 Year Olds:** Since the pandemic (March 2020), there has been a 39% increase in youth disconnection rates. Disconnected youth are defined as those who are neither in school nor employed. Data shows that there are currently 72,000 disconnected youth in Los Angeles.
9. **Los Angeles Wildfires Disaster Recovery:** Massive wildfires in January destroyed entire neighborhoods in Pacific Palisades and Altadena, uprooting thousands from their homes, businesses, and communities.

### **Los Angeles Five-Year Workforce Development Strategic Plan (2025-2030)**

In 2024, EWDD engaged in numerous strategic planning efforts intended to adapt to the changing demands of workforce needs, intensify partnerships, and strengthen the capacity of the WDS to serve the most vulnerable. The City of Los Angeles Local Plan will be guided by the recently completed Los Angeles Five-Year Workforce Development Strategic Plan as well as other strategic efforts that aim to supplement the strategies outlined in the Five-Year Plan.

EWDD, the WDB, and the Mayor's Office jointly commissioned the "**Los Angeles Five-Year Workforce Development Plan: A Path Forward,**" a transformative strategy designed to reshape the City's Workforce Development System (WDS) to meet the urgent needs of its residents and industries.

The Five-Year Plan's goal is to place 50,000 Angelenos into high-quality living-wage jobs, registered apprenticeships, paid work experiences, and training as critical pathways to economic stability and success. The Plan's key objectives include: 1. Build a Stronger Workforce Ecosystem; 2. Promote Economic Mobility for High-Barrier Populations; and 3. Develop Industry-Specific Sector Strategies. It prioritizes collaboration among government, labor, educational institutions, businesses, and community organizations, to provide both workers and employers with the support they need to thrive. To create a stronger, more inclusive workforce system, the strategies outlined in the Plan aim to: a) Connect Angelenos with quality jobs and opportunities to continue developing their skills and qualifications; b) Ensure pathways to quality jobs are accessible to all Angelenos by removing barriers to employment for Angelenos facing the greatest economic disparities and marginalization and by providing these groups with targeted pathways to employment and wraparound services, and; c) Adapt to changes in workforce needs in response to demand from both the worker and employer perspectives.

The WDS seeks to develop career pathways in the following eight **key industries** that are experiencing significant growth – whether through job creation or through transformative investments (e.g. infrastructure, sustainability, and high-profile events like the upcoming Olympics and FIFA World Cup):

- 1. Biosciences:** The biosciences sector is advancing rapidly in Los Angeles, driven by groundbreaking research in health, food production, and environmental sustainability. With the State of California's \$500 million investment in UCLA's Research Park, including the California Institute for Immunology and Immunotherapy, the region is positioning itself as a global leader in bioscience research and manufacturing.
- 2. Blue & Green Economy:** As a leader in environmental innovation, Los Angeles is capitalizing on its role in the blue and green economies, with substantial investments, including a \$1.2 billion grant from the U.S. Department of Energy to modernize the Ports of Long Beach and Los Angeles.
- 3. City of Los Angeles & Public Sector Agencies:** In 2023, the government sector remained one of the top 10 largest employers across all industries. This sector is a crucial component of Los Angeles' economy, with more than 50,000 workers employed across 44 departments in the City of Los Angeles alone.
- 4. Construction / Infrastructure:** The construction industry is a key driver of Los Angeles' economic expansion, particularly with Metro's \$26.8 billion capital program and various public infrastructure projects. The City is focused on sustainable construction, green building, and housing development.
- 5. Entertainment, Motion Picture, and Sound Recording:** Despite recent disruptions from the pandemic and labor strikes Los Angeles remains the global leader in entertainment, employing over 150,000 workers in film production, music, and media. This industry is vital not only for its direct economic contributions but also for its global cultural influence. As the industry recovers, ensuring equitable access to these high-wage jobs will be crucial, especially for underrepresented communities seeking to break into creative careers.

6. **Healthcare & Social Assistance:** Healthcare remains the largest employer in Los Angeles, providing essential medical care and social support. By 2028, this sector is expected to add thousands of jobs, including roles in nursing, elder care, and mental health services, making it one of the fastest-growing sectors in the region.
7. **Performing Arts, Spectator Sports, and Related Industries:** Los Angeles is set to host major global events, including the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games, igniting job creation in sports management, event planning, and live entertainment. These events will further solidify Los Angeles as a premier international hub for sports, arts, and culture.
8. **Transportation & Logistics:** Looking ahead, the growth of the transportation industries will be fueled by the continuous expansion of freight transportation and logistics, offering major employment opportunities for the local workforce.

The establishment of a WDB Business Services Committee/ Sector Coalitions, a regional workforce collaborative, and WDB Policy & Oversight Committee will contribute to year-by-year action roadmaps that will guide local initiatives and ensure continued dedication to the plan. Progress will be systematically monitored across all workforce initiatives for consistent tracking of outcomes. Such accountability will allow for the identification of opportunities for strategic alignment, prioritization of key objectives, and the efficient use of resources to address evolving workforce needs and economic trends over time.

Objectives set forth by the **Los Angeles Workforce Infrastructure Network (LAWIN) Concept Paper**, the **Horizons 32k Opportunity Youth Strategic Plan** and the **AdvantAGE LA Older Worker Plan** are embedded in the Five-Year Plan and work cohesively to promote workforce goals and strategic initiatives.

The **Los Angeles Workforce Infrastructure Network (LAWIN)** concept paper provides high level recommendations from key partners of the Los Angeles workforce development eco-system to prepare the region's workforce for federal investments and ensure equity in the new opportunities of quality skilled career pathways for all residents. To bridge the disconnect between infrastructure investment and workforce development, the LAWIN will work to: 1. Increase the ongoing collaboration between public, union, and community-based organizations to develop on-going communication and planning; 2. Increase the awareness and utilization of current Industry-Recognized infrastructure workforce training programs; Increasing the identification of gaps in current partner offerings; and 3. Increase the number of young adults in skilled trades and pathways to meet Los Angeles infrastructure workforce needs. The City of Los Angeles is in conversation with the Brookings Institute to continually identify key infrastructure projects to strategically deploy investments that support workforce needs. LAWIN will complement efforts to promote quality jobs and an equitable workforce by developing a workable plan for transformative partnerships in infrastructure, with the following initiatives included:

1. Setting aside 1-3% of all city capital infrastructure projects funded by the infrastructure bill to be directed for workforce development projects.

2. Designating a minimum of \$2 million in workforce experience dollars to seed and expand workforce development programming to increase workforce participation for high barrier groups.
3. The assembly of a city, union, and community partner grant writing team to apply for large scale federal grants from Department of Labor, Department of Commerce, and the Environmental Protection Agency to increase the overall resources for the Los Angeles workforce ecosystem.

Building from the successes of the previous LA Performance Partnership Pilot (LAP3), the new **Horizons 32K Strategic Plan** reaffirms the City’s commitment to serving LA County’s 143,000 Opportunity Youth (OY), charting a course toward a more inclusive, supportive future for this population. The Horizons 32K plan aims to reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027. This collaborative facilitates data sharing, cultivates partnerships, offers capacity building support, and advocates for policy changes to ensure all OY have access to quality education, training, and employment opportunities. Four targeted support sectors — 1. K-12 and Post-secondary Education, 2. Workforce Training, 3. Employment, and; 4. Cross Sector Coordination—and their aligned youth impact metrics will drive this coalition’s success. The Horizons 32K plan contributes to the broader workforce development strategy, fostering economic growth, and equity for Los Angeles’ Opportunity Youth. Notable objectives include:

1. Placing 5,500 individuals in sustainable employment through existing EWDD programs.
2. Enrolling 5,000 opportunity youth in career pathways programs through the Horizons 32K initiative, aiming for 70% completion and successful placement in education or employment.
3. Scaling up High Road Training Partnerships, expanding apprenticeship programs, and ensuring equitable access to training that leads to well-paying jobs.

To address the demographic transformation characterized by a growing population of Older Adult Workers, EWDD will implement the **AdvantAGE LA Older Worker Plan**. The City’s vision supports the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality regionally. In support of the Five-Year Path Forward Plan, the AdvantAGE LA Plan detail the City’s comprehensive approach to uplifting older workers characterized by championing:

1. Earn-and-learn opportunities in high-need industries and marketed towards older workers;
2. Incumbent worker trainings for older workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market; and
3. Collaboration with Los Angeles Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize training, upskilling, and reskilling.

Further, the plan includes core metrics that can be used to evaluate implementation success and enable accountability in the growth of workforce services for Older Adults. The Los Angeles WDS aims to address the needs of Older Workers, set strong examples, offer tools to promote age-inclusive employment, and provide valuable training and career advancement opportunities.

By championing equity, empowering underserved communities, and driving inclusive economic growth, the Five-Year Path Forward Plan positions the City of Los Angeles to effectively meet the evolving needs of its residents and industries, ensuring a more prosperous and resilient future for all.

### **YouthSource System Redesign Implementation**

In 2023, a newly redesigned and procured system of YouthSource Center operators was established. The City will continue to enhance WIOA service delivery to young adults ages 16-24 by continuing the following six major enhancements:

1. A focus on Career Pathways — including a new partnership with Los Angeles Unified School District’s Division of Adult and Career Education and Los Angeles Community College District to increase access to vocational training in growing industries;
2. Renewed focus on Mental Health Services for youth;
3. Amplifying Youth Voices by intentionally placing youth at the center of our work through Youth Councils in the implementation of key programs;
4. Increasing focus on high-barrier populations, targeting up to 75% of youth served are those who are experiencing multiple barriers to employment;
5. Increased access to online tools and virtual opportunities to address the digital divide;
6. Enhanced P3/Horizon 32K service delivery through shared best practices and interventions; and
7. Implementation of a tiered system to ensure youth receive quality work experience based on their skillsets, per Five-Year Plan.

### **WorkSource Center System Redesign Evaluation**

The California State University - Northridge (CSUN) was contracted by EWDD to conduct an evaluation of the City’s AJCC Adult and Dislocated Worker workforce system, locally known as WorkSource Center System, to identify ways to redesign and improve its service delivery system to connect program participants to high-wage jobs and reduce inequalities among program participants. The CSUN evaluation solicited extensive feedback utilizing community meetings and stakeholder engagement from organized labor, employers, and community-based organizations. The evaluation report was finalized in September 2024.

Additionally, from September 2023 to September 2024, the Los Angeles Workforce Development Board (WDB) convened an AJCC/WorkSource Center System Redesign Ad Hoc Subcommittee to consider the priorities for the redesign of the system and for the prioritization of the required services including required corresponding performance expectations.

Through the newly redesigned WorkSource System that is anticipated to be procured and in place in 2025, the City will seek to improve and further strengthen its targeted workforce services to jobseekers who lack economic opportunity by implementing the following workforce service strategies:

1. A service delivery strategy by educational attainment level (no HS diploma, HS Diploma or equivalency, and some college), with an emphasis on providing the participant supports needed to achieve higher level outcomes.
2. Enhance employer engagement strategies including new high road training programs and career pathways sector strategies in prioritized industries that align with the Mayor's Five-Year Plan Goal of creating 50,000 good jobs by 2030.
3. Expand cross-sector collaboration with both City "Source" systems (FamilySource, BusinessSource, and YouthSource Centers) and with regional education and workforce development partners including California Employment Development Department (EDD), California Department of Rehabilitation (DOR), Los Angeles Unified School District (LAUSD), Los Angeles Community College District (LACCD) to enhance the capacity and effectiveness of WSCs ensuring comprehensive support for job seekers.
4. Increasing organizational capacity of WorkSource System by setting minimum staffing levels for case managers and employer engagement as well as decreased participant to case manager ratios.
5. Expanding the reach of the WSC System through virtual services and community-partnerships with the LA City's Public Library system.
6. Continue focusing on high-barrier populations through customized programs that address individual barriers to employment, including educational attainment and the need for supportive services. High barrier populations include, but are not limited to, the following: 1) unhoused individuals or people experiencing homelessness, 2) formerly incarcerated individuals or returning citizens, 3) people with disabilities, 4) veterans, 5) older workers 55+ and 6) English language learners.

Driven by the strategic initiatives embedded in the Five-Year Plan, the PY 25-28 WIOA Local Plan details the City's continued commitment to placing residents on the path to economic security through equity-focused strategies that expand living-wage job opportunities and remove barriers to employment for Angelenos facing the greatest economic disparities.

## City of Los Angeles PY 25-28 WIOA Local Plan

The City of Los Angeles PY 2025-2028 WIOA Local Plan (Local Plan) aligns with the State Plan's vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery. The City's Local Plan operationalizes the road map laid out in the Regional Plan and describes how individuals will access services through its America's Job Centers of California<sup>SM</sup> (AJCC) system. Section I provides an overview of WIOA core programs and required partnerships for the City of Los Angeles. Section II delves into state strategic partner coordination efforts to align with state goals of developing meaningful and robust stakeholder and community relationships across local systems to serve vulnerable populations, aligning with the state's zero emission goals, and supporting a climate-neutral economy. Lastly, Section III describes the strategies for AJCC staff preparation, training, and ongoing professional development to respond to participants' needs effectively. It also addresses the services, activities, and administrative requirements established for Local Boards.

### Section I: WIOA Core and Required Partner Coordination

The Los Angeles Workforce Development System through its WorkSource and YouthSource Centers and its AJCC partners are jointly responsible for workforce and economic development, educational, and other human services programs. To establish a high quality AJCC delivery system and enhance collaboration among partner programs, WIOA requires Local Boards to develop Memoranda of Understanding (MOUs) with all AJCC required partners within their Local Workforce Development Areas. These MOUs serve as a functional tool as well as visionary plans for how the Local Board and AJCC partners will work together to create a unified service delivery system that best meets the needs of their shared customers. This section of the Local Plan addresses coordination of WIOA core and required program partners identified under WIOA Section 121.

