

Tab 6

1A. PUBLIC COMMENTS

PUBLIC COMMENTS FOR ANNUAL PLAN – WDB Executive Committee, May 9, 2018

Pastor William D. Smart, Southern Christian Leadership expressed his support for the Hospitality Training Academy (HTA). This program is vital as the services they provide get people into a job after they are done training.

Lesha Scott Thomas, HTA trainer acknowledged the students who accompanied her today and stated that this program changes people's lives and addresses and assists the whole person, not just the job seeker. She enjoys working with the students and watching their transformation.

Bernice Correa – Director of Human Services at the Beverly Hilton acknowledged the HTA for partnering with them and applauded them for providing their trainers with adequate tools to prepare trainees to do a great job. They will continue to work with the HTA academy and are happy to have them on their team.

The following members of the public expressed their support for continued funding of the Underrepresented Populations Initiative.

Guillermo Torres, Clergy and Laity United for Economic Justice (C.L.U.E.) a Faith Based Agency

Reginald Drummer a former HTA program graduate.

Breabeundina Humes, HTA

Robert Farrell, HTA, CLUE

Annika Yoo, Faith and Community Empowerment (FA CE)

Mario Edwards, HTA

Pastor Cue In Marie, CLUE

Reverend DL Wilson, HTA

Samir Shin, FACE

Elon Osman, HTA

Kayla Wilson, HTA

Reginal Drummer, HTA

Thomas Mitchell, HTA

Magdalena Duran, El Proyecto Del Barrio/So Cal Workforce Partnership

Angie Chu, Foundation Ours, Inc.

James Cho, FACE

Silvia Guillen, FACE

Bamby Salcedo, The TransLatina Coalition

Emile Mack, Korean Federation LA

Evelyn Tangtanalit, HTA/SLS Hotel

Rev. John Park, FACE

Hyepin Im, FACE advocated for underrepresented populations. Commended HTA for their work.

Fritz Ormita, HTA

Maggie Mireles, HTA

Sheila Guerrero, HTA

Tab 6

1B. Written Public Comments

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Workforce Development Board
c/o Mr. Charlie Woo
Chair, Workforce Development Board
Economic & Workforce Development Department
1200, 7th Street, 6th floor
Los Angeles, CA 90012



Dear Workforce Development Board members,

On behalf of the Los Angeles City Commission on the Status of Women (LACSW), I am writing to express support for the draft Annual Plan for 2018/2019 that aims to address gender inequality in the labor market.

Gender inequality in the labor market is an issue of great concern to the LACSW that we discuss frequently. In light of the Board's review of the Economic & Workforce Development Department (EWDD) draft Annual Plan, I would like to share seven recommendations on how the Board could accelerate the implementation of Executive Directive No. 11 on Gender Equity in City Operations (see attached) through the Annual Plan.

The LACSW is eager to assist the Board and the EWDD in its work and I believe the list of recommendations will fulfill the shared vision of the LACSW, WBD, EWDD, and its partners.

I encourage the Board and the EWDD to continue to foster gender equality and gender equity in Los Angeles. Given the existing inequalities in the labor market, it is our collective responsibility as a community to recognize and address disparities in our system so that women and girls, and people of various gender identities, regardless of racial backgrounds, are provided equal opportunities and are empowered to shape their own lives.

Sincerely,

Jackie Filla
President of the Los Angeles City Commission on the Status of Women

A handwritten signature in black ink, reading 'Jackie Filla', with a stylized flourish at the end.

Recommendations

1. Vision

I encourage the WDB to adopt an Annual Plan that envisions a workforce development and training system that provides women and men, girls and boys, and people of various gender identities, and of all racial backgrounds equal opportunities to access job trainings and quality jobs in the Los Angeles region.

2. Strategic Goals

Ensure Gender Equity

I am pleased to read that gender equity is included as a strategic goal in the draft Annual Plan for 2018/2019. However, I recommend that the WBD define the goal as “Ensuring Gender Equality & Gender Equity in the Workforce Development System.”

Gender equity refers to fairness and justice regarding benefits and needs for women and men, girls and boys, and people of various genders. Thus, equal distribution of resources based on the needs of different groups of people. Gender equality is a broader concept that refers to equal rights, life prospects, opportunities, and the power of women and men, girls and boys, and people of various genders to shape their own lives. It is a right’s based concept with transformative connotations that embraces an intersectional view on inequalities between genders, and points towards change of gender-based power relations in all sectors of society. The revised strategic goal clarifies that addressing gender inequality and gender inequity in the Workforce Development System is a way to achieve gender equality in the labor market.

Similarly to other strategic goals, I also recommend the WBD to specify how this goal will be achieved and to allocate the necessary resources for these activities.

Address Homelessness with more employment opportunities

I am encouraged to read that homelessness is a strategic goal in the draft Annual Plan. As part of the Department’s plans to expand the LA RISE grant, I recommend the Board work with EWDD to provide further information on how it serves the female homeless population, including information on how the goals have been identified, how many women have benefitted, and how the funding has been distributed. Unsheltered women have unique needs and I encourage the Department to continue to work with experts, such as HCID, LAHSA and the Domestic Violence & Homelessness Coalition, to ensure those needs are considered in the design, implementation, and evaluation of job- skills trainings.

Strengthening Industry Sector Strategies & Vulnerable Populations – Gender Equality as a Working Method

While the WDB’s work is guided by a sector-driven approach, I strongly suggest that the different needs of women and men, girls and boys, and people of various gender identities be included as important factors in the design, implementation, monitoring, and evaluation of the EWDD’s policies, programs, and resource allocation. Adding a gender lens allows the implications for the groups to be assessed before any decisions are made. In this way, the Board can make sure that gender inequality is not perpetuated.

As part of this work, I recommend the Board work with EWDD to conduct a gender analysis¹ to assess obstacles currently preventing women from participating in its workforce programs and advance in their careers. The analysis should include an examination of:

- Customer's knowledge of and access to childcare support services, and the role of the WorkSource Centers and the YouthSource Centers in addressing childcare needs for job seekers. Research reveals that poverty rates disproportionately affect female-headed households, with the poverty rate for single-mother families with children under the age of five amounting to 49% in the City of Los Angeles.
- How the WorkSource Centers and the YouthSource Centers encourage and prepare women for middle-skills jobs, and elevates them to better paid middle-skills job, in line with recommendation 2 and 10 in the presentation "Closing the 20- cent Gap."

Furthermore, I kindly ask the EWDD to provide information on how WorkSource Center applicants answered the requirements relating to gender equality as defined in the RFP and to explain how the answers were evaluated, as well as planned next steps.

4. Data, Reporting, & Evaluation

I strongly encourage the Board have EWDD collect and present data disaggregated by sex in the demographic portraits and performance reports, including but not limited to the WorkSource Centers and the YouthSource Centers, the WIN-LA training and hiring program, the Targeted Local Hire program, and the programs that the EWDD will implement together with the Los Angeles World Airports, the Port of Los Angeles, and the Department of Water and Power. The latter programs provide a great opportunity for the WBD to reduce the gender wage gap by preparing and encouraging women to apply for positions known as "non-traditional female jobs."

Furthermore, I support recommendations 1, 3, 5, 6 and 11 in the presentation "Closing the 20- cent Gap," and hope that the WBD will adopt the proposals as part of the adoption of the Annual Plan.

On evaluation, I would like to draw the WBD and EWDD's attention to the fact that the **Human Development Index (HDI)**, used in the draft Annual Plan, is not gender-sensitive. On the other hand, the **Gender Development Index (GDI)**, measures gender gaps in human development achievements by accounting for disparities between women and men in three basic dimension of human development – health, knowledge and living standards using the same component indicators as in the HDI. The GDI is the ratio of the HDIs calculated separately for females and males using the same methodology as in the HDI. It is useful for understanding the real gender gap in human development achievements and is informative to design policies and programs to close the gap.²

Lastly, I recommend that the Board request EWDD post the metrics and indicators used to the Gender Equity Dash Board, in line with Executive Directive No. 11.

5. System-wide Activities:

- Innovation Fund: I strongly support recommendation 7 in the presentation "Closing the 20- cent Gap" and the WDB's intention to fund a pilot program for Domestic Violence Survivors through its Innovation Fund.

¹ A gender analysis highlights the differences between and among women, men, girls, and boys, in terms on their relative distribution of resources, opportunities, constraints and power in a given context.

² United Nations Development Programme, <http://hdr.undp.org/en/content/gender-development-index-gdi>

- Customer Satisfaction Surveys: I recommend that the EWDD consider adding a gender lens to its Customer Satisfaction Surveys and gathers data disaggregated by sex through the surveys.
- CrossRoads Policy Symposium: I suggest that the WDB and the EWDD take the opportunity to discuss gender inequality in the labor market with relevant stakeholders at the next CrossRoads Policy Symposium.
- Promotion & Outreach: I strongly support recommendation 9 in the presentation “Closing the 20- cent Gap” and urge the EWDD to ensure that its contracting partners do not contribute to further gender stereotyping through its marketing efforts. Thus, I recommend the EWDD to develop marketing guidelines so that job trainings are marketed in a way that encourages women and men to consider career paths different from what is perceived as “traditional male and female jobs.”

6. Partnerships & Consultants

I encourage the WDB let its commitment to achieving gender equality guide and influence its partnerships and suggest that the policies, data, and working methods developed by WDB and EWDD be shared with relevant stakeholders.

In line with the City of Los Angeles efforts to prevent and address harassment and discrimination in the workplace, I further recommend that the EWDD asks its partners to comply with the City’s policies and pursue similar efforts, including Mayor Eric Garcetti’s recently released Executive Directive No. 23, to create inclusive work environments (see attached directive).

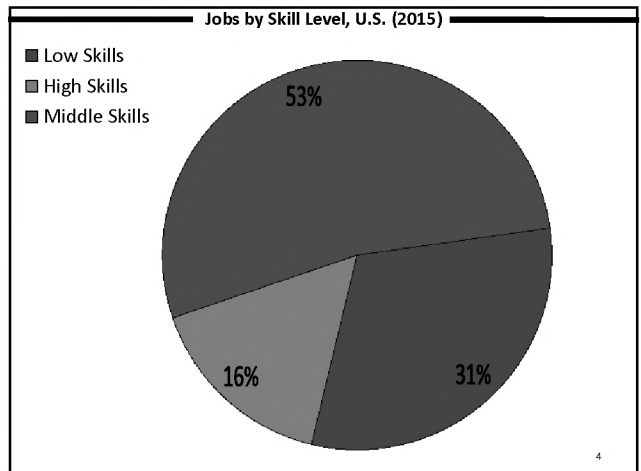
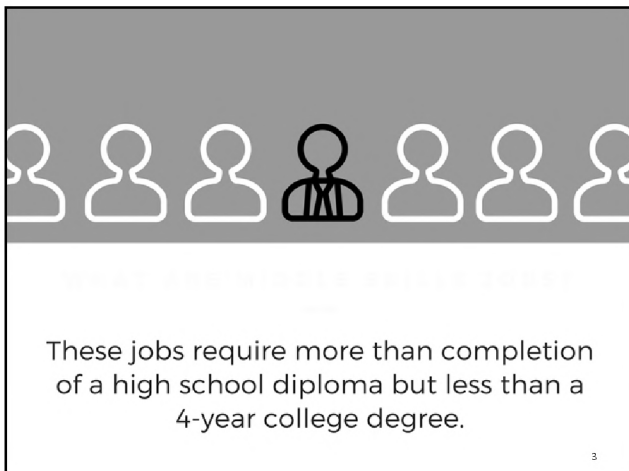
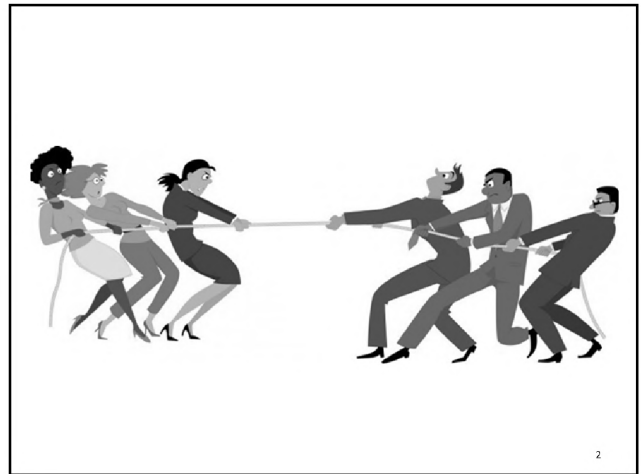
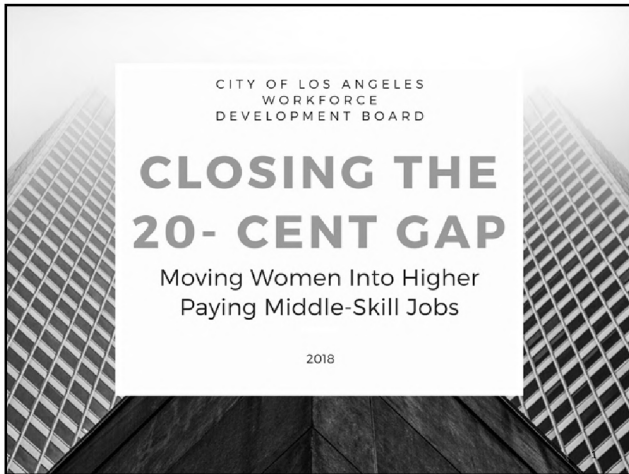
In line with the Executive Directive No. 11, I encourage EWDD to track contracts and promote ways to ensure equal contracting opportunities for women-owned enterprises. Additionally, to ensure that contracted consultants have demonstrated knowledge of gender equality, including knowledge of how to apply a gender lens to the work.

