

**EXECUTIVE SUMMARY**

In the year since Mayor Garcetti issued his Safer at Home Order in response to the novel coronavirus pandemic, the City of Los Angeles has seen the erosion of its once-robust economy, with hundreds of thousands of jobs lost, an increase in the number of people experiencing homelessness, and businesses closing due to decreased patronage or being unable to pivot to an alternate method of service delivery.

It has also been a time of resiliency among Angelenos who have come together to help each other and to stand up for social justice and equity.

As more Angelenos get vaccinated, the City has been able to move into the less-restrictive tiers, allowing more businesses to resume operations—albeit at reduced capacities—and more Angelenos to return to work.

In response to the ongoing crisis, the Biden Administration signed into law the \$1.9 trillion American Rescue Plan Act of 2021 (ARPA) on March 11, 2021, and urged Congress to adopt the American Jobs Plan that would provide \$2.65 trillion in new investments in infrastructure and workforce development services, including investing \$100 million into existing workforce development programs with good track records.

Additionally, Mayor Garcetti’s “State of the City” address on April 20, 2021, set out the priorities of his equity-focused budget for Los Angeles for the coming fiscal year, which includes equity in racial justice, economic progress, and green energy.

The City of Los Angeles Workforce Development Board, Economic and Workforce Development Department, City Council, and Mayor must utilize this Annual Plan framework and corresponding priorities to address the hardest-hit Angelenos, who continue to include small business owners, low-income wage earners, English Language Learners, women, survivors of domestic abuse and human trafficking, people of color, and disconnected youth.

As always, putting all residents on the path to economic security through equity-focused strategies and policies to grow good jobs, build capabilities, remove barriers, and expand opportunities for all people and communities remains the guiding principle for this plan.

The Workforce Development Board (WDB), along with the City Council and Mayor, develops policy and provides the oversight for workforce development programs in the City of Los Angeles. The Year 22 WDB Annual Plan covers the service strategies, activities, and budget for the City’s Workforce Development System (WDS) for the Program Year 2021-22. The Annual Plan is developed under the framework outlined in

the Workforce Development Board - Local Elected Official (WDB-LEO) agreement.<sup>1</sup> The plan outlines how the City will deliver services and meet workforce development needs in Los Angeles through the oversight of the WDB and Economic and Workforce Development Department (EWDD).

## **STRATEGIC GOALS OF THE PLAN**

While the strategies below were developed prior to the pandemic's beginnings in 2020 and the resulting economic development crisis, the goals to uplift the most economically vulnerable populations are more urgent than ever.

The Annual Plan continues a Strategic Framework, established in PY 2018-19, consisting of ten long-term strategic initiatives, including:

1. Reducing homelessness by increasing employment opportunities;
2. Increasing employment opportunities through partnerships with major economic drivers in the region;
3. Increasing access to career pathways through Industry Sector Strategies;
4. Increasing services to targeted high-barrier populations (vulnerable populations) with a geographic focus;
5. Increasing Gender Equity;
6. Increasing employment outcomes for the reentry population;
7. Increasing education and/or employment outcomes for disconnected youth; and
8. Increasing impact of the City's Workforce Development System through the strategic alignment of City and Regional Planning Efforts (Los Angeles Regional Plan, Local Plan, WDS Annual Plan and P3 Strategic Plan);
9. Training Angelenos to participate in the new green economy; and
10. Creating and expanding career ladder opportunities for L.A.'s workforce to fill the demand for early childhood education positions.

EWDD will address these strategic goals through the following action items:

1. Reduce Homelessness
  - a. The City will continue its partnerships with Los Angeles County and Goodwill Industries of Southern California in the *"Hired and Hopeful" Initiative* to provide unsubsidized employment opportunities for 16,000 individuals experiencing homelessness over the next three years. Under this initiative, in PY 2021-22 the City will:
    - i. Place 1,244 individuals experiencing homelessness in transitional employment and 622 into unsubsidized employment through a \$9 million investment of LA City General Funds, CDBG-CV, and LA County Measure H funds in LA:RISE;

---

<sup>1</sup> The WDB/LEO is a formal Memorandum of Agreement between the WDB and the elected officials of the City of Los Angeles