### City of Los Angeles WDB MOU and AJCC Partnership Coordination

#### Strategic Partnerships

The City has executed Memoranda of Understanding (MOU) with the mandatory partners on behalf of the entire WDS. Strategic partners include, but are not limited to, the following:

**California Department of Rehabilitation (DOR):** The California Department of Rehabilitation administers the largest vocational rehabilitation program in the country. DOR has a three-pronged mission to provide services and advocacy that assists people with disabilities to live independently, become employed, and have equality in the communities in which they live and work. DOR provides consultation, counseling and vocational rehabilitation, and works with community partners to assist the consumers they serve. DOR administers WIOA Title IV programs.

**California Employment Development Department (EDD):** The Employment Development Department provides a range of employment and training services in

partnership with state and local agencies and organizations. EDD administers WIOA Title III Wagner-Peyser, Veterans' WIOA, Unemployment Insurance Compensation, and Trade Adjustment Assistance Act (TAA) programs.

**Los Angeles County Department of Economic Opportunity (DEO):** DEO manages the Los Angeles County AJCC system, providing WIOA services throughout all areas of the county not already designated as part of Local Workforce Development Areas. The City partners with the County on various strategic partnerships and initiatives including LA:RISE and the Horizons 32K Youth Strategic Plan.

**Los Angeles County Probation Department (LACPD):** The Probation Department is responsible for the supervision of individuals who were convicted of non-violent, non-serious, and/or non-high risk offenses from the State Parole's jurisdiction to the local county probation departments throughout the state. The Department also provides various pre-trial programs including treatment and rehabilitation for adult defendants while providing various diversion and prevention programs for Juvenile defendants.

**Los Angeles Community College District (LACCD):** The Community College District provides students with the necessary education preparing them to transfer to four-year institutions, successfully complete workforce development programs designed to meet local and statewide needs, and pursue opportunities for lifelong learning and civic engagement.

**Los Angeles Unified School District (LAUSD):** The City and LAUSD have co-funded WIOA Navigators colocated with the WorkSource and YouthSource Centers that work to increase access to adults and youth in career and technical education.

**Los Angeles County Department of Public and Social Services (DPSS):** The program provides assistance with the following types of services:

1. Homeless Assistance;
2. Cal-Learn, a teen parent program;
3. Welfare-to-Work services by participating in the Greater Avenues for Independence (GAIN) program which provides the following types of assistance:
  - a. Job preparation and work opportunities;
  - b. Childcare; and
  - c. Specialized supportive services such as Domestic Violence; treatment for mental health and substance abuse problems; and Family Preservation Program.

**Los Angeles Homeless Service Authority (LAHSA):** LAHSA is a joint effort between the City and County of Los Angeles to provide shelter, housing, and services to people experiencing homelessness. LAHSA uses a Coordinated Entry System (CES) that organizes a network of housing crisis service providers and partners to coordinate resources for efficient delivery.

**City of Los Angeles Public Library System (LAPL):** The Los Angeles Public Library System (LAPL) provides free and easy access to information and opportunities for life-long learning. These opportunities include a variety of programs and services including

resources, websites, and referrals to assistance available in-person and by telephone for job seekers, entrepreneurs, and for everyone managing their money. The LAPL has eight regional branch libraries and 59 community branches, four bookmobiles, and the Internet.

**Los Angeles County Federation of Labor (LA Fed):** The LA Fed is a diverse organization of over 300 union and labor affiliates that sets the tone for labor justice in Los Angeles through coalition building and targeted political advocacy. Brought together by the LA Fed, affiliates collaborate in solidarity for the betterment of wages and working conditions for all working people. Labor Community Services provides a safety net for union members through their food program, disaster relief fund, and financial literacy programs.

**City's Source System Collaboration:** The AJCC Centers also collaborate with the geographically closest City of Los Angeles FamilySource, BusinessSource, and YouthSource Centers.

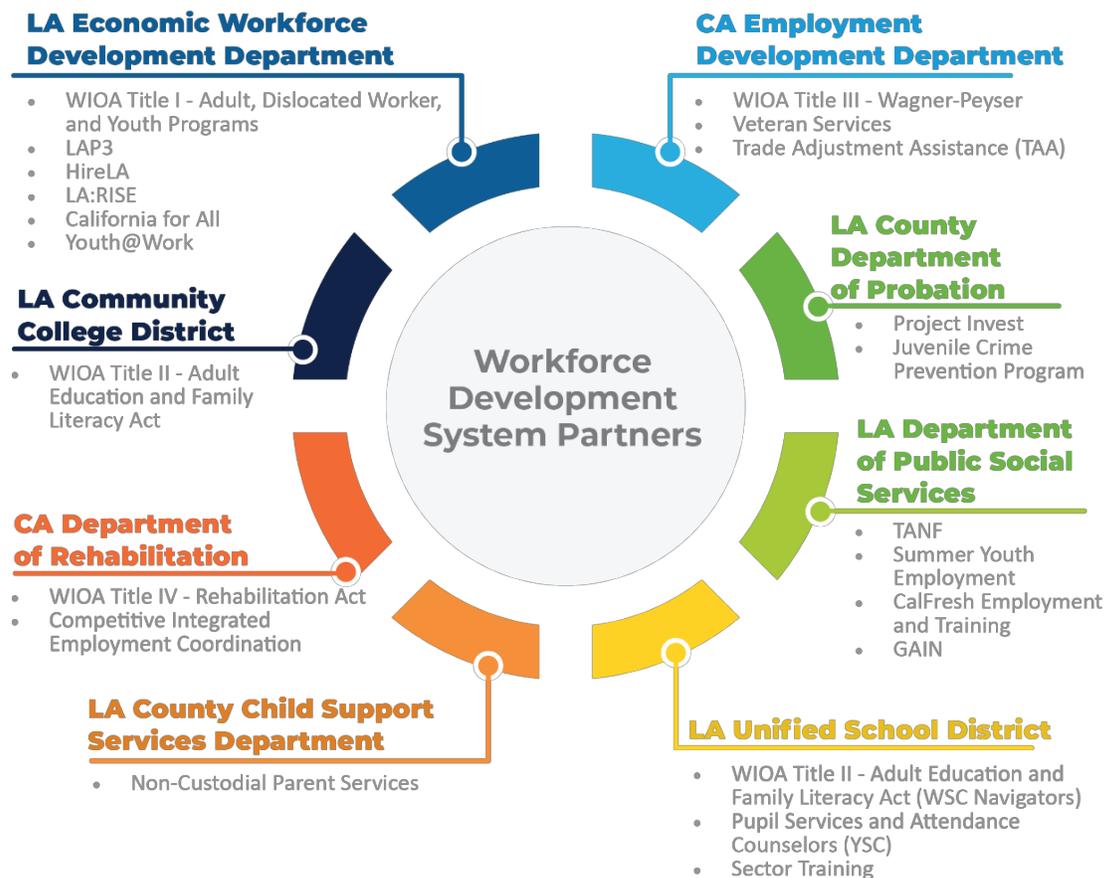
1. *FamilySource Centers*– These centers provide services and programs for low-income families with children/youth ages up to 17 years old that need support with childcare, family needs, and other assistance to move them toward economic self-sufficiency.
2. *YouthSource Centers*– These centers provide education and employment services to youth, ages 16-24. The goal of the Youth Source System is to reconnect youth that did not attain a high school diploma to school and/or employment.
3. *BusinessSource Centers*– These centers provide resources to businesses and entrepreneurs. Services include business incentives, tax credits, business courses, consultation, and access to capital.

The goals of the Local Board and its AJCC partners are outlined in each MOU. The mission of the partnership is to develop, deliver, and promote best-in-class economic and workforce services to generate, sustain and grow individual, business and community prosperity in the City.

Each Memoranda of Understanding outlines the following shared goals:

1. Develop industry-driven career pathways that prepare people for in demand occupations in high-growth industry sectors based on annual review of the economic intelligence and labor market information.
2. Support system alignment, service integration, and continuous improvement using data to support evidence-based decision-making.
3. Strengthen communication, coordination, and decision-making between regional partners to meet labor market needs.
4. Enhance the existing network between education, business and industry representatives, labor, and other regional workforce development partners to develop new programs and services and align existing programs and services with regional and industry needs.

5. Support the development and continued collaboration between regional workforce and economic development networks in the Los Angeles region to address workforce education and training priorities.
6. Develop regional leadership and operational partnerships among community college, adult education, industry, labor, and other workforce and economic development entities to strengthen coordination and to improve the delivery of services.
7. Increase the number of youth and adults who obtain marketable and industry-recognized middle skill credentials, with a priority on unemployed, underemployed, low-skilled, low income, recipients of public assistance, English Language Learners, veterans, individuals with disabilities, foster youth, reentry and other high-priority, at risk populations.
8. Increase the scope and breadth of opportunities for youth, especially low income, at-risk, disconnected, and out-of-school youth, and high school graduates seeking postsecondary vocational training, postsecondary education, and/or other career opportunities.
9. Improve opportunities for quality of life, independence, health, and dignity of the older adult population. Promote independence, advocacy, physical and cognitive health, economic self-sufficiency, and dignity for older adults, including those from low-income communities and those with disabilities.



## Co-Enrollment and/or Common Case Management as a Service Delivery Strategy

The Workforce Innovation and Opportunity Act (WIOA) requires states to report the number of participants who are enrolled in more than one core program (Title I, Title II, Title III, and Title IV) in their annual performance reports. WIOA co-enrollment is when a participant is enrolled in more than one WIOA program simultaneously. The goal is to provide better services to participants by combining resources from different programs. The EWDD encourages the AJCC system to co-enroll program participants into WIOA core/ non-core and local programs, where applicable, and collaborate with other programs to develop effective partnerships.

WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. One key goal is to develop effective partnerships across WIOA programs and other workforce providers, including community-based organizations to provide individuals the employment, education, and training services they need. Using strategic co-enrollment, the WDS can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and better align services with regional sector pathways.

The Local Board established a “Customer Flow Policy” in which the AJCC system must ensure that customers are able to access self-directed services and, if determined eligible under WIOA, are able to access Career and Training Services. In conjunction with the customer, each AJCC (through its Integrated Services teams, which are comprised of WIOA Title I, Title III (EDD), and other strategic partner staff) shall consider the entire array of career and training services available under WIOA when determining which services to provide.

### **AJCC Customer Flow**

Services received by a WIOA participant will vary, based on their needs, informed choice, and availability of funds and resources. Determination of necessary career and training services shall be made through individual assessments completed by integrated service delivery (ISD) teams and shall not be predicated on receiving prior services. As part of its WSC System Redesign, EWDD will implement a service delivery strategy by educational attainment level (no HS diploma, HS Diploma or equivalency, and some college), with an emphasis on providing the participant supports needed to achieve higher level outcomes.

Both mandatory and voluntary partners shall participate at the AJCC to provide the services that are required as mandated by law. The career services to be provided by each partner shall be outlined in a memorandum of understanding. Access to career services shall be seamless because of a well-designed integrated service strategy, and the inclusion of all the partners of an AJCC.

### **Welcome Team**

Each AJCC shall establish a “Welcome Team” whose core functions will include:

1. Greeting and orienting customers to AJCC programs and services.

2. Conducting initial jobseeker skills and needs assessment to determine appropriate services.
3. Referring jobseekers to an AJCC Orientation and Enrollment (if determined eligible under WIOA) or collect data for CalJOBS registrations.

### **CalJOBS Enrollment**

All AJCC program participants seeking services at an AJCC, whether self-directed or staff-assisted, must be directed to complete a CalJOBS registration. CalJOBS provides AJCC participants access to online employment services, including labor market information, job placement and training services. CalJOBS should be used to provide self-directed services previously reported under Universal Access activities. Participants that do not wish to create a CalJOBS registration will have limited access to AJCC services, consisting primarily of Resource Room activities. The use of the CalJOBS system ensures program participants can be tracked across multiple (co-enrolled) programs.

### **AJCC Services and WIOA Registration**

When jobseekers require AJCC career services provided by WIOA-funded staff, the individuals receiving services must be registered into WIOA. The Welcome Team staff shall refer jobseekers to the following career services:

1. AJCC Orientations;
2. Initial Assessment; and
3. AJCC workshops, which may include job clubs, resume preparation, interview techniques, and job search skills.

Following the initial assessment, the Welcome Team staff will determine whether the jobseeker is ready for employment or if additional skill development is necessary. If determined as requiring additional skills development, the customer will be referred to the Skills Team. If determined job-ready, the customer will be referred to the Employment Team.

### **Skills Team**

The Skills Team shall conduct a comprehensive skills and career assessment to identify skills, aptitudes, interests, barriers to employment, and supportive service needs. An Individual Employment Plan (IEP) will be developed for each jobseeker that will identify career services and/or training required to secure gainful employment. Career and training services may include basic skills remediation; computer training; vocational training, and/or on-the-job training.

### **Employment Team**

The Employment Team shall assist with job placement, career counseling and coaching, job retention, and supporting services to job seeking customers and to provide skilled, qualified applicants to local business and employers.

### **Program Services**

Career Services – WIOA authorizes career services for registered adult and dislocated worker participants. The three types of career services include:

1. Basic Career Services;
2. Individualized Career Services; and
3. Training Services.

### **Basic Career Services**

Basic Career Services are universally accessible and must be made available to all individuals seeking employment and training services. Generally, these services involve less staff time and involvement and include services such as initial skill assessments, labor exchange services, job posting information, job clubs, job fairs, provision of information on programs and services, and program referrals. Basic Career Services do not require WIOA registration or enrollments.

### **Individualized Career Services**

Individualized career services must be provided to participants after WSC staff determine that such services are required to retain or obtain employment. Generally, these services involve significant staff time and customization to individual needs. Individualized career services extend the date of exit in performance reporting and require full WIOA registration and enrollment.