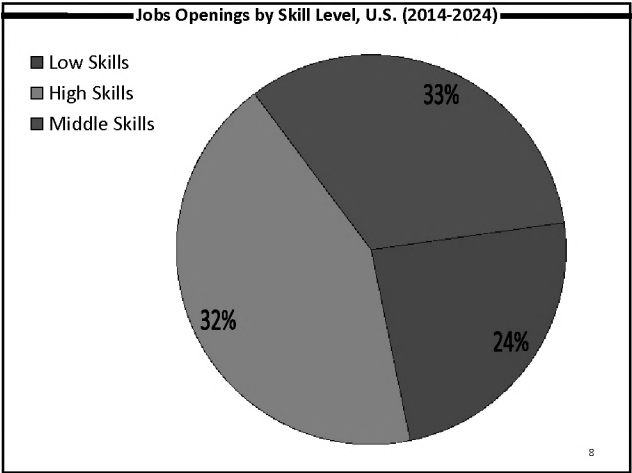
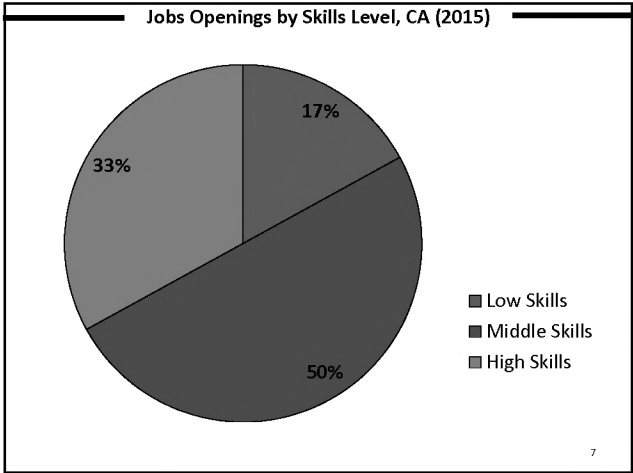
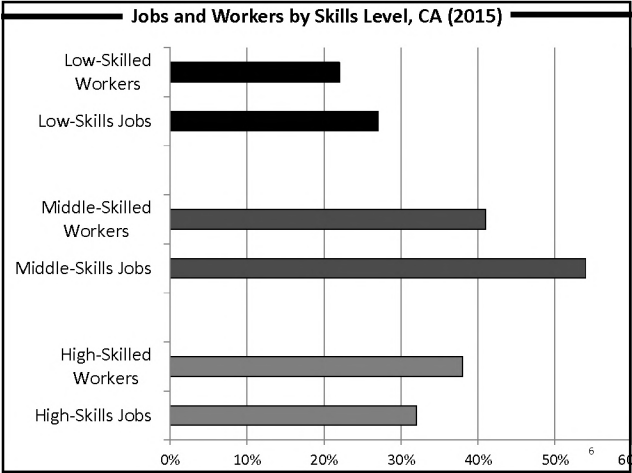
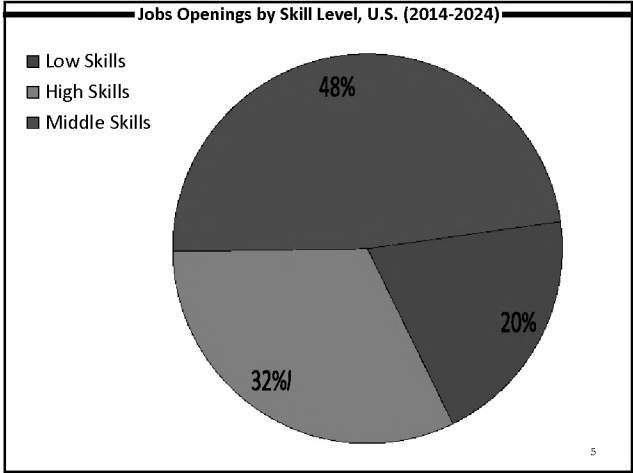
7. Training

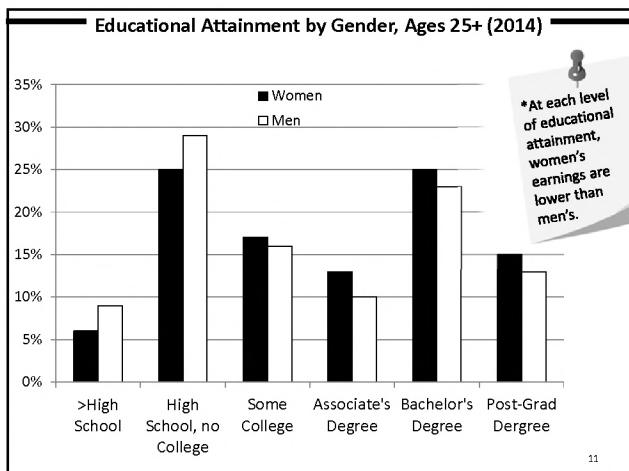
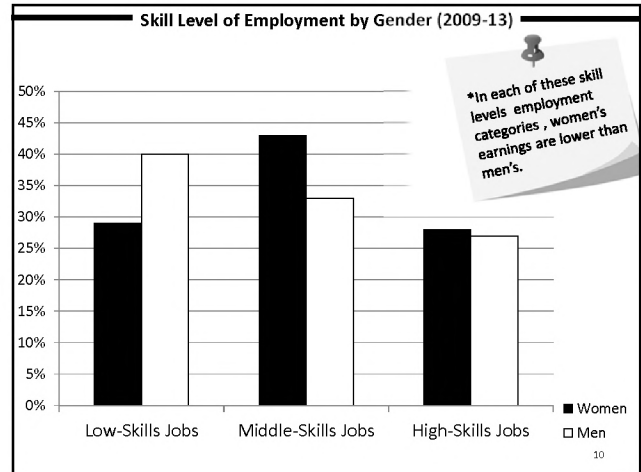
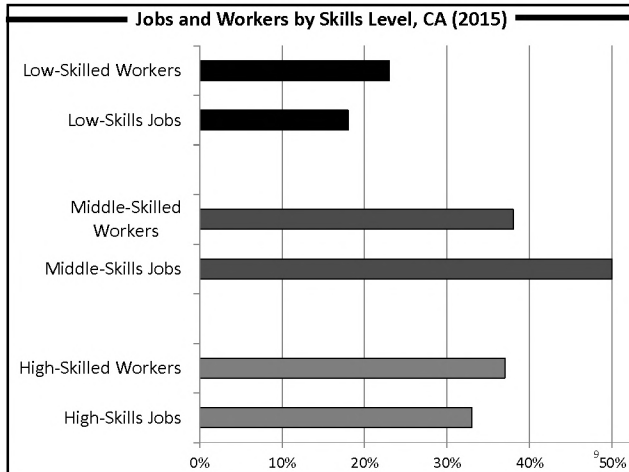
I strongly support recommendation 8 in the presentation “Closing the 20- cent Gap,” that a curriculum be developed to train City workforce development system staff on to apply a gender lens to their work and provide workforce development services (including career exploration and counselling, training referrals, case management, job research and job placement, and retention) to women and girls in a non-biased way. To ensure that EWDD personnel and contracting partners receive such training, I recommend the WBD to include a separate budget line on the matter in the Annual Plan for 2018/2019.

Attachments:

1. Executive Directive No. 11 on Gender Equity in City Operations
2. Closing the 20-Cent Gap Presentation
3. Executive Directive No. 23 on Harassment and Discrimination







SUMMARY

Middle-skills jobs constitute the largest segment of the US and California's labor markets.

There is a shortage of qualified workers to fill middle-skills jobs.

The consequences of the middle-skills gap are restrained economic growth and labor shortages that necessitate outsourcing and automation

SUMMARY

California, in its 2017-2027 Workforce Development Plan submitted to and approved by the US Department of Labor (USDOL), has committed to doubling the number of apprenticeship placements and producing a million middle-skills industry valued and recognized post-secondary credentials, which will facilitate employment in middle-skills jobs.

SUMMARY

Women have higher post-secondary educational attainment levels than men.

Women dominate employment in middle-skills and high-skills occupations

SUMMARY

Regardless of higher levels of post-secondary education and middle-skills and high-skills employment, women's earnings are less than men's.



WHY ARE
WOMEN
EARNING
LESS THAN
MEN??

RECOMMENDATIONS

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Recommendations

The Workforce Development Board (WDB) has adopted a number of **sector-based workforce development strategies** focused on identifying industries where new employees are most likely to be hired, now and in the future, creating a strong talent pool from which those hires can come.

However, patterns of **occupational segregation** by gender (where men and women are disproportionately employed in different jobs) exists in some of those industries, which is a major contributor to the pay disparities between men and women.

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RECOMMENDATION #1

That the Los Angeles Economic Development Corporation (LAEDC) be requested to revise the labor market information it provided to the WDB to identify the occupations within growing industry sectors that are male-dominated and higher-paying, for which women can be trained and placed by the City's workforce development system.

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43% OF WORKING WOMEN COMPARED TO 33% OF WORKING MEN ARE IN MIDDLE-SKILLS JOBS

Women are 83% of workers in middle-skills occupations that pay less than \$30,000 per year, 29% of workers in growing middle-skills IT occupations, and less than 10% of workers in growing advanced manufacturing and logistics occupations.

Many of the women working in middle-skills occupations have knowledge and abilities similar to what employers expect for high-paying middle-skills jobs.

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RECOMMENDATION #2

That career ladders be built-out for women in the middle-skills jobs they dominate, as a means of elevating them to the middle-skills jobs paying higher wages dominated by men.

Even Women in low-skills jobs (29% of working women) earn less than men in low-skills jobs (40% of working men)

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RECOMMENDATION #3

That the LAEDC be requested to revise the labor market information it provided to the WDB to identify low-skills occupations with characteristics matching those of middle-skills occupations that, with some workforce development interventions, can serve as on-ramps for women to higher wages.

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THE WDB'S YEAR 18/PROGRAM YEAR (PY) 2017-18 ANNUAL PLAN

Plans do not include women under vulnerable populations targeted for increased enrollment in and special attention by the City's workforce development system because they are obviously included under the categories of homelessness, former incarcerated individuals, underrepresented ethnic groups, single-parents, older workers, disconnected youth, transgender and other LGBTQ individuals, etc. but there is no acknowledgement of economic indicators that year after year place women highest within the ranks of those living in poverty.


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RECOMMENDATION #4

In recognition of the above realities, gender should be a key consideration in the formulation of the WDB's Year 19/PY 2018-19 Annual Plan and decisions regarding workforce development investments.

Women are typically in lower paying jobs because of occupational segregation, making self-sufficiency a distant goal.

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RECOMMENDATION #5

That the LAEDC be requested to revise the labor market information it provided to the WDB to include gender wage disparity data for use in developing workforce development strategies for inclusion in the WDB's Year 19/PY 2018-19 Annual Plan.

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Working women on average earned only 80 CENTS for every dollar paid to men in 2016.

The female-to-male ratio that year was 75 cents for white women, 85 cents for Asian women, 63 cents for African-American women, and 54 cents for Latino women.