- ii. Increase placements into unsubsidized employment through increased employer engagement activities using the City's Customer Relationship Management (CRM) system; and
    - iii. Place an additional 750 individuals experiencing homelessness into unsubsidized employment through the City's WorkSource Centers.
  - b. The City will launch the LA:RISE Youth Academy to provide transitional and housing resources for 226 homeless youth.
- 2. Increase Employment Opportunities
  - a. Align Workforce and Economic Development Strategies to develop living wage career pathways in growing industries.
  - b. Implement a CRM system to better integrate employer engagement activities between WDS service providers and economic development activities within the City.
  - c. Coordinate with system partners to identify and secure employment opportunities in the recovery and rebuilding phases of the COVID-19 crisis, including openings in contact tracing, disaster service, and other related occupations.
  - d. Continue the Los Angeles Metro's Workforce Initiative Now-Los Angeles (WIN-LA), The City's Targeted Local Hire (TLH), and the HireLAX Apprenticeship Readiness Program (HIRE LAX) to recruit and hire Angelenos in PY 2020-21.
  - e. Expand the Clean Streets initiative to provide 200 residents transitional employment with OCB contractors.
- 3. Increase Access to Career Pathways
  - a. Continue to build upon progress and insight gained from the City's Industry Sector Expert Strategists to develop new Sector Strategies.
  - b. Work regionally across the seven WDBs to develop Registered Apprenticeship Programs in identified sectors.
    - i. Implement policy recommendations included in the City's Apprenticeship Strategic Plan.
    - ii. Work with the Mayor's Office and LAUSD to convene an apprenticeship policy summit to increase apprenticeship opportunities in nontraditional employment sectors.
    - iii. In partnership with LAUSD and LA County, develop a regional apprenticeship portal to provide job seekers up to date information on registered apprenticeship programs within LA County.
  - c. Increase access to industry sector training for Angelenos through the WDS. EWDD will continue to:
    - i. Fund the Sector Strategy Center at Los Angeles Valley College to promote sector training in high-demand sectors;
    - ii. Align WDS services with in-demand occupations identified in Sector Strategy reports.

- iii. Secure new funding to retrain 2,000 Angelenos in the Healthcare, Construction and Logistics/Trade sectors.
4. Increase Services to High-Barrier Populations
- a. Establish goals for new high-barrier populations, including survivors of domestic violence, individuals with disabilities, English Language Learners, transgender, and single-parents.
  - b. Establish additional community partnerships to support promotion of LARCA 2.0 program services and to increase program enrollments.
  - c. Continue to promote skills development opportunities for LARCA 2.0 participants via education, training and transitional employment services.
  - d. Increase training opportunities as training service providers continue to return to in-person learning.
  - e. Expand specific initiatives with LAHSA and the Mayor’s Office around “Bridge to Employment,” Rapid Response, and Homeless Youth populations.
  - f. Utilize the WDS to expand career pathways into City employment for underserved populations.
5. Ensure Gender Equity
- a. Prevent Sexual Harassment within the WDS.
    - i. Continue building on training completed in PY2019-20 to prevent and address sexual harassment and discrimination in the workplace and keep the WDS informed about their rights and existing resources.
  - b. Develop WDS training on gender bias.
    - i. Partner with the Los Angeles Housing and Community Investment Department (HCID) and the Commission on the Status of Women to identify and fund a training curriculum on gender bias in the workforce system. In partnership with HCID, EWDD will:
      - 1. Identify a gender bias curriculum and/or training provider;
      - 2. Identify resources to deploy gender bias training.
  - c. Continue to gather and include gender equity performance data in reports to the WDB.
  - d. Prepare Labor Market Information Report on Gender Equity.
    - i. Continue to partner with HCID and the Commission on the Status of Women to identify funding.
  - e. Develop gender specific programming to increase training and placement in non-traditional employment sectors.
    - i. Pilot a short-term vocational training program aimed at recruiting women into the construction field. EWDD will partner with Women In Non Traditional Employment Roles (WINTER) to recruit and provide short-term vocational training during non-traditional hours to prepare women for employment at Metro.