### **Training Services**

Training services can be critical to the employment success of many adults and dislocated workers. There is no sequence of service requirements for career services and training. This means that a one-stop operator or one-stop partner may determine training is appropriate regardless of whether the individual has received basic or individualized career services first.

Under WIOA, training services may be provided if the AJCC determines, after an interview, evaluation or assessment, and career planning, that the individual meets the following criteria:

1. Is unable or unlikely to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
2. Has the skills and qualifications to successfully participate in the selected plan for training services;
3. Is unable to obtain grant assistance from other sources to pay the costs of such training, including state funded training or Pell grants or requires WIOA assistance in addition to other grant sources including Pell grants;
4. Is a member of a worker group covered under a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination. If the petition is certified, the worker may then transition to TAA approved training. TAA requires that the participant receives an Individual Employment Plan (IEP) prior to enrolling them in TAA training activity codes. If the petition is denied, the worker will continue training under WIOA;
5. Is determined eligible in accordance with the state and local priority system in effect for Adults under WIOA sec. 134(c)(3)(E) if training services are provided through the Adult funding stream;

6. Selected a program of training services that is directly linked to the employment opportunities in the Local Workforce Development Area (Local Area) or the Regional Planning Unit, or in another area to which the individual is willing to commute or relocate; and
7. Needs training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

When determined appropriate, training services, must be provided through an ITA except for certain types of customized, incumbent, and on-the-job training; WDB contracts with institutions of higher learning; or the alternatives to traditional Individual Training Account (ITA) training programs described in the Alternative Training Programs Policy. Only training providers through their training programs listed on the Eligible Training Provider List (ETPL) are eligible to receive WIOA funds to train adults and dislocated workers through ITAs. Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the adult or dislocated worker is willing to commute or relocate. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance.

### **Follow-Up Services**

While follow-up services must be offered, not all adults and dislocated workers who are registered and placed into unsubsidized employment will need or want such services. Also, the intensity of appropriate follow-up services may vary among participants. Participants who have multiple employment barriers and limited work histories may need significant follow-up services to ensure long-term success in the labor market. Other participants may identify an area of weakness in the training provided by the WIOA prior to placement that will affect their ability to progress further in their occupation or to retain their employment.

Follow-up services must be provided, as appropriate, including counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. If a customer declines follow up services, this must be recorded in the customer's case file under Case Notes and in CalJOBS. Follow-up services for the purposes of career planning are not to be construed as the follow-up services required for performance reporting.

### **Facilitating Access to AJCC Services using Technology and Other Means**

The City of Los Angeles primarily uses CalJOBS, the State of California's federally recognized system of records that documents and tracks participant activities and site-specific performance data. The CalJOBS system also provides participants the ability to access the workforce development system services remotely.

The City enhances this ability by providing easier access to AJCCs throughout the City of Los Angeles. There are currently 28 AJCC's (14 WorkSource Centers and 14 YouthSource Centers) in the City's areas of greatest need that are accessible by public transportation. Center staff are also trained to assist participants in navigating the CalJOBS platform.

The City is looking to expand virtual services and leverage the use of technology to enhance AJCC services through its WorkSource Center Redesign efforts in the upcoming program years. The COVID-19 pandemic highlighted the opportunity to expand the reach of the WDS through virtual services. Post-pandemic, the City's WDS has not adopted a well-articulated strategy for utilizing virtual services, nor expanding access to workforce services through community-based partnerships. Currently, EWDD partners with the City's library system to provide jobseeker services in library branches. The City will explore the development of a virtual one-stop WSC - including a WorkSource LA App, accessible to any potential customer - to at a minimum, electronically enroll for services. The City will also seek to expand AJCC partnerships with LA City libraries, where at a minimum, customers can enroll for services.

Further, the City also has several programs that focus on technology and digital literacy highlighted below.

#### **Vermont Slason Economic Development Corporation (VSEDC) — Vision Lab**

These funds are allocated for the City's Vision Lab Earmark Program, which aims to bridge the digital divide in South Los Angeles by recruiting and pairing small businesses with digital marketing strategists to enhance their digital presence. VSEDC will provide low-income and priority youth with paid personal enrichment, work readiness training, and paid work experience. Local business owners will go through cohort-based training to learn about the value of digital marketing and best practices of hosting a youth intern and then get paired with a youth, who participated in Youth Tech Workforce Development training, to get help with digital marketing of their business. The broader local business community will also have opportunities to participate in digital transformation workshops, focusing on gaining digital literacy, adopting new technologies, improving online presence, and streamlining operations to stay competitive in the digital economy.

#### **CareerConnect Initiative**

Launched in June 2024, the CareerConnect Initiative provides digital literacy training for individuals who were previously unhoused. CareerConnect will complement the services delivered by the City's Employment Navigator pilot program (also known as the "Inside Safe Job Connectors" program) that helps recently housed Angelenos become job ready. The CareerConnect program aspires to foster a stronger, more diverse, equitable, and inclusive workforce by addressing the unique digital needs of the recently housed population. It will leverage the existing Digital Ambassadors program model operated by the Housing Authority of the City of Los Angeles (HACLA), which has provided digital literacy training for up to 1,000 recently housed individuals at Inside Safe and interim housing sites in the City of Los Angeles.

## **Coordinating Workforce Services and Education Activities with the Provision of Appropriate Supportive Services**

### **Coordination with Secondary and Post-Secondary Education**

The WDS works with the Los Angeles Community College District (LACCD) and other educational and training entities in developing career pathway opportunities. The Local Board will work with these providers to identify existing educational and training resources and the development of relevant curriculums.

Through its Horizons 32K Strategic Plan (formerly LAP3), the City of Los Angeles WDS will continue to play a pivotal role in addressing the needs of young adults entering the workforce and/or education system through its role in facilitating the established LAP3/Horizon 32K collaborative (a regional collaborative of public educational, workforce, and support systems as well as the business community). The new Horizons 32K Strategic Plan, published in the spring of 2024, will further address the needs of young adults who are looking to enter the workforce and access educational opportunities. Through the Horizons 32K Plan, the WDS will continue to provide regional leadership for integrating City, Los Angeles Unified School District, Los Angeles Community College District, and Los Angeles County services to increase educational, employment, housing, and social well-being outcomes for the City's Opportunity Youth, including foster system-involved and housing-insecure youth.

The City and LAUSD Division of Adult and Career Education (DACE) are expanding their partnership. A LAUSD WIOA Navigator Advisor will be employed and located at identified AJCCs throughout the City. The WIOA Navigator Advisor will provide outreach and support services for the LAUSD DACE and local AJCCs. This individual will coordinate adult education, and AJCC articulation processes, participate in adult education recruitment efforts, and serve as the liaison to programs serving adult education students. Navigator Advisors work collaboratively with the AJCC system; conducting student intakes and assessment to determine an individualized education plan (IEP); providing intensive case management services to adult clients, including counseling, on-going monitoring, and District or community referrals; linking clients to appropriate resources and programs in the school district and community that support the student's efforts of enrollment in an appropriate educational setting; and developing and collaborating with community partnerships including education, business and labor partners.

### **Coordinating Appropriate Supportive Services**

AJCC Adult and Youth program operators are responsible for the coordination of WIOA, partner, and other available resources to provide transportation and other supportive services necessary for participants to successfully complete programs. The AJCC operators also leverage additional, non-WIOA funds to provide both training and supportive services to their WIOA enrolled participants. These leveraged resources are tracked and monitored by EWDD.

The AJCCs provide supportive services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized

WIOA activities. For Youth participants such activities must correspond to the fourteen WIOA Elements for Youth Programs.

Supportive services are customer services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized WIOA activities. For Youth participants, (those enrolled in a YouthSource Center or programs funded for youth participants, typically ages 14-24), such activities must correspond to the required WIOA Elements or other authorized Workforce Development Youth Programs.

Types of allowable Supportive Services:

1. Assistance with childcare and dependent care for dependents of the participant;
2. Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses, protective eye gear and other essential safety equipment while participating in WIOA activities and during job interviews;
3. Assistance with housing — temporary shelter, housing assistance and referral services;
4. Linkages to community services - alcohol/drug/gang intervention counseling, drop-out prevention, pregnancy prevention, money management, tutoring or other purposes;
5. Referrals to medical services/health care - referral services to appropriate medical service providers;
6. Reasonable accommodations for individuals with disabilities;
7. Assistance with transportation — expenses for commuting to and from WIOA and special program activities such as public transportation fare, carpool arrangement, or gas for personal auto;
8. Assistance with educational testing;
9. Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes;
10. Payments and fees for employment and training-related applications, tests, and certifications;
11. Emergency support services – these are services exclusively allowed depending on the funding availability, parameters, and guidelines of special projects such as State Additional Assistance, National Dislocated Worker, or other emergency grants. Such services may include but are not limited to utility assistance, rental assistance, and food insecurity;
12. Needs-related payments, as described in the policy below; and/or
13. Other – Program-specific services that are consistent with these policies and when justification is maintained in the participant’s CalJOBS profile.

## **Compliance with WIOA Section 188 and the Americans with Disabilities Act**

### **Ensuring Physical and Programmatic Accessibility**

EWDD has established an Equal Opportunity (EO) Compliance Unit to ensure Equal Opportunity and Nondiscrimination in WIOA grant-funded programs administered by the

Local Workforce Development Area (LWDA). The EO Compliance Unit is responsible for compliance for all the AJCCs (WorkSource and YouthSource Center sites). The primary objective of the EO Compliance Unit is to ensure compliance with Section 188 of the WIOA (29 CFR 38), the Nondiscrimination and Equal Opportunity Provisions of the WIOA and the Methods of Administration framework present under WIOA. The nine elements of the Methods of Administration (MOA) are:

1. Designation of Equal Opportunity Officers
2. Notice and Communication
3. Assurances (in Job Training Plans, Contracts, Policies and Procedures)
4. Universal Access
5. Obligation not to Discriminate Based on Disability
6. Data and Information Collection and Maintenance
7. Monitoring for Compliance
8. Complaint Processing Procedures
9. Corrective Actions/Sanctions

Starting in 2000, the EO Compliance Unit began requiring each provider to designate an EO Complaints Officer. Each Center is also required to designate a Disability Coordinator and a Limited English Proficiency (LEP) Coordinator. The EO Complaints Officer is required to attend training and become a first point of contact when a complaint is filed. The EO Unit encourages informal resolution at the Center level. Successful resolutions are put in writing and signed by all parties.

The EO Unit has provided training, focusing on the MOA as well as different types of discrimination. The EO Complaints Officer, Disability Coordinator, and LEP Coordinator were required to attend this training. Legacy Diversity Awareness training was developed to educate staff on better serving participants with disabilities. EWDD, in collaboration with the California Department of Rehabilitation (DOR), schedules joint training sessions for AJCC and DOR staff to encourage coordination of services. Established in 2003, the EmployABILITY Partnership networking group brings together representatives from organizations such as EDD, DOR, County Department of Mental Health, and the Disability Coordinators from the centers. As required by EWDD through its *Nondiscrimination and Equal Opportunity Policy*, each AJCC is required to have a disability coordinator to ensure WIOA section 188 and ADA compliance and provide reasonable accommodations to participants. All WorkSource and YouthSource Centers are expected to cooperate fully with the EO Compliance Unit during EO site visits.

All AJCC/WorkSource and YouthSource Centers must follow the City of Los Angeles' Complaint Procedures. A copy of these procedures must be given to each participant at Orientation, and a signed receipt retained in the participant file. WorkSource and YouthSource Centers are not allowed to alter or amend the Complaint Procedures; they must utilize them as published. WorkSource and YouthSource Centers are expected to fully cooperate with the EO Compliance Unit during the processing of a complaint. They are also expected to cooperate with other agencies, such as the Department of Labor, Equal Employment Opportunity Commission, and the Employment Development Department.

## Section II: State Strategic Partner Coordination

This section of the Local Plan addresses the ongoing establishment of concrete goals through coordination efforts with state strategic partnerships including:

1. County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.
2. Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.
3. Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.
4. Community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.
5. Community-based organizations and other local partners who serve veterans.
6. Strategic Planning partners to address environmental sustainability.

### How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.

#### **CalFresh Participation Overview and Workforce Development Needs**

The United States Department of Food & Agriculture, Food and Nutrition Service is the entity responsible for federal administration of SNAP, known as CalFresh in California. CalFresh data indicates the City of Los Angeles is home to 92,773 CalFresh participants, a little over 45% of the 205,494 participants in the Los Angeles Basin region. Males make up 58% of the local CalFresh participants. Participants aged 45 or older make up 35%, which may indicate a need for older worker services. Homelessness was experienced by 17% (15,980), while 15% lack English speaking and/or writing skills. About 4% (4,032) of participants are formerly incarcerated individuals. These demographics underscore the need for career assistance and workforce services for low-income and priority of service populations.

#### **Partnership Strategy**

CalFresh Employment and Training (CFET) is a flexible, sustainable federal reimbursement program that increases the employability of recipients of CalFresh (food stamps). It funds a wide array of training and workforce services, such as career counseling, work-based learning, job readiness training, job placement, and job retention; services related to self-sufficiency such as financial literacy training or a healthy lifestyle class; and a variety of participant supportive services, such as transportation, dependent care, uniforms, fees, textbooks, and emergency housing.