Workforce development programs are designed to create opportunities for income advancement, and a standard must be established to determine whether such investments achieve that goal

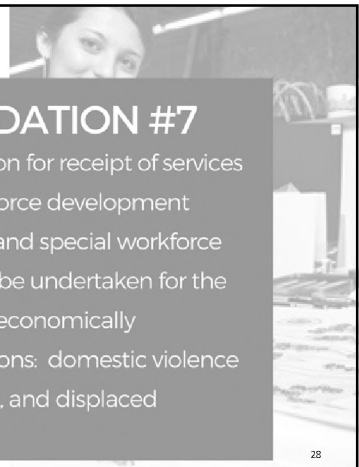
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RECOMMENDATION #6

That the WDB's Self-Sufficiency Standard and Wage at Placement goals be reexamined as a starting point for ascertaining the effectiveness of workforce development programs in assisting women in becoming economically independent.


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RECOMMENDATION #7

That priority consideration for receipt of services through the City's workforce development system be extended to and special workforce development initiatives be undertaken for the benefit of the following economically disadvantaged populations: domestic violence survivors, single mothers, and displaced homemakers.

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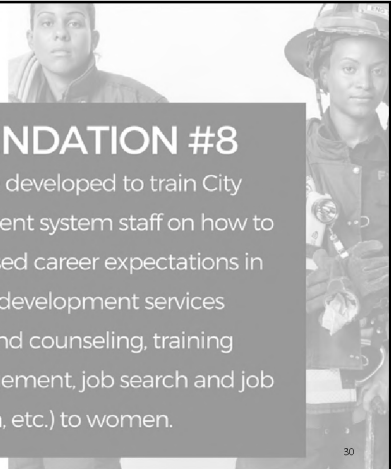
CHOICES

Differences in the courses of study women and men pursue and the occupations they occupy are not the sole explanations for the gender wage gap.

It would be overly simplistic to attribute the problem to the choices women and men make.

Girls and women do not make important decisions about their education and careers absent the influences of family members, teachers, peers, and other adults who tell them what is and is not acceptable, and often based on gender stereotypes.


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RECOMMENDATION #8

That a curriculum be developed to train City workforce development system staff on how to mitigate gender-biased career expectations in providing workforce development services (career exploration and counseling, training referrals, case management, job search and job placement, retention, etc.) to women.


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RECOMMENDATION #9

That marketing/outreach materials be developed, with the assistance of the City's Commission on the Status of Women, to inform girls and women about their many education and career options


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Among the possibilities are posting marketing/outreach materials on the Commission on the Status of Women's website and linking it to the www.jobsla.org website, and requiring WorkSource Center (WSC)/America's Job Center of California (AJCC) and YouthSource Center (YSC) contractors to publicize the information on their websites.

A directive should also be issued to ensure that women are properly represented/featured (i.e., not confined to images of them in traditional occupations) in the marketing/outreach materials of WSC/AJCC and YSC contractors.


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There has been a steady erosion of support from the federal government for the education and training of disadvantaged persons that began with the passage of the Personal Responsibility and Work Opportunity Reconciliation Act (welfare reform) in 1996 and the Job Training Partnership Act (JTPA) in 1998, and their focus on "work first".

Federal disinvestment in education and training continues today with reduced Workforce Innovation and Opportunity Act (WIOA) appropriations, and is likely to worsen due to the improving economy and commensurate declining unemployment and worker shortages.

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States have responded (e.g., California's enactment of Senate Bill 734) by imposing expenditure requirements on the WIOA funds they receive for job training activities

Job training in demand occupations is essential for women to succeed in the labor force and to reduce the gender wage gap

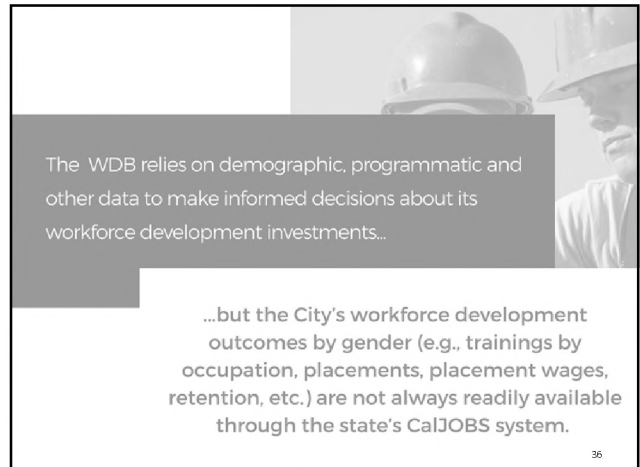
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RECOMMENDATION #10

That the South Bay Workforce Investment Board (SBWIB), the guardian of an extensive list of training providers utilized by multiple WDBs (aka: California Intrastate Training Resources and Information Network), be requested to categorize its offerings so women can easily identify and access nontraditional middle-skills education and job training opportunities.

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The WDB relies on demographic, programmatic and other data to make informed decisions about its workforce development investments...

...but the City's workforce development outcomes by gender (e.g., trainings by occupation, placements, placement wages, retention, etc.) are not always readily available through the state's CalJOBS system.

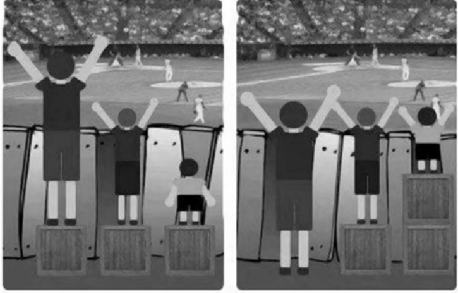
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RECOMMENDATION #11

That the state and its regional management information systems intermediary, the Los Angeles County Department of Workforce Development, Aging and Community Services, be queried about possible enhancements to the CalJOBS system to produce workforce development data by gender

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Gulika Reddy

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EQUALITY VS. EQUITY

<p>Equality = SAMENESS</p> <p>Giving everyone the same thing - It only works when everyone starts at the same place.</p>	<p>Equity = FAIRNESS</p> <p>Access to same opportunities - we must first ensure equity before we can enjoy equality.</p>
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EXECUTIVE DIRECTIVE NO. 23

Issue Date: April 30, 2018

Subject: Harassment and Discrimination

Every person that works for the City of Los Angeles should feel respected and safe in the workplace. All forms of harassment, discrimination and other activities that create hostile work environments are unacceptable and will not be tolerated.

The City of Los Angeles has been a model for diversity and nondiscrimination in the workplace. In 1992, the City Council adopted a 'Discrimination Free Workplace Policy,' outlining the right of all City employees to a discrimination-free workplace, and their responsibility to prevent acts or speech that are derogatory or demeaning to any employee based on their race, gender, sexual orientation, disability or other protected class. In 2004, Mayor James Hahn signed Executive Directive PE-1: Equal Employment Opportunity, Non-Discrimination and Reasonable Accommodations, celebrating the diversity of the City family, directing that staff receive support through the appointment of Equal Employment Opportunity (EEO) representatives in all departments, and mandating the prompt, objective and thorough investigations of all complaints. In 2008, Mayor Antonio Villaraigosa signed Executive Directive No. 12, "Policy against Discrimination in Employment based on Sexual Orientation, Gender Identity or Gender Expression," which directs all departments to designate an EEO counselor to advise

employees who may have been discriminated against on the basis of actual or perceived sexual orientation or gender identity.

Building on these directives, and to further an inclusionary and nondiscriminatory workplace, on August 26, 2015, I signed Executive Directive No. 11, "Gender Equity in City Operations," establishing policies to foster equal representation of women at all levels of City government.

On February 1, 2017, I signed Executive Directive No. 18, creating the Mayor's Risk Reduction Cabinet, and later established a Harassment and Discrimination Working Group within that Cabinet. Through this Working Group, my staff partners with our City Councilmembers, the City Attorney, the Commission on the Status of Women, sexual harassment counselors and EEO coordinators from key departments, and experts from external organizations to design and implement updates to the City's harassment and discrimination protocols.

On December 15, 2017, I directed all General Managers and heads of City departments to report incidents of sexual harassment involving an employee, customer, visitor, volunteer or contractor to the Personnel Department within 48 hours of the incident occurring or of the department becoming aware of the incident, in order to ensure that all incidents, regardless of reporting method, are counted, recorded, and investigated appropriately. Through these efforts, the City of Los Angeles has developed a set of robust policies and practices.

The United States Equal Employment Opportunity Commission (EEOC) recently released the Select Task Force on the Study of Harassment in the Workplace, a report that estimates that 90 percent of incidents of harassment do not result in formal complaints, indicating that nationwide, these incidents may be more prevalent than statistics would suggest. Victims of harassment and discrimination face considerable barriers to filing formal complaints due to fear of blame, disbelief or retaliation. As a City, we must administer policies and practices that prevent harassment and discrimination, as well as support those who wish to report their experiences.

Accordingly, I hereby order the following:

- By August 31, 2018, the General Managers of the Information Technology Agency (ITA) and Personnel Department shall develop and launch an online web portal that allows for the reporting of incidents of harassment and discrimination in the City of Los Angeles, and provides information and resources to City employees. The General Manager of ITA shall ensure that the security of the

online portal is maintained according to the standards that the Information Technology Policy Committee established in the City of Los Angeles Information Security Policy Manual, effective November 14, 2016, as updated, and that information collected through the online portal is private and secure.

- By July 31, 2018, the Harassment and Discrimination Working Group of the Mayor's Risk Reduction Cabinet shall submit to my Office, the City Council President (or his designee on the Working Group), the City Attorney (or his designee on the Working Group), and the General Manager of the Personnel Department their recommendations for enhancing the City's policies and procedures on harassment and discrimination, including:
 - Creating a streamlined process for staff in the Personnel Department to review, process and track incidents of harassment and discrimination received by the Personnel Department. This shall include, but is not limited to, the establishment of a Harassment and Discrimination Intake Unit within the Personnel Department's EEO division. The Harassment and Discrimination Intake Unit shall:
 - accept all harassment and discrimination reports that are received by the Personnel Department;
 - conduct an initial review and refer the matter to the appropriate department;
 - ensure all matters are assessed and resolved in accordance with City policies and procedures; and
 - track relevant metrics and conduct data analyses to drive performance improvements in accordance with City policies and procedures.
 - Creating an independent review board comprised of impartial and experienced members that can be called upon to review certain complex or sensitive cases of harassment and discrimination, and provide recommendations.
 - Developing policies and procedures that require supervisors to report and take appropriate action to correct and eliminate harassment and discrimination from the workplace (in collaboration with the Civil Service Commission and employee representatives, where applicable).

- Formalizing the Personnel Department's policies that allow for the anonymous reporting of incidents of harassment and discrimination.
- Formalizing the Personnel Department's policies that allow for the reporting of all incidents of harassment and discrimination, regardless of the length of time that has elapsed since the incident occurred.
- Developing new, and updating and expanding all existing, in-person and online harassment, discrimination and retaliation trainings.

The recommendations of the Harassment and Discrimination Working Group shall consider the unique barriers faced by all races, genders, sexual orientations, abilities and ages in reporting harassment and discrimination. Where possible, any new policies and procedures should be based on a trauma-informed and evidence-based approach.

- By October 31, 2018, the General Manager of the Personnel Department shall submit to my Office a plan to implement the Harassment and Discrimination Working Group's recommendations.
- The General Manager of the Personnel Department shall ensure that the Department's EEO division continues to review harassment and discrimination data, and develop strategies to reduce and eliminate incidents and foster a respectful and safe workplace. The General Manager of the Personnel Department shall submit to my Office, the Chair of the City Council's Personnel and Animal Welfare Committee, and the City Attorney an annual report including:
 - the number of incidents of harassment and discrimination reported, by department;
 - the average processing time for resolving investigations;
 - departmental compliance with the City's harassment and discrimination policies and procedures; and
 - the status of the Personnel Department's implementation of new strategies to reduce and eliminate incidents.
- The General Managers of ITA and the Personnel Department shall make publicly available, in an "open source" format, the online web portal and training(s), subject to valid privacy, confidentiality, security, and other legal restrictions, to empower other governments, businesses and organizations to improve their own tools and procedures to combat harassment and discrimination.

Executed this 30th day of April 2018.

ERIC GARCETTI
Mayor



ERIC GARCETTI
MAYOR

EXECUTIVE DIRECTIVE NO. 11

Issue Date: August 26, 2015

Subject: Gender Equity in City Operations

In order to provide good governance to our City, we must be inclusionary and nondiscriminatory. We must address and provide a platform for those populations who historically have been underrepresented—among them women and girls.

Equity among people of all genders is essential.

Gender equity requires recognizing and providing equal rights, responsibilities, and opportunities to all people no matter their sex or gender. Gender equity is not an issue relevant to just one gender or sex; rather, it is an issue of fundamental human rights.

The recently released Report on the Status of Women and Girls in the City of Los Angeles confirms that the women and girls of our City have been measurably disadvantaged. Whether it be social expectations, professional compensation, or economic opportunities, too often women and girls face undue obstacles. As a City, we have a responsibility to ensure that City operations reflect and address the needs of all people of any sex or gender. Moreover, our efforts to ensure gender equity must include efforts to increase gender diversity on a perceptible level. Gender equity must permeate every level of City operations—as leaders, employers, and service providers.

As one of the first cities to adopt the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Los Angeles must be a model for its implementation. As such, we have the opportunity not only to achieve gender parity but also to create a system that can be successfully replicated by local governments that wish to eradicate the gap in opportunities based upon sex and gender. Significantly, as CEDAW recognizes that the intersections of multiple forms of discrimination have compounding negative effects on women, we must seek to eradicate gender-based

6-1B-22

disparities for all women, regardless of their race, ethnicity, religion, health, marital status, age, class, sexual orientation, gender identity, gender expression, or sex assigned at birth.

I recognize that different City Departments must employ different strategies to achieve success. But participation from every Department is critical to bring about positive change.

Accordingly, I hereby order the following:

- Each General Manager or Head of Department/Office shall designate a Gender Equity Liaison for the Department/Office, and shall notify my Office of that person's name and contact information (including when there is a subsequent personnel change or change to that person's contact information).
- I hereby create the Gender Equity Coalition, which shall be comprised of the departmental Gender Equity Liaisons and representatives from, and designated by, my Office. Each General Manager or Head of Department/Office shall ensure departmental Gender Equity Liaison representation at regular Gender Equity Coalition meetings held by my Office.
- The Gender Equity Coalition shall:
 - coordinate with the Commission on the Status of Women to fulfill the City's responsibilities under the City's CEDAW ordinance;
 - review and monitor all plans and dashboards required by this Executive Directive;
 - identify additional goals and critical areas that require focus, including targeting women from particularly vulnerable groups such as transgender women, women living with HIV/AIDS, undocumented women, lesbians, women of color, seniors, and young women and girls; and
 - form working groups as necessary to achieve specific results that will lead to greater gender parity.
- By February 1, 2016, each General Manager or Head of Department/Office shall submit to my Office a Gender Equity Action Plan to implement a gender-equity strategy that:
 - upholds an inclusive work environment that promotes fairness and fosters the equal participation of women in leadership positions at all levels;
 - tracks recruitment in fields where women remain underrepresented (such as public safety, science, technology, engineering, and mathematics) and addresses such underrepresentation;
 - tracks contracts and promotes ways to ensure equal contracting opportunities for women-owned business enterprises;

- evaluates City services to discover ways to increase gender parity and to promote equal opportunities for, and the advancement of, women and girls;
 - provides any raw data regarding sex and gender on the City's open-data portal;
 - identifies and develops baseline metrics regarding the status of women and girls in relation to the Department/Office; and
 - publishes to my Office's online Gender Equity Dashboard metrics and indicators related to the status of women and girls.
- The General Manager of the Personnel Department and the City Administrative Officer collaboratively shall conduct salary analyses on an as-needed basis to ensure that there is no gender wage gap between City employees holding comparable positions. All other General Managers, Heads of Departments/Offices, and Commissions of City Government shall ensure the cooperation of their Departments/Offices/Commissions with these tasks.

Executed this 26th day of August 2015.


ERIC GARCETTI
Mayor

Dear WIB representative-

Please find and accept our comments related to the 2018-19 Plan below.

In page 2-6 in section 5 Ensure Gender Equity, does not say anything about people of trans experience. It is important that we understand that gender equity also includes those who are in the gender spectrum. If we are going to mention Women, we also need to include Trans Women as Women because we are Women. As we know, Trans Women and other none binary people are part of the Gender Equity spectrum and continue to experience disparities in the workforce and equal pay gap.

5. Ensure Gender Equity - Women earn less than men in every racial and ethnic group and tend to occupy lower-paying occupations and industries. Women continue to take on a disproportionate amount of unpaid caretaking labor, incur motherhood penalties, and experience wage discrimination. The WDS must ensure that career counselling, training, and job placement is free from gender bias.

6. Focus on the reentry population – Work with the offices of the Mayor and City Attorney to leverage investments of Los Angeles County and City funds to serve the reentry population.

It is important that Trans & GNC [Gender Non-Conforming] individuals also benefit from the different efforts that our great city is investing on. Because Trans and GNC people are criminalized, profile and because of the lack of opportunities provided by our society, Trans & GNC people also experience high rates of incarceration. Please find some statistics from the United States Transgender Survey in 2015 around police interactions. In this survey nearly 28,000 trans and GNC people participated:

Sex Work and Other Underground Economy Work:

- Respondents reported high rates of experience in the underground economy, including sex work, drug sales, and other work that is currently criminalized. One in five (20%) have participated in the underground economy for income at some point in their lives— including 12% who have done sex work in exchange for income—and 9% did so in the past year, with higher rates among women of color.
- Respondents who interacted with the police either while doing sex work or while the police mistakenly thought they were doing sex work reported high rates of police harassment, abuse, or mistreatment, with nearly nine out of ten (86%) reporting being harassed, attacked, sexually assaulted, or mistreated in some other way by police.

- Those who have done income-based sex work were also more likely to have experienced violence. More than three-quarters (77%) have experienced intimate partner violence and 72% have been sexually assaulted, a substantially higher rate than the overall sample. Out of those who were working in the underground economy at the time they took the survey, nearly half (41%) were physically attacked in the past year and over one-third (36%) were sexually assaulted during that year.

Police Interactions and Prisons

- Respondents experienced high levels of mistreatment and harassment by police. In the past year, of respondents who interacted with police or law enforcement officers who thought or knew they were transgender, more than half (58%) experienced some form of mistreatment. This included being verbally harassed, repeatedly referred to as the wrong gender, physically assaulted, or sexually assaulted, including being forced by officers to engage in sexual activity to avoid arrest.

- Police frequently assumed that respondents—particularly transgender women of color— were sex workers. In the past year, of those who interacted with law enforcement officers who thought or knew they were transgender, one-third (33%) of Black transgender women and 30% of multiracial women said that an officer assumed they were sex workers. • More than half (57%) of respondents said they would feel uncomfortable asking the police for help if they needed it.

- Of those who were arrested in the past year (2%), nearly one-quarter (22%) believed they were arrested because they were transgender.

- Respondents who were held in jail, prison, or juvenile detention in the past year faced high rates of physical and sexual assault by facility staff and other inmates. In the past year, nearly one-quarter (23%) were physically assaulted by staff or other inmates, and one in five (20%) were sexually assaulted. Respondents were over five times more likely to be sexually assaulted by facility staff than the U.S. population in jails and prisons, and over nine times more likely to be sexually assaulted by other inmates. Harassment and Violence • Nearly half (46%) of respondents were verbally harassed in the past year because of being transgender.

- Nearly one in ten (9%) respondents were physically attacked in the past year because of being transgender.

- Nearly half (47%) of respondents were sexually assaulted at some point in their lifetime and one in ten (10%) were sexually assaulted in the past year. Respondents who have done sex work (72%), those who have experienced homelessness (65%), and people with disabilities (61%) were more likely to have been sexually assaulted in their lifetime.

- More than half (54%) experienced some form of intimate partner violence, including acts involving coercive control and physical harm.
- Nearly one-quarter (24%) have experienced severe physical violence by an intimate partner, compared to 18% in the U.S. population.

Here is a copy of the executive summary from the report: <https://transequality.org/sites/default/files/docs/usts/USTS-Executive-Summary-Dec17.pdf>

In page 2-10: Statistics of people served: We must include trans people in this. This will show that trans people are actually being reached. I know that it may seem minute in comparison to other groups but it is important that we do include a third gender. In CA there is a third gender marker that people can go to DMV and put an X gender marker.

Page 2-15

Measure of Equity in Los Angeles *Though the regional economy continues to improve, many Angelenos have been left behind from the recovery. In general, unemployment decreases and wages increase with higher education attainment, yet racial and gender gaps persist in the labor market among full-time workers at all educational levels. Income inequality is also pervasive in the region, with 24.5 percent of African Americans and 23.7 percent of Latinos living in poverty. Latinos are also much more likely to be working poor compared to all other racial groups with a 12.5 percent compared to 4.3 percent of African Americans.*

We must also include Trans & GNC people in this section. Trans & GNC people continue to struggle to have jobs. Here are some statistics around jobs and Trans & GNC people

Nearly one-third (29%) were living in poverty, more than twice the rate in the U.S. population (12%).

- One in six (16%) respondents who have ever been employed—or 13% of all respondents in the sample—reported losing a job because of their gender identity or expression in their lifetime.
- In the past year, 27% of those who held or applied for a job during that year—19% of all respondents—reported being fired, denied a promotion, or not being hired for a job they applied for because of their gender identity or expression.
- Fifteen percent (15%) of respondents who had a job in the past year were verbally harassed, physically attacked, and/or sexually assaulted at work because of their gender identity or expression.

- Nearly one-quarter (23%) of those who had a job in the past year reported other forms of mistreatment based on their gender identity or expression during that year, such as being forced to use a restroom that did not match their gender identity, being told to present in the wrong gender in order to keep their job, or having a boss or coworker share private information about their transgender status without their permission. • Overall, 30% of respondents who had a job in the past year reported being fired, denied a promotion, or experiencing some other form of mistreatment related to their gender identity or expression.

- More than three-quarters (77%) of respondents who had a job in the past year took steps to avoid mistreatment in the workplace, such as hiding or delaying their gender transition or quitting their job.

We need to figure out how the well-being and access opportunity section applies to Trans & GNC people. How do we fit in to this? We must say something about the lack of knowledge about trans & GNC people and the intentional investment that needs to happen from the city of LA in order to change the landscape of Trans & GNC people.

Page2-24: Targeted Local Hire (TLH) We must include something that will target Trans & GNC people in this section as well.

Page 2-25: VUP: Does not include anything about how VUP is going to continue to be funded. It is important that the work that has started continues...

Page 2-27: System Activities: VUP programs should be included in this section that will say how the city is going to continue to invest in the work that the city started

Best,

Bamby Salcedo

To Whom It May Concern,

On behalf of the LAEDC and partner The Valley Economic Alliance (TVEA), please accept the attached public comments to the City WDB's draft Program Year 18-19 Annual Plan, which proposes severe cuts to the Layoff Aversion (LOA) Program totaling \$200,000. This equates to a 34% reduction in funding, more than three times the WDB's overall funding cut for PY 18-19.

LAEDC and TVEA have been providing no-cost business and technical assistance to sustain the City's at risk businesses and avoiding thousands of layoffs, as well as assisting LA companies in fast growing targeted industry sectors to better understand training and hiring needs (BOLD Program) which is synchronized with the WDB's objectives.

LAEDC is a private, non-profit public-benefit organization whose purpose is to advance opportunity and prosperity for all the residents of the LA region. We appreciate the opportunity to provide comments and letters of support for continued funding of the LOA Program, and respectfully, but strongly, urge the LA WDB to restore full or near-full funding for this critical program for the 2018-2019 program year.

Thank you very much,

Jodie Lesh, Chair
Bill Allen, CEO
David Flaks, President & COO
Susan Stel, EVP & CFO

May 17, 2018

Charlie Woo, Chair
LA City Workforce Development Board
1200 W. 7th Street, 6th Floor
Los Angeles, CA 90017

RE: **Proposed 34 Percent Layoff Aversion Program Funding Decrease – OPPOSE**

On behalf of the Los Angeles County Economic Development's (LAEDC) Board and 200+ private, public, education and nonprofit members; the many hundreds of "at-risk" businesses across the City of Los Angeles served by the LAEDC each year – a number of which have sent separate letters; and the nearly **18,000 workers who have been spared from crippling layoffs** due to the Layoff Aversion (LOA) program implemented by the LAEDC, along with its partner The Valley Economic Alliance (TVEA), we respectfully, but strongly, urge the Los Angeles City Workforce Development Board (WDB) to restore full or near-full funding amounts for this critical program for the 2018-2019 program year (PY).

While the LAEDC understands and fully appreciates the tough choices the WDB must make when it loses a portion of its overall funding, the proposed 34 percent cut in funding for the LOA program (again, a program that has saved close to 18,000 jobs held by fellow Angelinos) **is more than three times** the overall funding cut for the WDB in the 2018-2019 PY. Beyond the human, health, social and community benefits of saving 18,000 jobs, the disproportionate level of the proposed LOA program cuts is even more puzzling when you consider the incredible return on investment to government generated by this program, which includes **more than \$1.3 billion in local, state and federal tax revenue**.