Under the CFET model, participating organizations may receive up to 50% reimbursement on new and/or existing employment and training services. Workforce services eligible for federal reimbursement from CFET include:

1. Opportunities/support for individuals experiencing homelessness

2. Opportunities for older workers
3. Opportunities for the reentry population and for families involved with juvenile
  - a. Dependencies
4. Assistance with job search including:
  - a. Resume writing/interview skillsets
  - b. Employment mentors/counselors
5. Digital literacy and computer skills
6. Work-Based learning activities to provide experience that will make clients much more marketable
7. Entrepreneur/Self Employment training, because self-employment continues to be an important source of jobs in the local area
8. Certification/Licensing opportunities for various occupations in the local labor market
9. Educational services such as General Equivalency Diploma (GED) courses
10. Vocational English as a Second Language (VESL) training

The County of Los Angeles Department of Economic Opportunity (DEO) serves as the intermediary for the Department of Public Social Services (DPSS) in providing oversight, billing, technical assistance, and training to third party providers participating in the CalFresh Employment & Training (CFET) Skill Up Los Angeles program. The purpose of the program is to assist third party providers in leveraging the federal 50/50 CFET reimbursement of eligible CFET allowable services. In turn, third party providers can reinvest the reimbursed funds to expand their CFET eligible activities and the organization's financial stability. This allows Los Angeles County to grow workforce and training programs for low-income communities, reach more CalFresh participants, and improve employment outcomes for LA County residents.

In alignment with the State and Regional Plan, the City will strive to develop formal partnerships and leverage resources offered by the Los Angeles County Department of Public Social Services (DPSS) employment programs such as the Skills and Training to Achieve Readiness for Tomorrow (START) and Greater Avenues for Independence (GAIN). Skills and Training to Achieve Readiness for Tomorrow (START) provides employment and training services to help participants obtain jobs and achieve self-sufficiency. Participation in START is mandatory as a condition of aid for General Relief but voluntary for CalFresh participants. Participants are assigned to a START worker who will work with them to achieve their employment goals. Further, GAIN helps CalWORKs participants prepare for and find employment. Services include job finding workshops, supervised job search, vocational assessment, remedial education, vocational skills training, and work experience. Post-employment services are also available to help employed participants retain their jobs, work toward a better one, and ultimately move to financial independence. The City will explore establishing a joint working group with DPSS and the County's Department of Economic Opportunity (DEO) to streamline the City-County coordination on workforce opportunities for CalFresh participants.

The City will also look to expand partnerships with other local partners that serve CalFresh participants including community colleges. For instance, the Los Angeles Trade Technical College (LATTTC) offers the Fresh Success Program. Fresh Success is a voluntary CalFresh Employment & Training program that serves CalFresh recipients at community colleges, community-based organizations, and adult education centers. By providing case management and supportive services beyond food assistance, the Fresh Success Program helps students advance toward their career goals. Other local colleges with a Fresh Success Program include Los Angeles City College, Los Angeles Harbor College, Los Angeles Mission College, Los Angeles Pierce College, East Los Angeles College, Glendale Community College, West Los Angeles College, and Los Angeles Valley College. The AJCC system will strive to further establish partnerships with these organizations to promote services to CalFresh participants and leverage resources offered through the CFET.

## **How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.**

### **Non-Custodial Parents Overview and Workforce Development Needs**

Noncustodial parents (NCPs) are parents who do not have physical custody of their minor child(ren) as the result of a court order. Though they may not be involved in the child's daily care, a NCP's rights and responsibilities may include visitation rights, which can be supervised or unsupervised depending on the circumstances, and the right to be informed about their child's education, health, and other significant matters. NCP's are responsible for providing financial support for their children, which typically comes in the form of child support payments, which are determined according to statutory guidelines and considered factors such as each parent's income and the child's needs.

Child Support Services data for 2018 indicated that the City of Los Angeles had 39,061 NCPs who were delinquent in child-support payments, 91% of which were male. 12% of these non-custodial parents were incarcerated and 30 to 50% of the adults in this group lack a high school diploma, significantly limiting their access to economic instability.

Housing stability is also a concern for NCPs —on average 65% of NCP households rent, spending more than 30% of their income on rent, with over a third spending more than half of their incomes on housing. A significant population of NCPs are employed in low-wage occupations— about three in ten workers work in production, transportation and moving occupations, and 28% hold jobs in service occupations. These positions limited opportunities for advancement, inconsistent benefits, unstable wages, and poor working conditions.

Examples of the type of services and assistance that NCPs typically need to obtain employment are as follows:

1. Services for unhoused or individuals experiencing homelessness;
2. Services for formerly incarcerated individuals and for families involved with Juvenile dependencies;

3. Assistance with job search including:
  - Resume writing/interview skillsets;
  - Employment mentors/counselors;
4. Digital literacy and computer skills;
5. Work-Based learning activities to provide experience that will make the clients much more marketable;
6. Entrepreneur/Self Employment training;
7. Certification/Licensing opportunities for various occupations in the local labor market;
8. Educational services such as General Equivalency Diploma (GED) courses; and
9. Vocational English as a Second Language (VESL) training.

As outlined in the California State Plan, the Department of Child Support Services (DCSS) oversees a network of local child support agencies (LCSA) that provide services to the public at the county level. The LCSAs work with parents receiving support, parents paying support, and legally acknowledged guardians to ensure children and families receive court-ordered financial and medical support. The DCSS's mission is to promote parental responsibility to enhance the well-being of children by providing child support services to establish parentage and collect child support, with the vision that all parents are engaged in supporting their children.

Notably, Local Workforce Development Boards and LCSAs can work together to provide supportive services to parent paying support (PPS) to aid job retention by braiding resources and utilizing cross-sector services and funding. This partnership helps to ensure that a comprehensive provision of services is provided to PPS to facilitate successful labor market outcomes and progression into livable wage jobs and careers. By using a more holistic approach, this partnership can help address the barriers to employment for PPS, which positively affects the whole parent receiving support (PRS) family. This partnership provides the framework to assist unemployed and underemployed PPS in gaining and retaining employment to provide children and families with court-ordered financial and medical support. The City will look into the LCSA for resources to identify participants who matched these criteria which is provided to each county.

### **Partnership Strategy**

Each AJCC has an on-site team responsible for handling the Child Support/AJCC Referral Program, an unfunded program fully supported by the County's Child Support Services Department (CSSD) and other AJCC leveraged resources. These programs can direct NCPs to a number of services that meet their needs, including but not limited to housing services, parenting, dispute resolution, and mediation services, mental health, and other resources that support parents. The AJCCs serve as a workforce pipeline, ensuring that NCPs have access to sector-based training, apprenticeships, and employer connections that lead to economic stability. AJCCs support collaboration with LCSAs who have direct access to NCPs.

### **FamilySource Centers**

AJCCs will be required to partner with local FamilySource Centers to leverage services for WIOA clients including but not limited to adult education, ESL classes, computer literacy, pre-employment, and employment support, parenting classes, financial education and coaching, and visitation assistance services.

### **How the Local Board will coordinate with local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.**

As part of a commitment to ensuring equal access and reasonable accommodations, all AJCCs are required to designate a Disability Coordinator that is responsible for assisting individuals with developmental and intellectual disabilities.

A formal collaboration exists between the California Department of Rehabilitation (DOR) and AJCC Disability Coordinators to effectively identify ways to better serve people with disabilities in an efficient and seamless manner. The collaboration includes Disability Coordinators from all 14 local AJCCs and DOR staff, such as Employment Coordinators and Counselors, from the Los Angeles, San Fernando Valley and South Bay areas. Efforts to expand colocation will continue to be encouraged and supported.

Some of the objectives for the collaboration include opportunities to:

1. Leverage Resources: maximize shared funding, tools, and services to enhance program sustainability.
2. Eliminate Service Duplication: streamline processes to ensure efficient and effective service delivery.
3. Continuous Cross-Agency Collaboration: regular information sharing of information and best practices to improve outcomes.
4. Increase Referral Rates: ensure cross-agency referrals between AJCCs and DOR whenever appropriate to expand access to workforce resources and services.

AJCC and DOR staff are cross-trained, ensuring staff members have a general understanding of all resources and services available through each partner. This collaboration occurs bi-monthly and includes anywhere between 30-35 staff members from AJCCs and DOR. Additional partners participating in these meetings include: Certified Work Incentive Counselors, the Social Security Administration, the Employment Development Department, the Braille Institute, Maximus, the Los Angeles County Department of Mental Health, and the City of Los Angeles Department on Disability. Each meeting includes segments for updates, sharing of best practices, and challenges to the collaboration. DOR representatives work on-site at AJCCs and actively attend orientations to provide information on available services. In cases where DOR staff are not present or readily available, AJCC staff facilitates appointments with the local DOR office as appropriate. As part of the City's AJCC integrated service

delivery model, all client orientations include information on working with and supporting individuals with disabilities.

The City also provides ongoing training and support to AJCC staff including, but not limited to: Legacy Disability Training, Customer Service, 'How to' on self-disclosure, and Case Management. Legacy Disability Training focuses on effective practices that enable AJCC staff to provide comprehensive employment services to persons with disabilities. Legacy Disability Training consists of seven online modules and three days of live training. The live training covers Introduction to Disabilities (Cognitive, Mobility, Communication, Vision, Psychiatric, Substance Dependence, and HIV/AIDS). Training also covers Barriers to Employment, Employer Considerations, Customer Service, and case studies with successful outcomes.

City staff and the Local WDB will continue attendance of the active partnership meetings of each Partnership Agreement Partner to better understand and assess the AJCC business outreach and engagement tools, strategies and marketing materials that can be leveraged by the City of Los Angeles to create more opportunities for individuals with developmental and intellectual disabilities.

### **How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.**

Each LA City AJCC is required to have a Limited English Proficient (LEP) Coordinator to ensure programs are accessible in multiple languages. The LEP Coordinator develops and coordinates the agency's ability to serve people with limited English proficiency. The LEP coordinator holds and shares training for best practices and keeps a list of staff members, including partner staff, who are bilingual. The City's Five-Year Plan explicitly establishes a commitment to have the AJCC system expand enrollment of workforce and education services to English language learners through strategic coordination with AJCCs and Pupil Service and Attendance (PSA) Counselors to identify schools and regions with highest rates of English language learner students.

In addition to addressing the needs of adult language learners, foreign-born adults, and adult refugees, the City recognizes that youth in these categories are at a higher risk of being disconnected from school or employment. The City classifies individuals aged 16-24 who are neither employed nor enrolled in school as Opportunity Youth, a population facing unique challenges for which unique interventions can be leveraged to improve outcomes.

The City will also encourage the AJCC system to connect with the County's DPSS Refugee Employment Program (REP). REP is a program designed to provide employment and training services for eligible refugees and asylums residing in the United States (U.S.) up to five (5) years from date of entry in the U.S. or from the date asylum is granted. The REP Program provides outreach, case management, and placement services to refugees.

Some of the services offered by the Refugee Employment Program include:

1. Orientation and Job Club, a job readiness program;
2. Vocational assessment, basic education, and vocational skills training;
3. Job search;
4. Work experience opportunities;
5. Supportive Services, such as childcare, transportation and school and work-related expenses;
6. Specialized Supportive Services for mental health, substance use disorder, and domestic violence victims; and
7. Post-Employment Services to help those employed retain their jobs.

In addition, other key workforce and community development initiatives leveraged to address the needs of English language learners, foreign born individuals, and refugees can include existing City of Los Angeles programs such as:

### **FamilySource Centers**

AJCCs will also partner with local FamilySource Centers (FSCs) to leverage services for AJCC clients including but not limited to adult education, ESL classes, computer literacy, pre-employment and employment support, and other services.

### **Day Labor Resource Centers**

Funded by the California 4 All Initiative and other grants, this is an immigrant worker integration model that offers educational opportunities to transition day laborers away from temporary employment, links to various community resources, and increases public safety by providing fixed hiring sites in designated areas of the City where persons can safely congregate to solicit employment from residents and businesses seeking day labor. Services include, but not limited to outreach and job placement, immigration integration and paths to citizenship, employment support, referral to partner resources, and education assistance. The in-kind activities and services provided at Resource Centers can include English as a Second Language (ESL) classes; legal counseling regarding immigration, and employment issues; financial literacy and money management; computer literacy with access to phones and the internet; clothing and food. The day laborers are encouraged to volunteer and participate in various community activities, including community cleanup programs and civic involvement.

### **Skill Up Los Angeles**

Skill Up Los Angeles provides employment and training services to eligible CalFresh recipients enrolled in CFET. Services providers offer education programs, classes, or activities that improve basic skills and literacy. Training topics may include but are not limited to Adult Basic Education (ABE), basic literacy, English as a Second Language (ESL), high school equivalency (such as GED, TASC, and HiSET) or high school diploma, vocational training, integrated education and training (IET) and bridge programs, and Career and Technical Education (CTE).

## How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.

### **Veterans Overview and Workforce Development Needs**

As of 2023, there were approximately 17.9 million veterans in the United States, of which 1.32 million are California residents. California's veterans have served in a range of military conflicts, from pre-1941 to present-day engagements. Notably, 145,900 of California's veterans served for over ten years during their enlistment periods. Los Angeles has more veterans experiencing homelessness than any other city in the United States. Nearly 3,500 individuals were identified as having served in a branch of the Armed Forces in the 2023 Greater Los Angeles Homeless Count report.

### **Partnership Strategy**

Currently, all AJCC orientations include information on working with and supporting veterans. Local AJCCs continue to collocate with or seek colocation with EDD representatives whenever possible, and comprehensive AJCCs have dedicated veteran services employees on-site that coordinate a wide array of services such as employment services, job training, vocational education, supportive services, and participation in community college programs. Such positions include:

1. Veteran Services Navigator (VSN) - conducts a Needs Based Determination (NBD) to identify potential barriers to employment and determine what services the veteran requires to improve their employability.
2. Disabled Veterans' Outreach Program (DVOP) specialist - focuses their efforts on economically or educationally disadvantaged veterans who can reasonably be expected to benefit because of the receipt of individualized career services.
3. Local Veterans' Employment Representative (LVER) - focuses on individualized job development services for veterans. Conducts outreach to employers, assists veterans in job development contacts, conducts job search workshops in conjunction with employers, and establishes job search groups.