Moreover, these fiscal impacts don't account for all of the multiplied indirect and induced job, income, spending and output losses that would have been suffered across Los Angeles and throughout the region "but for" this LOA program. For example, in an assessment of the total economic impacts of the LOA program for PY 2016, a year in which 6,268 jobs were saved due to the program, the total direct, indirect and induced impacts of the program were an astounding 10,279 jobs with labor income of \$578.9 million, and an estimated \$1.5 billion in economic activity in Los Angeles. And again, that's for a single program year!

Although it may *seem* wise to cut a layoff aversion program in a so-called "full-employment" environment, the reality tells a much different story, as thousands of businesses and tens of thousands of high-value, high-wage jobs in high-output sectors, such as: manufacturing; trade and logistics; and transportation, remain at-risk of being dislocated due to automation, robotics, artificial intelligence and other capital-labor substituting modalities. Worse, this will only be further exacerbated as this economy quickly transitions from one that has been characterized by labor being the primary factor of production to one where capital, IP and knowledge are now the primary factors. For this reason, the draconian LOA funding cuts proposed are ill-advised since they will greatly jeopardize our collective ability to serve the many thousands of businesses and jobs across the region that will be increasingly affected by these fast-moving economic forces, as well as other global economic undercurrents and local business issues.

Anticipating the need to build further labor supply capacity in a fast-changing economic environment, the LAEDC, together with the LA City Economic and Workforce Development Department (EWDD) and the LA County Workforce Development, Aging and Community Service Department, very wisely developed a new



program more than a year ago to better understand the employment and skills needs of expanding businesses in regionally concentrated and fast-growing targeted industry sectors in which the region has productive advantages. The program, aptly called: Business Outlook Labor Demand (BOLD), was funded by the City WDB in PY 17-18.

Similar to the LOA program, the LAEDC and TVEA co-deliver the BOLD programs, projects and transactional activities throughout the city's seven planning regions, eliciting, gathering and cataloging hiring, placement, skill/competency and labor intelligence from growing businesses within these target industries. The BOLD program is delivered in complete synchronization with the LA City WDB's stated objectives to assess employer labor, technical and soft skills needs, and to refer job openings, along with this "rich" elicited labor intelligence, to EWDD. In fact, the BOLD program has been such a success that it has recently been expanded to the community college systems based here in the LA basin under the state's Strong Workforce Program.

Point being, the dual LOA and BOLD programs cover the Los Angeles economy as it cycles through growth and contraction phases, allocating resources depending on where we are in the cycle and working directly with city businesses at two critical phases: at risk or in expansion, when they need the help most.

Based on ongoing, multi-cycle needs of businesses and their workers here in the City of Los Angeles, we strongly urge the WDB to reconsider the proposed 34 percent reduction in funding to the LOA and BOLD programs, and reinstate program funding to the full (\$600,000) or near-full annual amounts.

Please do not hesitate to contact me with any questions and/or comments.

Sincerely,

William C. Allen
Chief Executive Officer
LAEDC

Jodie Lesh
Board of Governors Chair
LAEDC

Cc: Greg Irish, Executive Director, LA City WDB
Robert Saniz, Assistant General Manager, LA City EWDD
David Eder, Deputy Director, LA City WDB
Kenn Phillips, President & CEO, The Valley Economic Alliance

May 17, 2018

Charlie Woo, Chair
LA City Workforce Development Board
1200 W. 7th Street, 6th Floor
Los Angeles, CA 90017

RE: Oppose - Proposed 34% Budget Decrease of the City of Los Angeles Layoff Aversion Program

On behalf of The Valley Economic Alliance (TVEA) Board of Governors that represent the San Fernando Valley we oppose the proposed 34% decrease in the City of Los Angeles Lay Off Aversion (LOA) Program.

Hundreds of “at-risk” businesses across the San Fernando Valley have been saved along with their employees. This unique program is the only one that has expert economic development managers that go in the field and work directly with businesses. This direct result has given Business Source and Work Source Center hundreds of new referrals each year. Many of the businesses that benefited from the LOA Program have since hired more employees and have submitted positive testimonials. In short, these businesses didn’t layoff approximately **18,000 employees because of our efforts**. We strongly, urge the City of Los Angeles Workforce Development Board (WDB) to restore full funding for this critical job program for the 2018-2019 fiscal year.

This is the only jobs program that is being reduced by more than 10% in WDB’s next fiscal year budget, this is more than three times that. While TVEA fully appreciates the decisions the WDB must make when it loses a portion of its overall funding, the proposed 34% cut in funding should be reduced. To date the LOA caculated return on investment is **more than \$1.3 billion in local, state and federal tax revenue**. There are an additional 1.5 billion savings from the multiplied indirect and induced job, income, spending and output loses that would have been suffered across Los Angeles and throughout the region. The approximate jobs saved on the indirect only is an additional 6,268 jobs.

It may *seem* appropriate to cut a LOA program in a low unemployment environment, in reality thousands of businesses and tens of thousands of high-value, high-wage jobs in high-output sectors, such as: manufacturing; trade and logistics; and transportation they remain at-risk because of many factors including Los Angeles County Metro eminent domain will displace businesses by creating a 35 acre light rail storage and maintenance yards, other issues are environment related to dispensaries, Porter Ranch Gas Leak, PAGA and ADA Lawsuits, Road Diet, and Minimum wage, dislocated due to automation, robotics, artificial intelligence and other capital-labor substituting modalities just to mention a few .



The LOA funding cuts proposed would greatly jeopardize our collective ability to serve the many thousands of businesses and jobs across the region that will be increasingly affected by economic forces, as well as global economic and local business issues.

Anticipating the need to build further labor supply capacity in a fast-changing economic environment, the LAEDC, together with the LA City Economic and Workforce Development Department (EWDD) and the LA County Workforce Development, Aging and Community Service Department, very wisely developed a new program more than a year ago to better understand the employment and skills needs of expanding businesses in regionally concentrated and fast-growing targeted industry sectors in which the region has productive advantages. The program, aptly called: Business Outlook Labor Demand (BOLD), was funded by the City WDB in PY 17-18.

Similar to the LOA program, the LAEDC and TVEA co-deliver the BOLD programs, projects and transactional activities throughout the city's seven planning regions, eliciting, gathering and cataloging hiring, placement, skill/competency and labor intelligence from growing businesses within these target industries. The BOLD program is delivered in complete synchronization with the LA City WDB's stated objectives to assess employer labor, technical and soft skills needs, and to refer job openings, along with this "rich" elicited labor intelligence, to EWDD. In fact, the BOLD program has been such a success that it has recently been expanded to the community college systems based here in the LA basin under the state's Strong Workforce Program.

Point being, the dual LOA and BOLD programs cover the Los Angeles economy as it cycles through growth and contraction phases, allocating resources depending on where we are in the cycle and working directly with city businesses at two critical phases: at risk or in expansion, when they need the help most.

Based on ongoing, multi-cycle needs of businesses and their workers here in the City of Los Angeles, we strongly urge the WDB to reconsider the proposed 34 percent reduction in funding to the LOA and BOLD programs and reinstate program funding to the full (\$600,000) or near-full annual amounts.

Please do not hesitate to contact me with any questions and/or comments.

Sincerely,



Kenn Phillips, President and CEO

Cc: Greg Irish, Executive Director, LA City WDB

Robert Saniz, Assistant General Manager, LA City EWDD

EVERYTABLE

May 14, 2018

To Whom It May Concern:

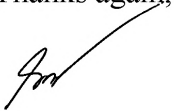
I am writing this letter to express my utmost gratitude to LAEDC and the work that the organization is doing for small businesses such as Everytable, our company with about 60 employees in various locations in the City of Los Angeles.

I thought you would like some feedback on the experience our business has had working with LAEDC as a service provider. Feel free to use this as a reference letter if needed. We were very pleased with the kinds of solutions LAEDC brought to bear on the issues we faced at our company, and it is great to have LAEDC available as a trusted partner, very responsive and qualified for helping our business succeed. We would definitely recommend LAEDC to other businesses or anyone who asks.

Our work with your field manager Joseph Torres demonstrated that you hire great people, who are very qualified to provide services to us, and we are very pleased with the results. In our situation, we faced some specific challenges that were putting our business growth and jobs at risk. LAEDC came in with well-considered solutions that really helped and were highly accountable for following through successfully.

LAEDC helped us and continues to work with us through business challenges so we can remain competitive and made valuable connections with other organizations such as the City of Los Angeles Building and Safety Department for expedited small business assistance. LAEDC is continuing to help us identify new and much needed programs to help overcome challenges and grow our business. Of course in business we always have challenges on our plate, but thanks to LAEDC and its staff, we are on a much better path as a company and have resolved some challenges that were significant. You can contact me for any follow-up or questions and I am happy to relate our positive experience working with you. I can be reached at 917 319 6156.

Thanks again,



Sam Polk
CEO
Everytable

Miller Duvall
The Spirit Guild
586 Mateo Street
Los Angeles, CA 90013

LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Attn: Carrie Rogers, SVP of Business Assistance and Development

May 11, 2018

Dear Carrie,

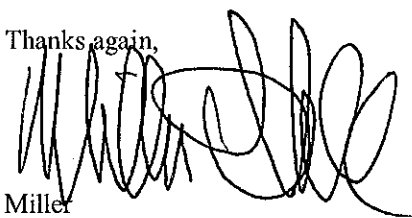
I would like to write this letter to express my gratitude to LAEDC and the work that that organization did for my small business, The Spirit Guild, a craft distillery located at 586 Mateo St. Los Angeles, CA 90013. We are a company of two owner-managers and one employee.

At the beginning of the process of building our business, at a time when we weren't even sure we could legally distill our spirits in downtown Los Angeles, LAEDC was there for us. Not only did they assure us that the city and county welcomed our enterprise, they connected us with stakeholders in the Arts District, a neighborhood both zoned for manufacturing and an emerging retail and dining destination. We ended up locating our business in a neighborhood that was a perfect fit, thanks to LAEDC.

The LAEDC has also made valuable introductions for us. For instance, our export plan largely stems from connections made by LAEDC to agents of the World Trade Center and Exim Bank. In short, LAEDC has provided us with resources that will help us succeed both here and abroad.

You can contact me for any follow-up or questions and I am happy to relate our positive experiences. I can be reached at (213) 613-1498. My apologies for the lack of a physical signature – I'm on the road doing sales right now!

Thanks again,

A handwritten signature in black ink, appearing to read 'Miller Duvall', written over a series of horizontal lines.

Miller
President
The Spirit Guild

OLD PAL GROUP LLC
1412 GLENDALE BLVD
LOS ANGELES CA 90026

LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Attn: Carrie Rogers, SVP of Business Assistance and Development

May 11, 2018

Dear Carrie,

I would like to write this letter to express my utmost gratitude to LAEDC and the work that the organization is doing for small businesses such as Old Pal Group LLC. We own and run a bar and restaurant called The Semi-Tropic, which is located at 1412 N. Glendale Blvd, Los Angeles, CA 90026, and where we currently employ 13 front of house employees, a full time chef, four back of house employees, a cleaning crew, and a cast of doormen.

I thought you would like some feedback on the experience our business has had working with LAEDC as a service provider. Feel free to use this as a reference letter if needed. LAEDC's assistance was **absolutely crucial** in enabling us to start our business. LAEDC understood the issues that we were facing, and acted promptly and effectively to help us. Without LAEDC, I honestly believe that our business would have failed, taking with it all of the jobs that we have since created. Clearly, we would recommend LAEDC to other businesses or anyone else who asks.


Our work with your field manager Joseph Torres demonstrated that you hire great people. When I say that "LAEDC" helped us, I really mean that Joseph helped us, because he was our primary point of contact at LAEDC.

We recently undertook to expand the licenses governing our business, and again LAEDC was at the ready to assist us in connection therewith in any way possible. We received the expanded licenses and as a result we are now in a position to employ an additional seven people shortly.

Of course in business we always have challenges on our plate, but thanks to LAEDC, Joseph, and the rest of LAEDC's staff, we exist as a business, and a thriving one at that.

You can contact me for any follow-up or questions, and I am happy to relate our positive experience working with you. I can be reached at (646) 858-7595.

Thanks again,



Daniel W. Finley
Member
Old Pal Group LLC

LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Attn: Carrie Rogers, SVP of Business Assistance and Development

May 11, 2018

Dear Carrie,

I would like to write this letter to express my utmost gratitude to LAEDC and the work that the organization is doing for small businesses such as Indie Source, our company located at 1933 S. Broadway, Suite 1168 Los Angeles, CA 90007 with about a dozen employees.

I thought you would like some feedback on the experience our business has had working with LAEDC as a service provider. Feel free to use this as a reference letter if needed. We were very pleased with the kinds of solutions LAEDC brought to bear on the issues we faced at our company, and it is great to have LAEDC available as a trusted partner, very responsive and qualified for helping our business succeed. We would definitely recommend LAEDC to other businesses or anyone who asks.

In our situation, we faced some specific challenges that were putting our business growth and jobs at risk. LAEDC came in with well-considered solutions that really helped and were highly accountable for following through successfully.

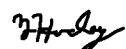
LAEDC helped us through business challenges so we can remain competitive and made valuable connections with other organizations such as the California Governor's Office for Business and Economic Development for small business incentives.

Of course in business we always have challenges on our plate, but thanks to LAEDC and its staff, we are on a much better path as a company and have resolved some challenges that were significant.

You can contact me for any follow-up or questions and I am happy to relate our positive experience working with you. I can be reached at (240)475-8829.

Thanks again,

Zack Hurley
CEO
Indie Source





Totally Kids®
Specialty Healthcare - Sun Valley

Lic. #920000129

10716 La Tuna Canyon Rd. • Sun Valley, California, 91352 • (818) 252-5863 • fax (818) 252-6450

June 9, 2017
Benjamin Brus
District Manager
Los Angeles County Economic Development Corporation
5121 Van Nuys Blvd
Sherman Oaks, CA 91403

Dear Ben,

Thank you for your invaluable assistance to Totally Kids Specialty Healthcare. Totally Kids® has been serving special needs children for almost 50 years. Having helped pioneer habilitation services for people with developmental disabilities, and pediatric subacute services for medically fragile children, we also serve children recovering from physical trauma with acute pediatric inpatient and outpatient rehabilitation. At our Sun Valley location, we employ approximately 215 individuals with well-paying jobs and medical coverage, and place a high priority on employee training.

We first met with you in June of 2016, and discussed some of the challenges we were facing. These included L.A. City gross receipts taxes and transportation costs, which had recently increased due to permits required by the City of L.A. We were also planning to expand by another 14 beds, which would include an expansion in terms of our facility as well as our workforce. We had questions regarding permitting, parking, etc. that we were seeking information on. We also shared that we provide extensive on-site training to many of our employees, some of which includes continuing education units (CEU's). Although training adds value to our workforce, it also includes high costs, which adds additional strain on our budget, and places our organization at risk. We have considered relocating outside of the City of L.A., although we would prefer to remain in Sun Valley due to the proximity to our employees (and local colleges/universities) as well as our patients, many of which are transferred from Los Angeles Children's Hospital, UCLA, and other nearby medical facilities.

From our first meeting, where you listened to our challenges, concerns and opportunities, you discussed a comprehensive array of resources and programs available for our company, recommending solution options to best meet our company's needs. Through your business advisement, you have connected us to numerous cost-savings resources of which we were previously unaware and have provided valuable information that has informed our decision to remain in Los Angeles and retain our workforce. First, you advised and organized an on-site meeting with our local City Council District (7), as well as a State representative for the Employment Training Panel (ETP) program. In addition to your overview of the City approval process, the City Council representative provided valuable information regarding the process of implementing an expansion, and answered many of our City-related questions. This information has given us the knowledge to develop a course of action while understanding the implications of our designs and implementation plan.

Perhaps one of the most valuable resources you connected us to was the ETP program. After our initial meeting with the State representative, we are pleased to share that after months of working to complete application paperwork, we have been successful in securing an ETP contract for nearly \$357,280. Receiving this training cost reimbursement will allow us to continue to invest in our highly-valued workforce and maintain a high level of employee retention, as well as ease some of the financial burdens that led us to consider alternative locations.

Additionally, at your recommendation, you brought in Bolton & Company to examine our workers' compensation costs and identify potential cost savings. After an initial analysis, Bolton & Company is confident they will be able to lower our monthly rates and develop a strong prevention program.

Your in-depth analysis also resulted in a detailed presentation of the CA Competes Tax Credit, for which we plan to apply due to our expansion plans. Additionally, you brought in Marylou Garcia from Expense Reduction Analysts to evaluate our opportunities for cost savings. After an extensive conversation with Michelle Nydam, our Executive Director, and Lisa Morales, our Payroll Specialist, Ms. Garcia is estimating a 10-15% overall savings for our organization. This will be a tremendous opportunity for us to expand our facilities and workforce with confidence here in Los Angeles, with long-term plans of retaining our workforce and operations here.

Lastly, we will be fully equipped to expand our workforce as you connected us to local workforce development resources such as recruitment services and the On-the-Job Training (OJT) Program. These will save us time and money and allow us to maximize the effectiveness and impact of our expansion regarding our patients, our workforce, and economic vitality in our region.

Thank you again for your extensive assistance, which has allowed us to retain our organization, including our 215 employees, in Los Angeles County. We look forward to continuing to work with you.

Sincerely,



Robert Nydam

CRYSTAL & COMPANY

The integrity of independence.

May 11, 2018

Los Angeles County Economic Development Corporation (LAEDC)
444 S. Flower Street, Suite 3700
Los Angeles, CA 90071
Attn: Carrie Rogers, SVP Business Assistance and Development

Subject: LAEDC - Support for City of LA to restore full funding

Dear Carrie:

It has been an honor serving on the Los Angeles County Economic Development Corporation (LAEDC) Board of Governors since 2003 and on the Executive Board for the past five years. But I must take this opportunity to stress the critical role the LAEDC's Business Assistance Team (BAP) fulfills in the City of Los Angeles and stricken by the thought of their critical funding being reduced. It is urgent to restore full funding, or reductions in funding be commensurate with the City's Workforce Development Board's (WDB) total funding reduction.

I would like to acknowledge the LAEDC and especially its BAP team which is a vital partner to my Risk Management and Insurance Placement practice. I work with manufacturers and high risk businesses located in the City of LA and throughout LA County. On average, I meet 100 new businesses every year. The consistent concern I receive from businesses (large and small), is the unfair business disadvantage they have compared to businesses in neighboring counties and states.

In addition to bringing solutions for their high insurance and workers' compensation costs, I always recommend meeting with the LAEDC's BAP Team. Troubled businesses have limited time to turn a corner and LAEDC's Team is always quick to act. Most employers have never heard of the LAEDC, and all are quite frankly relieved when they learn about the no-cost business assistance services provided by the BAP Team. I have witnessed first-hand the Team in action many times, developing a customized action plan of sound solutions, resources and programs, and depending on a company's unique needs, engaging the right partners to sustain the business, which almost always results in avoiding laying off employees. The Team assists with identifying and recommending a comprehensive list of ways to reduce costs; finding, training and retaining employees; state and local tax credits, and works directly with key city officials, LA City WorkSource Centers, LADWP and utility companies, employee training entities through the state-funded Employment Training Panel, community colleges, etc.

In my nearly 30 years as a professional risk management advisor and workers' compensation consultant, I quite often work in tandem with other service partners, and always recommend the BAP Team as part of a comprehensive plan to assist turning at risk company into healthy company.

I strongly support the City of Los Angeles WDB ensuring full funding to the LAEDC for the Layoff Aversion and BOLD Programs. It is imperative to the welfare of the City of LA and greater LA County Region to have the LAEDC continue delivering critical no charge business technical assistance services to these high risk companies. Feel free to contact me if you would like to discuss further.

Sincerely yours,



Rose Nordbrock, CIC, AAI, AFIS
Executive Director
Crystal & Company

LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Attn: Carrie Rogers, SVP of Business Assistance and Development

May 14, 2018

Dear Carrie,

I would like to write this letter to express my outmost gratitude to LAEDC and the work that the organization is doing for small businesses such as IDS-LA International Design Supply Inc., our company located at 1400 S. Broadway Ave. Los Angeles CA 90015 with 5 employees.

I thought you would like some feedback on the experience our business has had working with LAEDC as a service provider. Feel free to use this as a reference letter if needed. We were very pleased with the kinds of solutions LAEDC brought to bear on the issues we faced at our company, and it is great to have LAEDC available as a trusted partner, very responsive and qualified for helping our business succeed. We would definitely recommend LAEDC to other businesses or anyone who asks.

Our work with your field manager Leonard Barrales demonstrated that you hire great people, very qualified to provide services to us, and we are very pleased with the results. In our situation, we faced some specific challenges that were putting our business growth and jobs at risk. LAEDC came in with well-considered solutions that really helped and were highly accountable for following through successfully.

LAEDC helped us and continues to work with us through business challenges so we can remain competitive and made valuable connections with other organizations such as the Los Angeles County Vendor Program, the City of Los Angeles and many other resources/agencies provided by LAEDC.

Of course in business we always have challenges on our plate, but thanks to LAEDC and its staff, we are on a much better path as a company and have resolved some challenges that were significant.

You can contact me for any follow-up or questions and I am happy to relate our positive experience working with you. I can be reached at (213) 748-1418

Thanks again,

A handwritten signature in black ink, appearing to read "Rosa Casarez", with a long horizontal flourish extending to the right.

Rosa Casarez. Owner, IDS-LA International Design Supply Inc.



Los Angeles, May 14, 2018

LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th Floor
Los Angeles, CA 90071

Attn: Carrie Rogers
SVP of Business Assistance and Development

Dear Carrie:

I would like to write some feedback and gratitude on the experience our business **CRISTAL MATERIALS INC.**, located at 6825 McKinley Ave, Los Angeles, CA 90001, has had working with **LAEDC**. We are very pleased with the kinds of solutions **LAEDC** brought to bear on the issues we faced at our company, and it is great **LAEDC** exists to support companies like us helping our business succeed.

Leonard Barrales had demonstrated be an excellent Field Manager, very qualified attentive to our needs, providing always the best services to us. **LAEDC** came in with well-considered solutions that really help and were highly accountable for following through successfully.

Thanks to **LAEDC** and its Staff, we are on a muck better path as a company and have resolved significant challenges.

We would recommend **LAEDC** to other businesses or anyone who asks. This letter can be used as a reference if you want. Please call me if you have any questions and I will more than happy to assist you.

Thanks Again!

Rosa M. Rosero
Office Manager
CRISTAL MATERIALS INC



Expense Reduction Analysts

May 11, 2018

Carrie Rogers
Sr. Vice President, Business Assistance and Development
444 S. Flower Street, 37th Floor
Los Angeles, CA 90071

Dear Carrie,

I would like to acknowledge the LAEDC and its Business Assistance Program (BAP) team, which is an important partner to my professional consulting and management practice. We work with various businesses located in the City of Los Angeles. On average, we meet more than a hundred new businesses every year. The consistent concern I receive from large and small businesses alike is the unfair business disadvantage they have compared to neighboring counties and states.

In addition to bringing solutions to my clients for their high cost of doing business, I always recommend a meeting with the LAEDC BAP Team. Most employers state they have never heard of the LAEDC, and all are very pleased and relieved when they learn about the great service provided by the BAP team. I have witnessed the team in action and depending on a particular company's needs, they recommend sound solutions and engage the right partners and resources, such as Small Business Development Centers (SBDCs), utility companies, and other economic development partners. The LAEDC team is quick to act, because they know troubled businesses have limited time to turn a corner. Across the board, the team is active and fully-engaged in the communities they serve.

In my over 20 years as a professional business consultant, I quite often work in tandem and I have seen the LAEDC District Managers in action. The BAP team provides no-cost business assessments, a plan of action, and facilitates results-oriented connections to value-added resources in both private and public sectors.

I strongly urge the City of Los Angeles to restore full funding for LAEDC to provide business technical assistance for businesses in the City of Los Angeles. It is critical to the welfare of the businesses to have the LAEDC continue to deliver no-cost business technical assistance services. Please feel free to contact me if you'd like to discuss further.

Yours sincerely,

Marylou Garcia
Area Director
Expense Reduction Analysts

6-1B-43

find extra profit

www.expensereduction.com

Ms. Carrie Rogers
Senior Vice President, Business Assistance and Development
Los Angeles County Economic Development Corporation
444 S. Flower St, 37th Floor
Los Angeles, CA 90071

May 14, 2018

Dear Carrie,

When I heard the Los Angeles County Economic Development Corporation's (LAEDC) funding from the City of Los Angeles Workforce Development Board (WDB) is at risk of significant reduction that would critically impact your ability to deliver services at NO COST, it's crucial that Digital Media Management (DMM) has a voice. It's urgent the City WDB restore LAEDC's full funding for the Layoff Aversion Program to continue providing much needed business sustainability services to avoid layoffs.