All veterans are entitled to receive priority services in job referrals and referrals to training as well as other employment related services. The City of Los Angeles has a Veteran's Service Coordinator (VSC) in the Mayor's Office, responsible for aligning with veterans' service programs. The City's WDS works with the VSC to implement WIOA programs. AJCCs without veteran representatives will also identify veteran-specific resources or establish relationships with community-based organizations serving veterans.

In addition, other key workforce and community development initiatives leveraged to address the needs of Veterans seeking employment or retraining can include existing City of Los Angeles programs such as:

## **DACE**

The local area has partnered with LAUSD Division of Adult and Career Education (DACE) collocating DACE's WIOA Navigators within AJCC centers to provide integrated service delivery for AJCC participants. DACE is the largest WIOA Title II provider in California and, as such, is an integral part of the workforce development system in the Los Angeles region, providing skill development services for adults with high barriers to employment including individuals with low literacy, low-income families, veterans, and dislocated workers. In partnership with the City and County Workforce Development boards, DACE strategically aligns training services to be coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

## **HireLAX Apprenticeship Program**

The HireLAX Program actively recruits Veterans and women job seekers. This program provides local Los Angeles residents access to enroll in a comprehensive construction apprenticeship preparation program offered by select public agencies or community partners. Upon completion, program graduates are competitively positioned for placement consideration on a Los Angeles World Airports (LAWA) construction project through its contractors and local craft unions. This 8-week training program prepares participants for a career in construction, including enrollment in a union apprenticeship program or employment on an LA World Airport project. As an incentive for participation, \$1,000 stipends are provided to program participants. Enrolled participants also receive work readiness training, case management support, career exploration, and assistance with employment placement.

## **GRID Alternatives Greater Los Angeles (GLA)**

GRID Alternatives GLA installs state-funded solar in areas designated by the state as low-income, and climate impacted. They have a paid training program for individuals to learn solar installation and create resiliency centers by installing solar and battery storage on senior centers, community centers, and health clinics, ensuring that vulnerable populations can access services when the power grid goes. This work has not only lowered utility bills and displaced dirtier energy sources, but also provided job training to hundreds of individuals. The program specifically focuses on opportunity youth, military veterans, and formerly incarcerated individuals.

## **How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.**

In alignment with the California State Plan, the City will seek to collaborate with strategic planning partners to address environmental sustainability and align with the state's carbon-neutral emissions goals. In addition to job quality, worker voice, and equity, California's High Road vision for workforce development addresses issues pertaining to environmental sustainability, particularly climate change. This is based on a recognition that climate change has serious implications for the state's economy and that its impacts disproportionately impact low-income communities and communities of color.

Accordingly, California's transition to a carbon-neutral economy is reshaping whole industry sectors, including the occupations and employment within those sectors, as well as the knowledge and skills required. Through sector-based High Road Training Partnerships, the City will align with the State to consider job growth, job loss, and changes in work associated with environmental change and related policies and investments. As such, special attention must be paid to industry sectors that are on the frontlines of the transition to a carbon-neutral economy (e.g., energy generation and distribution, buildings and construction, vehicle and components manufacturing, and forestry services and agriculture) while ensuring that programs and investments continue to address workforce development economy wide.

Through the Five-Year Plan Path Forward, the City intends to identify high-quality, living wage jobs, registered apprenticeships, paid work experiences and training in the eight key industries previously listed. This sector work will be spearheaded by the WDB, in coordination with EWDD and the Mayor's Office. The following are some of the City's efforts around environment sustainability:

#### **Los Angeles Workforce Infrastructure Network (LAWIN)**

LAWIN outlines a collaborative structure between representatives of the various public, K-12 and higher education institutions, union locals, industry employers, and community partners supporting quality infrastructure-related careers so that they can consistently communicate, share information, and integrate activities on behalf of City residents. Through LAWIN, the City will conduct a thorough inventory and analysis of the educational, union and community-based infrastructure industry-recognized workforce training programs available to city residents. As currently, there is no established platform that catalogues and distributes information to LA City workforce partners or residents.

The City will partner with the Amity Foundation, the Alliance for Community Empowerment (ACE), the Coalition for Responsible Community Development (CRDC), the LA County Federation of Labor, the Apprenticeship Readiness Fund, and Los Angeles/Orange Counties Building and Construction Trades Councils, AFL-CIO, Los Angeles Community College District (LACCD), LAUSD - DACE (Division of Adult Education), the Miguel Contreras Foundation, New Ways to Work, The Workforce Equity Lab, Watts Rising, and the YouthBuild Collaborative of Southern California.

#### **BuildLACCD Paid College Internship Program**

This internship program provides students with meaningful opportunities with firms and contractors performing work on BuildLACCD Program projects. The colleges offer low-cost education to a diverse student body. More than 40% of all LACCD students are over age 25 and about 17% are 35 or older. More than 70% of LACCD students are underserved minorities. The Los Angeles Community College District (LACCD) is incorporating sustainability into its \$9.6 billion investment in modernizing and renovating its nine colleges in Los Angeles County. So far, LACCD has installed over 10 MW of solar energy resulting in savings of over \$10 million. These solar installations provide additional benefits by serving as a living lab for students enrolled in Renewable Energy Programs such as those offered through the Los Angeles Trade-Tech College. Going

forward, LACCD is committed to featuring renewable generation at all its campuses. The LACCD is a pioneer in environmentally responsible construction. Through its \$14.9 billion Sustainable Building Program, LACCD is modernizing its colleges and constructing over 40 new structures across the district that will adhere to LEED™ (Leadership in Energy and Environmental Design) standards.

### **GRID Alternatives Greater Los Angeles (GLA)**

GRID has installed solar panels at no cost on the homes of almost 2000 low-income families. This work has reduced utility bills, replaced dirtier energy sources, and provided job training to hundreds. GRID has installed solar panels, at no cost, on the homes of almost 2000 low-income families. This work has not only lowered utility bills and displaced dirtier energy sources but also provided job training to hundreds of individuals. In 2021, GRID served 3,439 households and 30 community facilities, which provided families and organizations \$125 million in lifetime savings while avoiding over 320,000 tons of carbon emissions. In 2023, the program had 505 workforce program participants, with 38 joining the GRID's SolarCorps Fellowship apprenticeship program, and 147 job placements. The program specifically focuses on opportunity youth, military veterans, and formerly incarcerated individuals. Its Solar Jobs Second Chances initiative has helped 200 reentry individuals gain skills and employment after release from incarceration.

### **The Green Janitor Education Program (GJEP)**

GJEP addresses the increasing sustainability and health requirements of commercial businesses and campuses. This program offers benefits to property owners, custodial staff, and occupants, all while ensuring adherence to environmentally friendly cleaning protocols. The Green Janitor Education Program, sponsored by Service Employees International Union (SEIU) — United Service Workers West, Building Skills Partnership, Building Owners and Managers Association of Greater Los Angeles, and U.S. Green Building Council — Los Angeles trains and empowers janitors to become active sustainability advocates in their workplace and community. The GJEP curriculum, which is also accessible in Spanish, is centered on improving building operations and maintenance procedures. Participants who successfully complete the GJEP program earn accreditation in green building cleaning practices, enabling them to meet the latest sustainable and health-related building standards.

### **L.A. River Rangers**

L.A. River Rangers provides a 12-month, full-time work opportunity for Angelenos 18-26 with an interest in cleaning, beautifying, and maintaining public areas along the Los Angeles River. Multiple work crews are assigned to conduct critical maintenance and operation services for specific stretches of the LA River's public spaces, in addition to facilities management and community engagement. Each participant works alongside a supervisor to carry out various maintenance needs such as native plant care, pavement and path care, and removal of trash and other nuisances. At the conclusion of their time with the program, participants can access employment opportunities with agencies that maintain the LA River.

The City plans to internally consolidate the program, currently a joint effort between the Economic and Workforce Development Department, Department of Public Works, and the LA Conservation Corps, to aid with its regular collaboration with LA County, the Mountains Recreation and Conservation Authority, Santa Monica Mountains Conservancy, and US Army Corps.

### **The Electric Vehicle Infrastructure Training Program**

This program provides advanced training and certification for over 3,000 electrical workers who install electric vehicle charging infrastructure. The curriculum was developed working collaboratively with automakers, charger manufacturers, educational institutions, utility companies, and electrical industry professionals. These courses are taught at California community colleges via their Advanced Transportation Technology and Energy Program Network, as well as state certified electrical apprenticeships such as the International Brotherhood of Electrical Workers (IBEW) Net Zero Plus Electrical Training Institute located locally. Going forward, the goal is to increase both participation and courses offered through this program to meet the increasing demand caused by a zero-emission transportation transformation region-wide.

### **Citywide Comprehensive Economic Development Strategy (CEDS)**

The City will continue efforts to align Workforce Development with Economic Development Strategies. EWDD will continue to emphasize the creation of employment opportunities for disadvantaged communities through the Comprehensive Economic Development Strategy (CEDS) by focusing on key industries in the region and developing and implementing inclusive procurement programs. EWDD will continue to have quarterly systemwide meetings that include BusinessSource, WorkSource, YouthSource centers and incubators to align regional goals and objectives.

A Comprehensive Economic Development Strategy (CEDS) serves as a tool to promote local and regional economic development planning. It does this by establishing goals and identifying local strengths that can be leveraged and barriers that can be overcome to improve inclusive economic prosperity and overall quality of life for residents. The CEDS is a collaborative process that involves the input of key stakeholders, organizations, educational institutions, and private industry to create an understanding of the City's current conditions and future goals. The intensive planning process culminates in strategies with outlined roles and responsibilities among stakeholders to propel the implementation and achieve results over the five-year lifespan of the CEDS.

To complement an updated CEDS, the Los Angeles Mayor and City Council tasked EWDD with updating the Jobs Plan to better assist businesses and promote job creation in the City. Through the CEDS process, the City will define green jobs and seek to include environment sustainability as a guiding principle.

## **Section III: WIOA Title I Coordination**

This section of the Local Plan describes the strategies for AJCC staff preparation, training, and ongoing professional development to respond to participant needs effectively. It also addresses the services, activities, and administrative requirements established for Local Boards under WIOA Title I.

### **Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.**

The City will provide staff of the AJCC system training in digital fluency and distance learning. Staff Training in Digital Fluency and Distance Learning will include, but is not limited to:

1. VOS Greeter Kiosk Training
2. Ongoing CalJOBS Training
3. Virtual AJCC Resource Room and CalJOBS Pre-Application
4. Adobe Sign Training
5. Career EDGE Training

### **Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.**

High staff turnover rates and limited opportunities for professional development pose challenges for maintaining a skilled and experienced workforce. To ensure AJCC staff have the skills necessary to provide high-quality services for all customers, particularly supporting vulnerable populations, the WDB will require Case Manager certification by 2027. The City will establish a system-wide training academy to certify AJCC staff as workforce development professionals.

The City will continue to work with its regional partners to provide the following additional training for its AJCC system:

1. Comprehensive Practices for Working with LGBTQ People Experiencing Interpersonal Violence
2. Trauma-Informed Reentry and Fair Chance Training Series
3. Cultural Diversity Certification Training
4. Virtual Rapport Building with Youth
5. Expectant and Parenting Youth
6. Facilitating Virtual Meetings
7. Substance Use Disorders in Youth
8. Immigrant Community Sensitivity Training
9. Engaging with Clients Remotely: Overcoming Digital Literacy Barriers and Best Practices for Remote Client Case Management
10. Inclusive Workforce Development Specialist (IWDS) Training, formerly known as Offender Workforce Development Specialist (OWDS) Training

11. Los Angeles County Virtual Workforce Training for Inclusive Populations
12. Facing the Past to Design an Equitable Future: What Employers Need to Know
13. The Los Angeles Homeless Services Authority (LAHSA) Problem Solving
14. University of California President's Office – Managing Implicit Bias Series
15. Cultural Sensitivity and Trauma Informed Care
16. Rapid Rehousing and Employment Training- Tools and Supports for Active Engagement of Rapid-Rehousing clients in Employment
17. Mental Health First Aid (MHFA) Training
18. Improving Job Readiness and Retention for Higher Risk Populations

### **Coordinating workforce investment activities carried out in the Local Area with statewide rapid response activities.**

EWDD’s Rapid Response (RR) Unit provides a myriad of Rapid Response and Layoff Aversion activities to the City’s businesses and dislocated workers. Rapid Response is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals. Through linkages with the U.S. DOL, various divisions of the State of California Employment Development Department (EDD), the AJCC system, and other public and private partners, the RR Unit provides the following services:

#### **Connection to Unemployment Insurance Programs**

EWDD’s Rapid Response (RR) Unit partners with local California Employment Development Department (EDD) Unemployment Insurance (UI) staff to ensure laid-off workers are informed of filing procedures to maintain UI benefits. RR orientations also include information on UI’s California Training Benefits provisions, which may extend UI payments while claimants are enrolled in approved training programs. Each AJCC provides electronic linkages to facilitate UI filing and staff is knowledgeable regarding UI programs and procedures. AJCCs host a variety of Reemployment Eligibility Assessments (REA) and Reemployment Services and Eligibility Assessment Appointment (RESEA) workshops presented by EDD wherein WorkSource Center staff are invited to attend and provide information on WIOA services.

#### **Layoff Transition Services**

The RR Unit provides information on transitional services to employers that have issued layoff notices (required Workforce Adjustment and Retraining Notification Act [WARN] and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.

#### **Layoff Aversion/Business Retention**

The RR Unit 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:

1. Identifying struggling businesses and connecting them to the resources they need to stay in business;

2. 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
3. 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.

### **Community Outreach**

The RR Unit 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.

### **Research and Training**

The RR Unit 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 (including via online databases such as EconoVue), understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

### **Disaster Recovery/ Emergency Response**

More recently with the Los Angeles Fire Disasters, the Rapid Response team is hosting daily virtual Wildfire Job Loss Orientations where people can learn about how to access job opportunities, unemployment benefits and healthcare. In addition, people and business owners can get in-person help at WorkSource and BusinessSource Centers across the city. Topics discussed include job opportunities, navigating the unemployment benefits portal and the application process, understanding the State of California Employment Development Department (EDD) requirements, healthcare benefits, and training programs and other services offered by the City of Los Angeles.

## **Adult and Dislocated Worker Employment and Training Activities in the City of Los Angeles & Priority of Service Requirements**

In conjunction with the customer, each WorkSource Center, through its Integrated Services Delivery (ISD) team comprised of WorkSource Center staff and co-located partner staff such as EDD, an LAUSD Navigator, and/or other strategic partners) shall consider the entire array of career and training services available under WIOA when determining which services to provide. The WIOA Adult and Dislocated Worker formula programs, in coordination with Wagner-Peyser (WP), are pivotal pieces of the one-stop delivery system, which is the foundation of the workforce system. The system provides universal access to career services to meet the diverse needs of adults and dislocated workers. Services received by a WIOA client will vary, based on their needs, informed choice, availability of funds and resources. Determination of necessary career and training services shall be determined through individual assessments completed by ISD teams and shall not be based on receiving prior services.

## **Adult and Dislocated Worker Employment and Training Activities**

Local AJCCs provide a wide variety of training opportunities including:

1. Occupational skills training, including training for nontraditional employment.
2. On-the-job training.
3. Incumbent worker training.
4. Programs that combine workplace training with related instruction, which may include cooperative education programs.
5. Training programs operated by the private sector.
6. Skill upgrading and retraining.
7. Entrepreneurial training.
8. Transitional jobs.
9. Job readiness training provided in combination with another training service.
10. Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
11. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

The Los Angeles Community College District (LACCD) has nine campuses within the City of Los Angeles and partners with the WDS to develop training that meets the skill needs of local businesses.

Working with the South Bay WDB and its I-Train system, the Local Board provides access to and monitors outcomes of over 400 public and private for-profit schools and colleges, offering over 1,500 training courses through the approved Eligible Training Provider List (ETPL).

### **Expanding Access to Priority of Service Populations**

The City targets services to vulnerable populations through its Priority of Service Policy. At minimum, 80% of WIOA Adults served must be individuals with barriers to employment.

The City has launched and/or secured funding for new initiatives focused on priority of service populations including individuals experiencing homelessness, formerly incarcerated, and disconnected young adults (18-30). These initiatives include:

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

In partnership with the Roberts Enterprise Development Fund (REDF), an employment social enterprise philanthropic intermediary, the City created the LA:RISE to provide enhanced transitional employment services to populations with high barriers to employment including individuals experiencing homelessness, individuals with a history of incarceration, and Opportunity Youth. The LA:RISE successfully integrated private social enterprise organizations with public workforce development system partners, personal support providers, and employer partners to assist populations facing significant employment barriers. LA:RISE participants receive a steady paycheck while in transitional employment at a social enterprise along with the counseling, barrier removal support, and training needed to succeed in the workplace from a City

AJCC/WorkSource or YouthSource Center partner. These interventions support participants' progress from transitional, subsidized employment to unsubsidized, competitive employment in the open labor market. Job retention and personal support provider partners provide intensive employment retention services for twelve months after LA:RISE participants have been placed in unsubsidized employment to assist participants who may need additional coaching and mentoring to maintain or advance in employment. Currently, the LA:RISE consists of 11 social enterprises/transitional employment providers, six City AJCC workforce partners, and one specialized job readiness workshop provider.

### **Los Angeles Re-Connections Academy (LARCA) 2.0**

The City of Los Angeles is investing up to \$30 million in its workforce development system as part of the class action settlement in the case of Rodriguez v. City of Los Angeles, 11-CV- 01135-DMG over four years (June 1, 2017 – December 27, 2021). The settlement was approved by the court in March 2017. Job training, educational and employment services will continue to be made available exclusively to the class members of the settlement via its LARCA 2.0 program model. The LARCA 2.0 is operated by EWDD through its adult AJCC system and through its partners in the LA:RISE program and is sited in communities with disproportionately high concentrations of ex-offenders. The LARCA 2.0 program model includes educational and career assessments, case management, job readiness training, subsidized employment, financial literacy, and job placement services. LARCA 2.0 has implemented a career pathways program linked to pre-identified job opportunities within the City and community-wide employment needs. Participants receive an average of 12 months of services in an 18-month program period.

### **Prison To Employment (P2E) Initiative**

The P2E Initiative is a grant program that includes \$37 million statewide over three budget years to operationalize integration of workforce and reentry services in the state's 14 labor market regions. The goal was to improve labor market outcomes by creating a systemic and ongoing partnership between rehabilitative programs within the California Department of Corrections and Rehabilitation (CDCR) and the state workforce system by bringing CDCR under the policy umbrella of the State Workforce Plan.

To expand services to the reentry population, the Los Angeles Basin Regional Planning Unit, on behalf of the seven WDBs within the unit, applied for \$17 million of P2E funds. In March 2019, the City was notified that the LA Basin RPU was awarded a total of \$8.27 million. In January 2020, the City received \$2.8 million of these funds awarded to the region. In PY 2023-24, EWDD anticipates receiving an additional \$3 million in funds for this program.

The City has now launched five (5) Reentry Hubs in five (5) different communities: South Los Angeles, Watts, Sun Valley, Central Los Angeles, and Boyle Heights. All reentry hubs include a WorkSource Center service provider and a community-based reentry support provider, and partners with both Amity Foundation and CDCR to enroll participants returning from the State prison system. Additionally, reentry enrollment goals are part of every WSC's contract with EWDD.

## **INVEST**

Los Angeles County Innovative Employment Solutions Program (INVEST) was designed to address the complex range of employment and supportive service needs justice-involved individuals may have and support them in pursuing their employment and career goals. The INVEST program is a partnership with the Los Angeles County Department of Economic Opportunity (DEO), Los Angeles County Probation Department and the County Office of Diversion and Re-entry (DOR) to prepare individuals currently on Adult Probation for permanent employment along a career pathway. To support INVEST, Probation has invested \$4.75 million a year for a period of five (5) years. The City currently contracts two WSCs, the Coalition for Responsible Community Development (CRCD) and Goodwill Industries of Southern California to serve communities in South Los Angeles and the Northeast San Fernando Valley.

### **High Road Training Partnerships**

EWDD launched the High Road Training Partnerships (HRTTP) grant initiative to develop and expand partnerships that lead to high-paying and sustainable career employment to at least 250 individuals. EWDD's HRTTP program follows California's commitment to its own HRTTP initiative that is designed to create a more skilled workforce with increased equitable accessibility to high paying jobs in the key industries that are critical to our economic future. Seven currently contracted WorkSource Centers were recommended and approved to provide training and supportive services to enrolled participants across eight sectors starting July 2023.

EWDD proposes to expand the High Road Training Partnership to increase training opportunities in employment sectors that lead to middle-skill employment. The proposed employment sectors include Biotechnology/Biosciences, Advanced Manufacturing, Renewable Energy, Information Technology, Entertainment/Film Industry, and Transportation and Logistics.

### **Compliance with State-Issued AJCC Policies**

#### **Adult Program Priority of Service**

The Local Board has established a Priority of Service Policy. This policy provides guidance and establishes the procedures regarding priority of service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient served with Workforce Innovation and Opportunity Act (WIOA) adult funds. Priority of service status is established at the time of eligibility determination. Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service among all eligible individuals. However, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

### **WIOA Memorandums of Understanding**

The Local Board has executed Memorandums of Understanding (MOUs) with strategic partners in accordance with WSD 18-12, "WIOA Memorandums of Understanding."

The City of Los Angeles shall renew its MOUs with all strategic partners for the period of July 1, 2025, through June 30, 2028, in compliance with EDD Directive WSD 18-12, which includes infrastructure funding agreements (IFAs) with all partners.

## **City of Los Angeles Youth Workforce Investment Activities, Programs, and Strategies**

### **Youth Workforce Development**

The City's YouthSource system is comprised of 14 centers located city-wide serving youth ages 16-24 with a focus on serving those who face the challenges of being foster youth, youth experiencing homelessness, high school dropouts, probation youth, youth with disabilities and low-income youth.

Through a case management process, centers provide the services and referrals needed to get youth back on a positive track toward attainment of a high school diploma or its equivalent and work skills and knowledge needed to become gainfully employed. Centers offer educational and employment services, as well as supportive services and referrals designed to facilitate youths' successful completion of their goals for advancement. The system features a partnership with LAUSD and co-location of a Pupil Services and Attendance Counselor in each center.

EWDD youth staff provide oversight, monitoring, and coordination of additional special projects, including capacity building and technical assistance for the YouthSource system partners.

To address the specific needs of youth who are individuals with disabilities, the Local Board is strengthening ties with local California Department of Rehabilitation programs. In addition, the National Collaborative on Workforce and Disability's (NCWD) Guide for Youth Service Professionals is under review for possible integration into local youth programs. Additional programs for youth include:

### **Hire LA's Youth Program**

HIRE LA's Youth provides job opportunities for Angelenos between the ages of 14 and 24, placing them in a variety of industries. Along with work experience, the program offers training opportunities, career exploration, on-the-job mentoring, work readiness, and financial literacy workshops, and other resources. Specific opportunities are targeted to low-income youth, foster youth, young people from families receiving CalWORKs, as well as youth on probation, youth receiving General Relief, and homeless youth. The program currently provides over \$20 million in City, County, and

private funds to enable youth to develop foundational workplace skills and a connection to the workforce. Additionally, Hire LA's Youth includes a Summer Youth Employment Program element that has been a vital component of the Youth Workforce System for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14- 24 can earn a paycheck while developing foundational workplace skills and a connection to the labor force.

### **HireLAX Pre-Apprenticeship Program**

The HireLAX program is an eight-week construction apprenticeship readiness training program that provides individuals with an introduction to construction careers, career development, stipends and/or paid work experience, and comprehensive supportive services to assist individuals' union construction career job placement opportunities.

### **Horizons 32K Strategic Plan**

The Horizons 32K Strategic Plan is a roadmap for Los Angeles' Opportunity Youth, bringing together several youth facing programs and services in the Los Angeles Region. The four-year goal is to reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

### **LA:RISE Youth Academy**

The City launched an LA:RISE Youth Academy to expand transitional subsidized employment and housing resources specifically to individuals from 18 to 24 years of age experiencing homelessness or at risk of experiencing homelessness. This program will be expanded to serve an additional youth through new funding secured through the California for All grant.

### **Californians For All Programs**

In March 2022, the City secured a \$53.3 million grant through the California Volunteer Office to provide transitional employment and related career services to more than 4,000 LA's Youth, ages 16-30. Under this program, EWDD added programs such as the Youth and Community Harvest Internship, a six-month work experience internship with Farmer's Markets and non-profit-led urban farms and community gardens. A total of 125 students will explore career pathways in urban farming, food nutrition, and reducing food waste during the three-year program period. Youth will also help design a marketing campaign and strategy to increase the use of CalFresh, the food insecurity sector for Angeleno Corps, and new sectors through Sustainable Economic Enterprises of Los Angeles, FamilySource Center food distribution sites, and L.A. Community Composting. Funds will be disbursed to hire 12 youth to maximize the output of community gardens while they receive on-the-job training and work experience to develop community composting sites as part of the City's healthy soils strategy to support urban agriculture.

### **Angeleno Corps**

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

education, immigration, and information technology. Additionally, EWDD proposes to launch a new Angeleno Corps program, “Angeleno Corps: Homeless and Reentry Initiative,” to provide long-term 10-month internships to housing insecure, high-barrier youth in key employment sectors.

### **Student to Student Success Program**

The Student-to-Student Success (S2S) program offers compensation, skills training, and career exploration to 400 high school students who provide academic support to younger students in their household or at a nearby elementary school. Developed during the COVID-19 pandemic, S2S aims to support learning and academic achievement in high-need households and underserved communities, while simultaneously connecting youth tutors with paid work experience. The youth tutors work up to a maximum of 140 hours at \$17.27 per hour, entailing 20 hours of job skills and professional development training and up to 120 hours of direct academic support over one semester. Each S2S tutor works directly with at least one younger student living in the same household after school and/or on weekends or works in-person at a nearby elementary school supporting afterschool programs.

### **Certified Peer Specialist Demonstration Project**

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

### **ReLAY Institute**

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

### **Student Engagement, Exploration, and Development in STEM**

EWDD proposes to establish the Student Engagement, Exploration, and Development in STEM (SEEDS) Program. The SEEDS program is a partnership with the Youth Development Department (YDD) and the University of Southern California (USC) that employs low-income STEM students from local colleges to provide mentorship support, academic assistance, and hands-on enrichment activities at the USC Campus and

remotely in the areas of science, technology, engineering, and mathematics to underserved elementary school students.

### **City Pathways for Youth**

The City Pathways for Youth program provides 75 young people between the ages of 16-30 years old with the opportunity to learn about careers in the City of Los Angeles' Recreation and Parks Department. Interns are placed at recreation centers and park sites across the city, working alongside recreational and maintenance professionals to create a welcoming environment for the local community. Participants earn \$17.28 per hour and can work up to 750 hours under a flexible, part-time schedule. The program also serves as an entryway into City employment for youth interested in public service.

### **Summer Night Lights**

The Summer Night Lights Expansion program will hire 80 young people ages 16-24 to coordinate activities at 11 City parks and recreation centers with extended hours to provide youth and families with fun gathering spaces during the summer months. SNL interns live within the surrounding community and work with City employees to create programming that addresses the needs and interests of local residents. Participants work 16-40 hours a week, for up to 480 hours total, and earn the City's minimum wage of \$22.00 per hour.