LAEDC Business Assistance Program (BAP) services provided at no cost and hands-on assessment and technical assistance made and continues to make a real difference at our company. We want to see the City continue funding BAP. Businesses located in the City of LA need continuous access to your NO COST services and highly professional staff.

DMM is a full-service agency dedicated to managing high-profile individuals, brands and theatrical movies across all digital platforms. Drawing from years of experience in technology, media and business, we enable clients to effectively navigate the digital space and exponentially increase their reach and influence. DMM helps clients manage their online presence such as campaigns, general communication, followers, creating a brand and more.

DMM was enduring challenges when we met our LAEDC District Manager in 2016. We expressed a need for recruitment services, stressing the importance of employee retention. We continually provide ongoing training for existing employees and were looking for ways to cut costs. Overhead and staffing costs are also an ongoing burden. Due to the demographics of our clientele, maintaining offices in an upscale area is a top priority.

After hearing our problems and conducting an in-depth needs assessment, the LAEDC connected us to a local America's Job Center of California for recruitment services and identified the On-the-Job Training (OJT) program as a resource for extensive new employee training as well as cost savings. The State Employment Training Panel (ETP) was also introduced as a potential resource for incumbent worker training. As a result, three new employees were enrolled in OJT and now our ETP application is in process. It's a relief that training costs for existing employees will be reduced or covered entirely through the ETP program. DMM will continue to utilize WorkSource Center services on an ongoing basis and as a plus, services are provided at no cost.

Due to the availability of these valuable resources and substantial cost savings, DMM was able to continue our operations and maintain 56 employees through our LAEDC engagement. Thanks to the

LAEDC and their team of experts, we have been able to grow and moved to a much larger space about a mile away in the Miracle Mile Mid-Wilshire district. We have 100 employees and could not have done it without the LAEDC. Best of all was that these services were provided at NO COST.

We look forward to working with the LAEDC and the BAP Team. It's of utmost importance to the City's business community they have full funding from the City of LA to deliver uninterrupted Layoff Aversion and BOLD Programs and at NO COST. Feel free to contact me if you'd like to discuss further.

Thank you,

Signature

Kolleen Figiel

Kolleen Figiel
Director of Operations
kolleen@digitalmediamanagement.com
(323) 378-6505



LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Attn: Carrie Rogers, SVP of Business Assistance and Development

May 11, 2018

Dear Carrie,

Please accept this letter exemplifying our gratitude to the LAEDC and the work that your organization is doing for small businesses such as Harvest Sensations, located at 3030 E. Washington Blvd, Los Angeles, CA with an employee count of 50 employees.

Like many other businesses, we were having challenges with the high-cost of doing business in California such as having to deal with all the onerous regulations, taxes, workers comp, and environmental regulations as well as looking to hire qualified personnel. Last year, we met with your LAEDC representative Bob Machuca and briefed him on the issues that make it difficult to do business. Bob assessed our challenges and briefed us on a number of County and State incentive programs to help us manage costs as well as engaging some of the local worksource centers to assist us with finding qualified talent and hiring programs. Bob also coordinated meetings with Crystal & Company (insurance broker) for potential savings on our workers comp as well as with challenges we were having with a recycling center next door. Working with the LAEDC demonstrates that you have very qualified people, such as Bob, who are passionate and care about the local economy and are ready to provide valuable no-cost programs and business-assistance services to businesses to help them stay healthy and sustain critical jobs.

We know there will always be businesses challenges, but it is comforting to know that we will always have the LAEDC as a trusted partner for helping, not only our business, but other businesses as well. We would definitely recommend LAEDC to other businesses or anyone who asks for business-assistance.



You are welcome to contact me for any follow-up questions or references with our positive working relationships with the LAEDC. I can be reached at (213) 817-7134.

Thanks again,


Alejandra Uballez

Sr Human Resources Coordinator

Harvest Sensations LLC



March 22, 2018

Carrie Rogers, SVP of Business Assistance and Development
LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Dear Carrie,

It is with great pleasure to provide feedback on the positive experience Sunbox has had working with LAEDC as a service provider.

Sunbox is a minority and women-owned healthy vending machine company based in Los Angeles that was founded in 2015 with a mission to source products locally and promote local food and beverage makers.

As a capital intensive business in the initial stages, we faced challenges of gaining access to capital in order to expand. After hearing about LAEDC at a small business workshop, we went to LAEDC to seek guidance and met with your District Manager Joseph Torres.

From the very beginning, Joseph and the team at LAEDC provided us with individualized service and attention. Unlike other service providers that have a "one type fits all" approach, they took the time to understand our business and its needs so that they could tailor their offerings to best serve us. Joseph and the team were very communicative, friendly and attentive. They worked hard to get us the information we needed and connect us to the right resources such as local SBDCs and CDCs, making what would have been an otherwise dreadful process one that was educational and assuring.

Thanks to Joseph and the team at LAEDC, we were able to identify and secure much needed sources of capital that put Sunbox on a path to grow and thrive. We would definitely recommend LAEDC to other businesses or anyone who asks.

Please feel free to use this as a reference letter, if needed, and contact me for any follow-up or questions. I am happy to relate our positive experience with you.

Kind regards,

Vanessa Ballesteros
CEO & Founder, Sunbox Inc.



LAEDC – Los Angeles County Economic Development Corp
444 S. Flower Street, 37th floor
Los Angeles, CA 90071

Attn: Carrie Rogers, SVP of Business Assistance and Development

April 3, 2018

Dear Carrie,

I would like to write this letter to express my sincere gratitude to LAEDC and the work that they are doing for small businesses such as Fenix Packaging Solutions LLC, our company located at 6924 Stanford Ave, Los Angeles CA 90001 with 5 employees.

I'd like to provide some feedback on the experience our business has had working with LAEDC as a service provider. Feel free to use this as a reference letter if needed. We were very pleased with the kinds of support, ideas and solutions LAEDC regarding the issues we have faced, and facing, at our company, and it is great to have LAEDC available as a trusted partner, very responsive and qualified for helping our business succeed. We would definitely recommend LAEDC to other businesses or anyone who asks.

Our work with your field manager Joseph Torres demonstrated that you hire great people, very qualified to provide services to us, and we are very pleased with the results. In our situation, we faced some specific challenges that were putting our business growth at risk. LAEDC came in with well-considered solutions that really helped and were highly accountable for following through successfully.

LAEDC helped us and continues to work with us through business challenges so we can remain competitive and made valuable connections with other organizations such as the Vermont Slauson Economic Development Corporation (VSEDC) for small business loan assistance and are continuing to help us identify new and much needed programs to grow our business.

All small business owners and entrepreneurs are faced with many day to day challenges, but thanks to LAEDC and its staff, we are on a much better path as a company and have resolved some challenges that were significant.

You can contact me for any follow-up or questions and I am happy to relate our positive experience working with you. I can be reached at (323) 615-6070.

Thanks again,

A handwritten signature in black ink, appearing to read "Andrew Heidrich". The signature is stylized with a large, looping "A" and a long, sweeping underline.

(Andrew Heidrich / COO / Fenix Packaging Solutions, LLC)



March 27, 2018

Los Angeles County Economic Development Corp (LAEDC)
444 S. Flower Street, 37th Floor
Los Angeles, CA 90071
Attn: Carrie Rogers, Senior Vice President of Business Assistance and Development

Re: Letter of support for LAEDC

Dear Ms. Rogers,

I wish to thank you and the LAEDC team for the valuable partnership and integral assistance you provided to United Precision Corp (UPC).

Over time, we have worked with several organizations as we sort through business challenges, and LAEDC rises to the top in terms of responsiveness, good judgement, knowledge and strategic advice. The **no cost** services of LAEDC's team are invaluable and have made a considerable difference in our business success.

The LAEDC Business Assistance Team District Managers Ben Brus and Daina Moore engaged with us and are experienced, capable, skilled and extremely knowledgeable. They helped address our specific needs and challenges. As a result of working with them, we have not only retained our employees but continue to grow and hire more individuals. When I first met Ben in 2014, UPC was a business of only 2 individuals and our future was unsure. Since then, UPC has grown to 12 employees. Our infrastructure was not more than two desks and some second-hand office furniture. Now we operate 12 manufacturing CNC, plus several support machines in a factory five times our original size. Specifically, we received assistance from LAEDC on:

- Reviewing and developing contract proposal for USA Air Force and Navy contracts (Won 5 contracts)
- Securing affordable workers compensation insurance
- Alerting us to different options for finding and developing qualified workforce talent
- Developing connections to other resources that we didn't previously have

Starting a manufacturing business in Los Angeles is very difficult and it can feel as if you are alone and no one cares if you succeed or fail. LAEDC encouraged, mentored and supported us through the difficult infancy years of UPC.

In conclusion, LAEDC's assistance made it possible for us to create an Aerospace manufacturing business in LA County. We endorse and support LAEDC. Again, we want to say thanks for a wonderful experience.

If you have any questions, please contact me.

Best Regards,

Bob Hawrylo
General Manager
United Precision Corp.
20810 Plummer St.
Chatsworth, CA 91311
(818) 576-9540
rhawrylo@upc-usa.com



June 19, 2017

Benjamin Brus
District Manager
Los Angeles County Economic Development Corporation
5121 Van Nuys Blvd
Sherman Oaks, CA 91403

Dear Mr. Brus:

Thank you for your invaluable business assistance to WET. At WET, we unleash the magic of water and nature's other elements to create shared experiences of movement, light, and emotion that reconnect us with our world, with our senses, and with each other. WET works domestically and internationally with developers, architects, leaders, and visionaries to create and re-imagine environments for human experiences. We employ a creative, diverse workforce and provide coveted career opportunities for individuals who want to work and grow with a cutting-edge, growing engineering and design company. WET is proud to provide competitive employee benefits, medical coverage, and 401K programs; as well as supplemental education and exercise programs.

WET has been doing business in Los Angeles since 1983 and has expanded over the last several years, challenging our cost-effectiveness as well as our commitment to staying "green." Thanks to your assistance, we are resolving challenges and engaging in cost-saving measures that will help to ensure our presence in Los Angeles.

You have been assisting WET from February 2015 to the present. Employee safety is critical to WET and unfortunately, there has been an increase in the number of our employees which have been in harm's way on their way to and from our facility. To address this critical issue, WET has been requesting that the City install a crosswalk in front of our facilities across Sherman Way. Initially the City of Los Angeles denied our request due to the relatively low number of pedestrians crossing the street near our facilities. In recent years, we submitted additional requests but received little response. In January 2017 one of our

employees was actually struck by a car on Sherman Way, heightening our sense of urgency for a crosswalk to be installed for the safety of our employees, clients, and local pedestrians. Incidents like this pose a significant liability threat to WET, putting our organization and our 280 employees at risk.

After bringing this important issue to your attention in April 2017, you immediately went to work on our behalf and arranged an on-site meeting at WET with LA City's Department of Transportation (DOT), Council District 2, the City of Burbank (since WET's facilities border L.A. and Burbank), and two LAEDC District Managers. During this meeting, both LADOT and the City of Burbank demonstrated significant support and provided valuable information that has helped us make an informed decision regarding the installation of a potential crosswalk, and ensure the safety of our employees and clients.

Additionally, you brought in Rose Nordbrock and Brian Chu from Crystal and Company to provide strategic guidance regarding workers' compensation and risk management issues. Not only did Crystal and Company help us put up safeguards regarding the January incident, they also provided substantial assistance regarding employee safety and strengthening the return to work program (which leads to greater job retention). Thanks to your assistance, we have modified our employee handbook to further protect WET and its employees, and have established a positive connection with our local clinic which was non-existent before. These tools are invaluable in terms of potential workers' compensation cost reduction as well as providing peace of mind by engaging in meaningful ways to protect our company and its employees.

At WET, we invest numerous hours and significant funds into ongoing employee training, including both technical and soft skills training. We were unaware that many of these costs could be subsidized through the State's Employment Training Panel (ETP) until you analyzed our current and future training needs and concluded that WET could benefit from this great resource. Thanks to your strategic guidance and persistent efforts, we are securing a \$57,050 contract. Ongoing employee training has been a key factor in retaining our highly-skilled workforce, and the ETP program will contribute significantly to our continued success. WET has undergone recent cash flow challenges, and these ETP funds will also provide much-needed relief and allow us to effectively retain our invaluable workforce.