### **Early Childhood Education Student Advancement Program**

The Early Childhood Education Student Advancement Program is an internship and mentorship program for students enrolled in a post-secondary educational institution majoring in the child development (or closely related) field. Two hundred (200) students between the ages of 18-30 will receive training in child behavior and psychology, communication, and problem-solving, along with one-on-one mentorship support and leadership development. Participants will be paid a wage of \$17.28 per hour over a combined total average of 130 hours of paid work experience and training/mentorship.

### **Evolve Entertainment Fund**

The Evolve Entertainment Fund is an alliance between the City of Los Angeles, industry leaders in entertainment and digital media, non-profit organizations, and educational institutions. It is dedicated to building career pathways into film, television, and music for women, people of color, and low-income Angelenos through paid internships, focused mentoring, and an ongoing series of workshops and panels.

### **Clean L.A.**

Clean L.A. is a 12-month, full-time employment program for 50 young adults between the ages of 18-30 to help clean and green the City of Los Angeles as a pathway to a full-time career. Participants earn a wage of \$18 per hour with benefits as full-time employees. Past program graduates have been successfully hired as maintenance laborers with the City's Bureau of Sanitation and Bureau of Street Services as a pathway to city employment.

### **L.A. River Rangers**

L.A. River Rangers provides a 12-month, full-time work opportunity to 43 young Angelenos with an interest in cleaning, beautifying, and maintaining public areas along

the Los Angeles River. Angelenos between the ages of 18-26 are eligible to participate and earn \$18 per hour. Multiple work crews are assigned to conduct critical maintenance and operation services for a specific stretch of the LA River's public spaces, in addition to facilities management and community engagement. Each participant will work alongside a supervisor to carry out various maintenance needs such as native plant care, pavement and path care, and removal of trash and other nuisances. At the conclusion of their time with the program, participants can access employment opportunities with agencies that maintain the LA River.

### **L.A. Community Composting and Food Recovery**

Designed as part of SB 1383, L.A. Community Composting and Food Recovery is an 850-hour job program that will hire 15 Angelenos between 18-26 years old to maintain community composting sites and gardens, manage surplus food and food scraps, and prevent edible food from becoming waste. Participants are paid \$17.27 per hour and trained in compost and soil management, native plants and species, OSHA 10, CPR/first aid, and other job readiness skills. Work crews support local food banks and food suppliers to deliver edible food to households facing food insecurity, diverting thousands of pounds of food waste from landfills as a result. This program provides hands-on skills development in an outdoor setting and offers opportunities to gain career certifications in the sustainability/green jobs sector.

### **Youth & Community Harvest Program**

The Youth & Community Harvest Program offers work experience and professional development to youth and young adults, ages 16 to 30, who are passionate about addressing the issue of food insecurity. A total of 42 participants will receive a bi-weekly stipend of \$480 for a maximum of 200 hours of internship service with community-based organizations that lead urban farms, community gardens, and farmers markets in under-resourced neighborhoods.

### **Teen Parent Prosper Program**

The Teen Parent Prosper Program provides part-time employment to 25 pregnant or parenting teens (ages 16-19), combining work experience through the City's YouthSource Centers and wraparound services through the City's FamilySource Centers. Participants will receive paid work experience and enhancement services for 600 hours of job training and work experience). Participants will be paid the City minimum wage of \$17.27 per hour and will be offered a variety of Youth Service Corps internships, including but not limited to customer service at the FamilySource Centers. Supportive services include childcare assistance to support employment, financial literacy education, and parenting and child development workshops. The program also leverages existing city-funded programming that connects young parents to educational opportunities, such as earning a high school diploma or enrolling in college or a certificate program.

### **Digital Ambassadors**

Digital Ambassadors are HACLA resident leaders between the ages of 18-30 who support their communities in addressing the digital divide. The program includes 42 participants are paid \$20.00 per hour to assist low-income and senior households with acquiring low-cost internet or digital devices and navigating online resources such as

virtual learning, employment opportunities, and telehealth services. Digital Ambassadors complete a minimum of 120 hours training and 280 hours of work experience over six months, and Lead Ambassadors will have the opportunity to work part-time (500+ hours) for a full year.

### **Youth Small Business Corps**

A collaboration between the Workforce Development Division and the Economic Development Division, the Youth Small Business Corps aims to connect youth to small businesses in their neighborhoods. The pilot of this paid internship program will provide youth with real-world experience in their fields of study and exposure to the BusinessSource Center system.

### **Operation Flame Wildland Firefighter Academy**

The Operation Flame Wildland Firefighter Academy will provide general training and work experience to prepare low income and justice impacted Los Angeles City residents for entry-level positions in wildland firefighting. Operation Flame Wildland Firefighter Academy will enroll 50 program participants who will complete 320 hours of training and work experience preparation during an 8-week period. Upon successful completion of the training program, trainees will receive a \$4,000 stipend.

### **Vision Lab**

The Vision Lab, a digital inclusion program, will partner with other youth systems and community-based organizations to provide technology-based courses and mentorship to youth and adults in Los Angeles, and will prepare participants with the skills necessary to pursue technical careers. For aspiring entrepreneurs, the Vision Lab program will offer entrepreneurship training to youth and adults. The goal is to support aspiring entrepreneurs in developing projects to close the digital divide. The third component of Vision Lab is the Small Business Modernization project, which focuses on the delivery of community workshops and the partnering of trained program participants to support small businesses' transition to operating in the digital world.

**The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.**

### **Grant Fund Management**

Per the Workforce Development Board and Local Elected Officials (WDB-LEO) Agreement, the City is designated as the grant recipient and fiscal agent under the terms of WIOA. The Economic and Workforce Development Department (EWDD) is designated as the WIOA Administrative Entity for the City of Los Angeles.

### **Award of Sub-Grants and Contracts for WIOA Title I Activities**

EWDD, as the administrative agent of the Local Board, has established guidelines for the procurement of services. The purpose of these procedures is to ensure that all EWDD administered program services are procured in accordance with established federal, state, and local guidelines, and that all procurement is conducted in an ethical,

legal, consistent, and timely manner. These procedures serve as guidelines both for EWDD and for EWDD-funded contractors.

To view EWDD's adopted Contracting and Procurement Policy and All Policies, please visit [https://ewdd.lacity.gov/images/reports/ap25/APy25\\_Tab6-Policies.pdf](https://ewdd.lacity.gov/images/reports/ap25/APy25_Tab6-Policies.pdf).

## **How the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider.**

### **AJCC Operator Procurement**

EWDD procured its current list of operators through a competitive Request for Proposals (RFP) for America's Job Center of California (AJCC) Operators. The RFP details the roles, responsibilities, and deliverables of the AJCC/One-Stop Operator, including:

1. Developing a collaborative partnership with other entities (described in the RFP) to provide a comprehensive array of services. This includes coordinating and facilitating the collocation within the AJCC of collaborators.
2. Procuring and ensuring the timely execution of any subcontractor agreements including all applicable City terms and conditions.
3. Providing responsible leadership to secure the resources and personnel necessary to ensure effective program performance.
4. Coordinating the AJCC's daily operations with collaborators to ensure maximum provision of services during traditional and non-traditional hours.
5. Managing the program operations.
6. Performing annual fiscal reviews and programmatic audits of any subcontractors.
7. Preparing written monitoring reports for any subcontractors that, at a minimum, identify successes and/or problems; making recommendations for quality improvement; and if applicable, requiring a corrective action plan to address findings.
8. Providing ongoing technical assistance and support to collaborators and/or subcontractors.
9. Providing written notice to the City of any program or fiscal issues in accordance with City guidelines.
10. Complying with City initiatives, policies, and guidelines, including information bulletins, instructions, directives, and site-visit reports.
11. Complying with EDD [Workforce Services Directive No. WSD 23-05](#) dated January 26, 2024. All contracted operators will be required to receive AJCC Certification.
12. Supporting Lay-off Aversion, Veterans' Gold Card, and any other programs designed to assist workforce operations.

### **Review and Selection Process**

1. All accepted proposals are reviewed to determine that the minimum eligibility requirements are met. Ineligible proposers are informed in writing. All eligible

WSC proposals are reviewed, scored, and ranked within the proposed city region of service.

2. All eligible proposals are reviewed for costs that were reasonable, allowable, necessary, and competitive, as measured by a review of the line-item budget, the program design, and its competitive standing as compared to all other proposals.
3. A minimum score of 70 is required to be considered for funding. However, a score of 70 or more is not a guarantee of funding. In addition, a high score does not necessarily guarantee funding. Proposals with a score of 70 or greater that are not recommended for funding are placed on a List of Qualified Adult WorkSource Replacement Operators.
4. Proposers are notified in writing about funding recommendations and results of the RFP and procurement appeals process.
5. EWDD proposes funding recommendations to the WDB. The WDB considers EWDD's recommendations during a public meeting and reviews EWDD's recommendation in making its decision. The WDB's funding decisions are submitted to the Mayor and City Council for further consideration.

### **YouthSource Center System**

The YouthSource System was procured in 2022 using a Request for Proposal selection process using the same review and selection process noted above.

### **Current YouthSource Center Providers include:**

1. Catholic Charities of Los Angeles, Inc. - South Los Angeles
2. Coalition for Responsible Community Development - South Los Angeles
3. El Proyecto del Barrio, Inc. - Van Nuys & North Hollywood
4. El Proyecto del Barrio, Inc. - Pacoima/North Valley
5. Goodwill Industries of Southern California - South Valley
6. Los Angeles Brotherhood Crusade, Inc. - South Los Angeles
7. Managed Career Solutions - Harbor
8. Para Los Niños - Central Los Angeles
9. Para Los Niños - East Los Angeles
10. Regents of the University of California - West Los Angeles
11. Regents of the University of California - Central Los Angeles
12. Watts Labor Community Action Committee - South Los Angeles
13. LA Youth Opportunity Movement (YOM) - Boyle Heights (East)
14. LA Youth Opportunity Movement (YOM) - Watts (South)

### **WorkSource Center System**

A new WorkSource Center system of operators is currently being procured by the City. The America's Job Center of California<sup>SM</sup> (AJCC) Adult and Dislocated Worker System, locally known as the WSC System, was last procured in 2018.

### **Current WorkSource Center Providers include:**

1. Boyle Heights/ East LA: Managed Career Solutions, SPC.
2. South Valley: Arbor E&T Equus Workforce Solutions
3. West Adams: Asian American Drug Abuse Program, Inc.

4. Vernon Central / LATTC: Coalition for Responsible Community Development
5. Sun Valley: El Proyecto del Barrio, Inc.
6. Northeast Los Angeles: Goodwill Industries of Southern California
7. Northeast San Fernando Valley/Pacoima: Goodwill Industries of Southern California
8. Watts / Los Angeles: Housing Authority of the City of Los Angeles
9. West Los Angeles: JVS SoCal
10. South Los Angeles: UAW-Labor Employment and Training Corp.
11. Hollywood: Managed Career Solutions, SPC.
12. Downtown / Pico-Union: Pacific Asian Consortium in Employment
13. Southeast Los Angeles: Watts Labor Community Action Center
14. Replacement Operator for Wilshire Metro WSC: AADAP, MCS Hollywood, PACE

To incorporate the recommendations of the WSC/AJCC System Evaluation and the Mayor's Five-Year Workforce Development Strategic Plan and other workforce development strategic efforts completed at the end of program year 2023-24, EWDD is administering the WSC/AJCC System procurement process in two phases. Phase I: A Request for Qualification (RFQ) was released January 2024 to establish the qualified list of proposers before issuing the full Request for Proposal (RFP). The RFQ focus was on the applicant's demonstrated ability. Phase II: An RFP is to be implemented after the System Redesign has been finalized and approved by the WDB. Only the pre-qualified list of proposers will be invited to participate in Phase II to submit an AJCC Operator RFP proposal focused on the proposed Program Design, Cost Reasonableness and Leveraged Resources, and Facility Site Readiness. During the December 10, 2024 meeting of the Board, the WDB approved the recommended List of Qualified AJCC Operators (25 applicants) that resulted from the RFQ. The new system is anticipated to be implemented during PY 2025-26.

## Appendices

1. Stakeholder and Community Engagement Summary
2. Local Plan Public Comment
3. City of Los Angeles WDB Signature Page
4. AdvantAGE LA Strategic Plan
5. Horizons 32K Strategic Plan
6. Los Angeles Workforce Infrastructure Network (LAWIN) Concept Paper
7. City of LA Five-Year Workforce Development Strategic Plan

## Appendix 1: Stakeholder and Community Engagement Summary

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. Utilizing input from the communities themselves will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment.

Stakeholders participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners, as well as community-based organizations that provide services to target populations such as the following: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Public Meeting	All local stakeholders	A total of 21 community members were in attendance at the in-person forum.	The Changing Landscape of Jobs and the Economy (December 4th, 2024)
Zoom meeting	All local stakeholders	A total of 26 community members were in attendance at the virtual forum.	Opportunities and Challenges for the Workforce Development System (December 12th, 2024)

## **APPENDIX 1: PROGRAM YEAR 2025-2028 WIOA REGIONAL AND LOCAL PLAN COMMUNITY AND STAKEHOLDER ENGAGEMENT FORUMS**

In preparation for the Program Year 25-28 Regional and Local Plans, the City of Los Angeles Economic and Workforce Development Department (EWDD) scheduled two Community and Stakeholder Forums to hear from employers, worker representatives, WIOA core partners, and strategic state program partners on how the workforce development system (WDS) could be improved. The first in-person forum focused on “The Changing Landscape of Jobs and the Economy” while the second virtual forum covered “Opportunities and Challenges for the Workforce Development System.” Moderated by Regional Plan Consultant David Schindler, attendees of both forums were afforded the opportunity to provide public comment. The next section provides summary notes of the public comments received during the sessions held on December 4<sup>th</sup>, 2024 and December 12<sup>th</sup>, 2024.

### **In-Person Forum: The Changing Landscape of Jobs and the Economy** *December 4th, 2024*

A total of 21 community members attended the in-person forum.

Marcos Serpa, South Valley WSC: Expressed concern for the change in cost of living, increasing rents in Los Angeles, and the challenge to find employers that pay higher wages to connect with job seekers. Consultant David Schindler emphasized the need to prioritize investment in placing people in self-sufficient, living wage jobs.

Amber Chaplan, UNITE-LA: Highlighted the disconnect between higher paying jobs and careers as well as the challenge in getting participants access to those jobs. She noted that WorkSource Centers and the education system may be antiquated and ultimately unprepared to support the demand for core competencies in the new job economy. Consultant David Schindler indicated closing this gap involves mobilizing the LA region to engage employers collectively in addition to working to bring together the employers, training providers, and colleges to help meet the needs of industry. He also mentioned that it is the job of the WDS to understand and stay up to date with the rapidly changing requirements of careers by using current information and leveraging sector partnerships.

Robert Zardeneta, Los Angeles Urban League: Emphasized that the WDS has a strong ecosystem, but there is still the issue of individual organizations working in isolation. He expressed concern about the disjointedness between industry, academia, and municipality paired with the demand for more training programs that lead to pathways in quality jobs. David Schindler acknowledged the need for partnerships with industry about development, but also stressed that the WDS should align skills of workers to the needs of industry, rather than make presumptions about workers in LA.

Arthur Monreal, Goodwill Industries: Brought attention to an example of collaboration between business and education in the development of a high school machinist manufacturing program at LAUSD. While this may not directly improve numbers at WSCs, they still contribute to the goal of building relationships between workers and

industry. Consultant David Schindler validated the importance for workforce professionals to create awareness of industry availability for the job seeker. Arthur then inquired about the post-pandemic mental health awareness approach to workforce development. David expressed the need for a stronger partnership with behavioral health to put mental health and interpersonal skills at the forefront.

Adrineh Terantonians, Hospitality Training Academy, Unite Here Local 11: Added to the conversation regarding the siloing of the WDS; proposed the WDS should work in a more integrated fashion with transportation, housing, and EDD for a holistic, narrative approach to workforce development.

Adrineh later continued by pointing out the disconnect between training providers and industry due to the periodic nature of yearly workforce and industry trend reports. If the goal is to connect job seekers with quality apprenticeships, then there should be apprenticeship navigators at AJCCs that are keeping up with industry trends and needs. In response, David Schindler agreed that apprenticeship navigators would be constructive; in tandem with the new model for intaking participants, job seekers would ultimately be better serviced because both training and job search begin on day one.

Jonae Watts, People Assisting The Homeless: Raised concern about educational challenges and the lack of career development within marginalized communities. She also mentioned the need to reorient the AJCC system goals to be people and service based—rather than numbers based—due to the inability of numbers to tell the stories of those with disabilities and mental health challenges. In affirming the struggle of the WDS to break out of siloes, David Schindler underscores that regional strategy should work to identify where models exist in our communities for successful, evidence-based strategies and emphasize soft understanding for mental health affected individuals.

Jonae later stressed the need for older workers to find work and supplement social security due to increasing cost of living; older workers often look for age-appropriate part-time work through connections in the WSC. Consultant David Schindler accentuated the role of business partnerships to serve older worker clients. To combat the barriers faced by older workers, WSCs must realize how to remarket their skills and talents to find a good fit.

Julio Cruz, Boyle Heights YSC: Mentioned the desire of YSCs to be intentional about the services provided and the participants served. David Schindler reinforced the fact that relationships with businesses must be prioritized to best connect job seekers.

Adaena Aviles, Boyle Heights YSC: The school system has yet to catch up with technological advancements; she observed a lack of mentorships for first generation, low-income college students and recent graduates.

Gene Chan, Chinatown Service Center: Discussed the approach to assessing individuals, meeting them where they are and the challenge in deciding when to refer to workforce services. On the topic of services for immigrants and English language

learners, Gene described the difficulty that the WDS has with building careers and empowering these communities to not settle for entry level jobs. WSCs should be better equipped to aid in both urgent job needs and long-term career steps. She hopes to see more WSCs adopt models within greater community service organizations where participants can access multiple services within one building.

Kennedy Joseph, REDF: Spoke to the over-focus of WSCs on putting aging and justice impacted participants in jobs and not thinking about the bigger picture. WSCs need to give these individuals the tools for job growth and career skills.

Azin Ghourghian, EWDD: Commented from experience working on CTE with LAUSD; there are challenges to implementing CTE because staff is regarded differently from the rest of the teaching body and underpaid in LA. Consultant David Schindler agreed that the WDS should be better at recruiting vocational trainers, noting that there is a lack of pay incentive in training and pay is usually better staying in their respective industry.

### **Virtual Forum: Opportunities and Challenges for the Workforce Development System, December 12th, 2024**

A total of 26 community members were in attendance of the virtual forum.

Allan Coleman, CSU Dominguez Hills: Questioned the extent to which the LA WDB is in contact with other cities in regard to learning new tactics and techniques. Asked what we could learn from other municipalities such as Seattle, where they are currently handling mass layoffs from Boeing. Consultant David Schindler asserted that WDBs in LA are a part of national associations where they have a platform to obtain and share information indirectly.

Allan later inquired about the bottom line WSC measurement performance measures and where those statistics are accumulated from. EWDD and David Schindler informed him that there are two broad performance measures, employer placement and skill training, and most statistical information comes from CalJOBS, among other sources.

Robert Zardeneta, Los Angeles Urban League: Shared that the State of California has a lot of dislocated worker (DW) funding that goes unspent. These resources are being underutilized and as a system we can be more strategic to enroll DW into programs. He also highlighted the issue of siloing in LA County and the need for less competition and more information sharing between organizations. The WDS should be strengthening pipelines from training programs to job opportunities. Consultant David Schindler pointed out that dislocated worker funds are available to boards but do go unspent or are converted. Now that there is an uptick in layoffs, DW resources may be under-expended.

EWDD staff furthered the discussion on resource sharing by asking what sharing platforms already exist and where organizations go for Labor Market Information data. Consultant David Schindler added that LinkedIn makes relationships with local workforce boards and has information about green jobs and other market information.

Alphonso Reed, Southeast WSC: In regard to unspent DW spending, Alphonso noted that as a system, WSCs fall short on DW enrollments due to difficulty finding and attracting dislocated workers. David Schindler reiterated the usefulness of partnerships with EDD to connect people and make them aware of WSC services.

James Marsh, Goodwill of Southern California: Commented on the need to have considerations for short-term versus long-term training and job versus career planning when providing job placement and training services to program participants.

Claudia Aceves, Goodwill of Southern California: Mentioned the WDS should also consider the impact of AI on jobs and careers and modernizing our system to be ready for a changing workforce landscape.

Aaron Saenz, LAUSD Adult and Career Education: Expressed how great it was to see WorkSource and YouthSource Centers work together recently at the DACE combined partnership meeting on December 11th, 2024. Sometimes it is a challenge to engage employers because meetings occur during business hours which conflicts with employers participating at times.

EWDD staff opened the floor to input on what strategies have worked for building partnerships and building credibility with employers. Aaron Saenz indicated difficulty with having employers come into meetings because they are during working hours. Alphonso Reed revealed his team engages employers by offering something—customized training, meeting spaces for their events—to lure them in. He asserted that it's important to emphasize that WSCs do everything an employment agency does, but instead doesn't charge fees, pays half their salary, and job seekers are less likely to leave if hired. Some organizations found it helpful to offer On-the-Job training (OJT) to employers as an incentive to hire program participants. OJT allows AJCC's to reimburse employers up to 50% of an employee's wages for an established period. It is also helpful to offer meeting space and establish rapport with employers so that they keep coming back. EWDD shared that the City was recently approved for an OJT waiver that allows up to 90% reimbursement to an employer for hiring program participants, which can be helpful in placing vulnerable populations, such as justice-involved, homeless, and older workers.

EWDD staff also opened conversation to the topic of tax credits for employers as a WSC selling point. From experience, Alphonso Reed noted that they sometimes work if the employer is already familiar with them, but seeing the paperwork can be off-putting.

EWDD staff expressed hope for a more robust infrastructure for creativity in the WDS. There is a need to build infrastructure to better triage the needs of workers and pool resources effectively.



**CITY OF LOS ANGELES  
WORKFORCE DEVELOPMENT BOARD  
LOS ANGELES BASIN REGIONAL PLANNING UNIT  
PROGRAM YEARS 2025-2028 REGIONAL PLAN  
COMMUNITY AND STAKEHOLDER FORUM MEETING  
RAMONA HALL COMMUNITY CENTER**

**Wednesday, December 4, 2024  
9:00 AM**

**Ramona Hall Community Center  
4580 North Figueroa Street, Los Angeles, CA 90065**

**AGENDA**

1. Introduction: The Changing Landscape of Jobs and the Economy
2. Regional Workforce Plans
3. Background
4. Discussion Questions/ Community and Stakeholder Forum:
  1. Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?
  2. How are changes in local industries and businesses affecting the types and availability of jobs?
  3. What impact are economic changes having on workers and individuals looking for work?
  4. What changes do economic trends suggest for workforce development and skills training programs?
  5. Please also share other thoughts you have concerning the changing landscape of jobs and the economy.
5. Closing/ Q&As

**PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS**

The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the

completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit [www.wiblacity.org](http://www.wiblacity.org). For more information call 213-744-7164.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities. Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, your request should be received at least 72 hours in advance of the need. The TTY: 771.

For more information please contact us at 444 S. Flower Street, 14th Floor, Los Angeles, CA 90071.  
Phone: 213-744-7164 [www.wiblacity.org](http://www.wiblacity.org)



**CITY OF LOS ANGELES  
WORKFORCE DEVELOPMENT BOARD  
LOS ANGELES BASIN REGIONAL PLANNING UNIT  
PROGRAM YEARS 2025-2028 REGIONAL PLAN  
VIRTUAL FORUM**

**Thursday, December 12, 2024  
3:30 PM**

<https://us02web.zoom.us/meeting/register/tZUscuCpqTMOEtU3Yw65lrwo5uunArt6Glijj#/registration>

**AGENDA**

1. Introduction: Opportunities and Challenges for the Workforce Development System
2. Regional Workforce Plans
3. Background
4. Discussion Questions/Community and Stakeholder Forum:
  1. Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
  2. What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
  3. What are the greatest obstacles for individuals looking to prepare for “good jobs?” Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
  4. As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
  5. Please also share other thoughts you have concerning workforce development opportunities and challenges.
5. Closing/Q&As

**PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS**

The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit [www.wiblacity.org](http://www.wiblacity.org). For more information call 213-744-7164.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities. Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, your request should be received at least 72 hours in advance of the need. The TTY: 771.

For more information please contact us at 444 S. Flower Street, 14th Floor, Los Angeles, CA 90071. Phone: 213-744-7164 [www.wiblacity.org](http://www.wiblacity.org)

## **APPENDIX 2: CITY OF LOS ANGELES LOCAL PLAN PUBLIC COMMENT**

### **SUMMARY**

There were no public comments to the posted draft version of the City of Los Angeles' Workforce Development Board's (WDB) PY 2025-28 WIOA Local Plan during the 30-day public comment period which closed on Friday, April 11, 2025.

### **BACKGROUND**

The Local and Regional Workforce Development Plans outline workforce development strategies and are separated into Local Workforce Development Plans and the Los Angeles Basin Region's Workforce Development Plan. The plans summarize administration, program budgets, program goals, and service strategies for a stated period. The Local Strategic Workforce Plans align with the State of California Workforce Development Board's Strategic State Plan for California's Workforce Investment system.

Local Workforce Plans translate regional objectives into local operational actions by describing how individuals access services through the City of Los Angeles' Workforce Development System. The Economic and Workforce Development Department, in consultation with the City's Workforce Development Board and input from the community, produces the Local Plan every four years. The Local Plan guides workforce development through objectives like addressing poverty, promoting equity, and fostering income mobility that defines employment, training and supportive services for job seekers, dislocated workers, youth and young adults.

The Local Plan was posted in accordance with WSD24-09, "Regional and Local Planning Guidance for PY 2025-28" dated December 20, 2024. The directive states: "Local Boards must provide a 30-day opportunity for public comment prior to submitting the Regional and Local Plans. Any comments that express disagreement with the Regional or Local Plans must be included in the final submission."

On March 12, 2025, the Economic and Workforce Development Department (EWDD), acting on behalf of the WDB, posted a draft version of the Local Plan to the EWDD website at <https://ewdd.lacity.gov/index.php/wioa-lwp-25-28>, with a link to the Local Plan also on the WDB website at <https://www.wibllacity.org/>. The public was instructed to submit comments by email to EWDD.Planning@lacity.org by 5:00pm (PT) on Friday, April 11, 2025.

**APPENDIX 3: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD  
SIGNATURE PAGE**

This local plan represents the City of Los Angeles Workforce Development Board’s efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act (WIOA)*.

This local plan is submitted for the period of July 1, 2025 through June 30, 2028 in accordance with the provisions of WIOA.

**Local Workforce Development  
Board Chair**



---

Signature

---

Charles Woo

---

Name

---

Chair

---

Title

---

May 2, 2025

---

Date

**Chief Elected Official**



---

Signature

---

Karen Bass

---

Name

---

Mayor, City of Los Angeles

---

Title

---

7/7/2025

---

Date

**Chief Elected Official**



---

Signature

---

Marqueece Harris-Dawson

---

Name

---

City Council President

---

Title

---

07/09/25

---

Date