In addition to the valuable resources and meetings listed above, since February 2015 you have connected us to the following individuals/organizations through several on-site meetings, providing us with valuable cost-saving resources. Moving forward, we feel strongly equipped to operate out of our Los Angeles location due to our knowledge of (and connections to) the following:

- Jeff Malin from Go-BIZ (tax incentives such as R&D tax credit, CA Competes, etc.)
- Mike Kimball from James Cameron's SoCal Solar Program
- Mudia Imudaise from LADWP (Energy Cost Savings, Rebates, etc.)
- Mareta Zuniga from Workforce Connections (Engineer OJT Program)
- David Hall from Verdugo WDB (Recruitment and OJT)
- Adrienne Lindgren from the LA City Mayor's Business Assistance Team (Permitting)

Lastly, we want to thank you for advocating on our behalf to L.A. City Council District 2's Office (as well as LAPD) to ensure our ability to maintain a safe and healthy work environment at WET regarding challenges we were facing with transients encamping in front of our facilities on Sherman Way. Thanks to the meeting you arranged with LADOT in April 2017, DOT is providing continual support and working to provide a permanent solution to this ongoing challenge.

Thank you again for the invaluable business assistance and your tireless advocacy on numerous issues we've faced that is allowing WET to sustain our operations and 280 employees in Los Angeles. We look forward to our continuing relationship with the LAEDC.

Sincerely yours,

WET



Zoe Bollinger
Business Development

June 12, 2015

Mr. Joseph Torres
Regional Manager
Los Angeles County Economic Development Corporation
444 S. Flower Street
37th Floor
Los Angeles, CA 90071

Dear Mr. Torres,

I want to take this opportunity to thank you and LAEDC for the strategic business assistance and guidance provided to Grifols, this year. Particularly, we appreciate your help in our efforts to grow and expand our business operations within the limited confines of our current location in Los Angeles.

With our new North Carolina state-of-the-art fractionation facility being fully-operational as of June 2014, each major business investment is now evaluated and analyzed comparing Los Angeles to North Carolina in terms of expansion capabilities, efficiencies and lower cost structures.

Recently, we acquired two buildings adjacent to our Grifols campus in Los Angeles, on Lillyvale Avenue and Mariondale Avenue. One of those buildings was secured via a long-term lease option last year, with the help of your LAEDC colleague Carolyn Hull. With the expansion of our campus, there have been discussions on the safety and security of our employees in these new locations, as well as addressing the safe and efficient transport of raw materials to and from these new facilities to our main campus. Our site comprises of multiple office and production buildings. We have had to explore ways to gate and secure these new facilities, while still connecting them to our current campus.

To address the challenges mentioned above, we approached LAEDC to look at the feasibility of vacating a portion of Lillyvale Avenue from Mariondale Avenue, affecting the north end of Lillyvale Avenue. Vacating this portion of the public street will allow us to optimize our newly-added buildings, move the main public entrance, improve security and workflow and promote better land use.

Your research and explanation of the various city and county requirements, associated fees, stringent timelines and appropriate City Departments involved in the street vacation process, as well as your direction in how to navigate the complex application process will allow us to make the most informed decision on whether to move forward with this project. More importantly, your thorough examination and valuable insight saved us considerable time and money in evaluating its feasibility.

I also want to thank you for your introduction and recommendations to the Grifols Tax Team of the wide variety of State, County and City of Los Angeles business incentives and tax credits available to Grifols, of which many we were not aware. The business incentive programs you introduced, such as: the California Manufacturing Partial and Full Sales and Use Tax Exemption; the New Employment Tax Credit; and

Employment Training Panel can make a major impact on lowering the cost of doing business in Los Angeles, making our facility a competitive location in which to conduct and grow our business. These opportunities are helpful in justifying the expansion of our facility in Los Angeles, as opposed to North Carolina, for example.

We were also unfamiliar with the California Competes Tax Credit program and the method the state uses to select its winners. The advice and detailed information you provided on this program, including a review and analysis of the state selection of successful companies in our industry sector is helping us better prepare for the next round of submissions. We are hopeful, this help will increase Grifols' chances of being awarded this tax credit.

Finally, the identification of L.A. Department of Water and Power (LADWP) cost saving programs for both energy and water consumption discussed was helpful in identifying additional opportunities, as we continue to expand, develop and improve our L.A. manufacturing facilities. We also appreciate your introduction to Kecia Washington, LADWP's Economic Development Director, who brought her team to meet with our Executives and discuss our account and the incentives, in greater detail.

Thank you again for your tremendous efforts on behalf of Grifols. These efforts will help us move forward with strategic development and investment in Los Angeles, benefitting our company as a whole and the over 1,000 employees working on this campus.

We look forward to continuing our collaboration with LAEDC.

Respectfully,



Willie Zuniga
President



TO: Workforce Investment Board

FROM: TransLatin@ Coalition

RE: WIOA Local Workforce Plan 2017-2020

DATE: May 17th, 2018

The TransLatin@ Coalition submits these comments as recommendations for additions to the WIOA Local Workforce Plan for 2017-2020. The City of Los Angeles Workforce Development Board released a new plan for the Workforce Innovation and Opportunity Act (WIOA) outlining the vision of its workforce development system, including strategies to increase the number of vulnerable populations entering the workforce. While this updated local plan is a huge step forward, the current WIOA Local Workforce Plan as it is now written still does not entirely fulfill the needs of a significantly marginalized community, such as the transgender community.

The transgender community experiences multiple barriers to employment, in the state of California and beyond. These barriers come in various forms, mainly attributed to access to financial stability, education, and social equity. The WIOA plan explicitly states its goal of assisting disadvantaged worker populations, but fails to stress the importance of assisting transgender people throughout the plan. The transgender community is often pushed to the margins of society, making it difficult for transgender folks to gain access to employment.

Transgender people, especially transgender women of color, experience unemployment and poverty at higher rates than the general population. In a survey of nearly 28,000 transgender individuals in the United States, nearly one-third (29%) of respondents were living in poverty. Many transgender people find themselves in dire economic situations due to the combination of discrimination in education, housing, and the workplace. Due to this, engaging in underground work is sometimes a necessary and vital means of survival. To ensure that transgender people are not put at risk for violence and victimization in work that harms their safety, access to employment is necessary.

Below are our updated recommendations for a Maryland MVA gender change policy. As outlined below, these recommendations are in compliance with state and federal law, fall under the MVA's administrative authority to enact, and are in line with emerging best practices across the country. We urge Maryland to at a minimum fix their policy to match standardized gender change practices across the country and ideally use this opportunity to fully modernize the MD gender change policy

The specific recommendations are below:

Strategies

On Page Two, in section(s) *II. Engaging Employers* and *III. Coordinating Efforts*, along with outreach to employers and the business community and interventions for vulnerable populations, the WIOA Plan may benefit from including a cultural competency component in this process. This will help in ensuring that employers are not only cultivating an accepting workforce environment based on skill but identity as well. Often, transgender people face barriers to employment due to a lack of education or finances, but there is also a prevalence of harassment and discrimination that keeps transgender people away from jobs. In a report detailing the experiences of transgender people with discrimination and harassment, forty-seven percent (47%) said they had experienced an adverse job outcome, such as being fired, not hired or denied a promotion because of being transgender or gender non-conforming (GNC).¹ These instances are far worse for transgender people of color.

The additional measure of connecting employers and the business community with organizations that work with vulnerable populations, such as the LGBTQ+ community, will ensure that all communities are given a fair chance to employment.

Goals

Along with the *Workforce Development System Goals/Mayor's Workforce Development Recommendations* as listed in the WIOA Plan, there are other skills specific to vulnerable populations that will make these communities assets to the workforce in contrast to simply assimilation:

Focus on the reentry population –

Work with the Mayor's Office of Reentry, and leverage the investments of Los Angeles County and City funds to serve the reentry population and provide job training services to former gang members and/or their relatives.

It is important that Trans & GNC individuals also benefit from the different efforts that the city of Los Angeles is investing in. Trans and GNC people experience high rates of profiling and negative encounters with law enforcement, leading to a disproportionate number of transgender people in the criminal justice system. In the 2015 USTS Trans Survey, respondents experienced high levels of mistreatment and harassment by police. In the past year, of respondents who interacted with police or law enforcement officers who thought or knew they were transgender, more than half (58%) experienced some form of mistreatment. This included being verbally harassed,

¹ Jaime M. Grant, Lisa A. Mottet, Justin Tanis, Jack Harrison, Jody L. Herman, and Mara Keisling, *Injustice at Every Turn: A Report of the National Transgender Discrimination Survey*, (Washington DC: National Center for Transgender Equality and National LGBTQ Task Force, 2011).

repeatedly referred to as the wrong gender, physically assaulted, or sexually assaulted, including being forced by officers to engage in sexual activity to avoid arrest.²

Transform lived experience into tangible skills –

Invest in job-readiness programs and interview trainings that are sensitive to the experiences of vulnerable populations. Ensuring that participants are able to utilize their experiences in disadvantaged situations or as part of marginalized communities, such as homelessness, incarceration, or discrimination based on gender identity, as skills will make them an asset to future employers.

Additional Comments:

Discussing Gender Equity

In sections that discuss gender equity, much of the language and information does not include information about the experiences of transgender and gender non-conforming people.. It is important that we understand that gender equity also includes those who are in the gender spectrum. If we are going to mention Women, we also need to include Trans Women as Women because we are Women. As we know, Trans Women and other none binary people are part of the Gender Equity spectrum and continue to experience disparities in the workforce and equal pay gap.

Women earn less than men in every racial and ethnic group and tend to occupy lower-paying occupations and industries. Women continue to take on a disproportionate amount of unpaid caretaking labor, incur motherhood penalties, and experience wage discrimination. The WDS must ensure that career counselling, training, and job placement is free from gender bias.

Overall Trans Inclusion

Transgender people must be considered in most to all aspects of the WIOA Local Plan. Whether it be in regard to reentry, homelessness, LEP services, etc., trans people are affected by a lack of a holistic approach to workforce development.

It's necessary to develop a plan that prioritizes the well-being and access to opportunity as it applies to trans & GNC people. The WIOA must address the lack of knowledge about trans & GNC communities and the intentional investment that is necessary from the city of LA in order to change the constant marginalization of Trans & GNC people.

² James, S. E., Herman, J. L., Rankin, S., Keisling, M., Mottet, L., & Anafi, M. (2016). *The Report of the 2015 U.S. Transgender Survey*, 14. Washington, DC: National Center for Transgender Equality.

Francis Engler, President, UniteHere Local 11 and a Trustee on HTA Board, stated that 30,000 employees are looking out for the HTA graduates. They have a unique partnership that does not exist anywhere else. Right now there are seventy-five more hotels under construction in Los Angeles. This program allows someone to go into the program and start entry level and work their way up to the most elite job.

Ericka Terrell expressed her thankfulness for the HTA program.

Mario Edwards – He enjoys the program. HTA training graduates acknowledged their success at the training academy and stated that they FACE – allowed the idea of workforce development to be exposed in the Asian American community.

Sam Shin, Pastor Association President. Partner with FACE. Network opportunities for the Korean community. Former president of Korean Council of Pastors

Cindy Wu- former board member of Faith and Community Empowerment expressed a need for Worksource Center funding to continue.

Pastor DL Wilson was a Chef at the Century Plaza Hotel for many years. He is happy to see the HTA training program and would like to see it continue to be funded.

Emille Mack. Former Chief Deputy of LA Fire Department. After privileged life got into non-profit VP of the Korean Federation. Need funding to get basic how-to get in job market.

Heypin Im – advocate for Underrepresented Populations. It felt like building a plane while flying. Press conference was a great success and 200 people signed up for a job. Target local hire for Asian pops. 3% Asian.

Robert Farrell, former City of Los Angeles Councilmember. He volunteers with CLUE to address economic justice. He would like the WDB to continue to reach out to Underrepresented Populations.

Sylvian Guillen – Housing Counselor for FACE stated that the community needs this program to help people get jobs.

Jan Tokumaru – California Labor Federation, Workforce and Economic Development supports all the speakers before her. Would like to raise the HTA program as it is a greatly successful model for others to see how they offer new career paths, career mobility, and economic success.

Dr. Jackie Filla, President of the Commission on the Status of Women and Girls. Presented the WDB with a letter that includes recommendations to ensure the department is promoting gender equity and equality in its programs and internally. Dr. Filla highlighted that gender equity is addressed in the Annual Plan. Their partnership recommendations do not require additional money. They support changes in data collection methods to include disaggregated information by gender. She stressed the importance of applying a gender lens to all that you do.

Homelessness among women is the fastest rising homeless population. She advocates more data collection in being able to understand the particular challenges of homeless women and how many benefitted from WDB programs. A gender lens is needed to develop the programs to address the very specific needs of homeless women.

Recommend the Board conduct a gender analysis study. More gender delineated data is needed etc.