- ii. EWDD will also pilot a childcare initiative focused on providing up to 500 single-parent households with childcare vouchers in order to return to the workforce. Additionally, up to 500 single-parent households will receive access to short-term vocational training in healthcare and early childhood education sectors.
    - f. Conduct a comprehensive assessment of how the WDS, including the LA:RISE grant, serves the female homeless population.
    - g. Increase service to Domestic Violence survivors.
      - i. In partnership with HCID, pilot a Human Services / Domestic Violence Navigator program to increase access to employment and other appropriate workforce services for survivors of domestic violence and for FamilySource participants.
      - ii. Partner with HCID to co-fund a full-time Domestic Violence Navigator position to be housed in EWDD.
      - iii. Through the Domestic Violence Navigator, all survivors of domestic violence will be provided access to appropriate workforce services.
      - iv. Provide 1,000 survivors of domestic violence and human trafficking with support services and connections to workforce opportunities
- 6. Increase Employment Outcomes for the Reentry Population.
  - a. Implement the Prison to Employment (P2E) grant to provide additional employment opportunities for reentry individuals returning to the City. Secure additional reentry partnerships to increase INVEST participant enrollments.
    - i. Complement enrollment of 282 participants through the P2E initiative.
    - ii. Develop and implement reentry training for WDS service providers.
    - iii. Continue to expand partnerships with reentry service providers.
    - iv. Continue to coordinate strategic recruitment efforts alongside with the Los Angeles County Probation Department to increase INVEST enrollments.
    - v. Increase transitional employment opportunities for INVEST participants.
    - vi. Coordinate quarterly reentry job fairs to ensure INVEST participants secure permanent employment.
- 7. Increase Education and/or Employment Outcomes for Opportunity Youth.
  - a. Continue to expand partnerships and resources for disconnected youth as a central part of the recovery and rebuilding phases of the COVID-19 crisis.
    - i. Establish greater partnership with the Los Angeles Homeless Services Authority to provide 1,500 young people with a comprehensive education and work plan.
    - ii. Hire LA's Youth, in partnership, with Los Angeles County, LACCD, LAUSD, and many other community partners, will be redesigning its

- subsidized youth employment services to include virtual professional development, enhanced use of technology platforms, and recovery-related employment opportunities in accordance with public health standards to place 20,000 young people in jobs.
- iii. Connecting Hire LA's Youth participants with more green job opportunities.
  - b. Update the Los Angeles Performance Partnership Pilot (LAP3) Strategic Plan and continue to support and guide the collaborative efforts of public system, nonprofits and other services providers in order to improve education, employment and social outcomes for the City's Disconnected Youth.
    - i. Update findings of the economic report produced by Professor Paul Harrington, Director of Drexel University's Center for Labor Market and Policy, which reviewed the changes in factors that have led to "One Out of Six" youth in Los Angeles being disconnected from school or work.
    - ii. Facilitate a number of stakeholder forums to discuss past successes and challenges to achieve identified vision and goals, including interviews with the Opportunity Youth focus group.
    - iii. Produce final version of the LAP3 Strategic Plan by October 2021.
  - c. Launch the Angeleno Corps.
  - d. Expand the Student to Student Pilot project for 1,000 youth.
8. Increase the Impact of the City's Workforce Development System
- a. Strategically align regional planning activities and grants.
    - i. Regional Plan – Aimed at the development and implementation of decision-making structures that will strengthen workforce activities and performance at the regional level of the seven Los Angeles Basin Local Boards. The Regional Plan supports the State Board's Unified State Plan goal of building regional sector pathways, including increasing industry-valued credential attainment and enrollment in apprenticeship through sector strategies; increasing employer engagement; and development of a regional communications effort between the seven regional boards. As required by WIOA legislation, which mandates a regional plan every four years, this plan was written to include:  
[http://ewddlacity.com/images/reports/LARPU/LABRPU\\_Regional-Workforce-Development-Plan-2017-2020.pdf#zoom=80](http://ewddlacity.com/images/reports/LARPU/LABRPU_Regional-Workforce-Development-Plan-2017-2020.pdf#zoom=80)
    - ii. Local Plan – Describes the City's WDS efforts to meet the goals and objectives of the Regional Plan, and to meet the federal and state intent of implementing the Workforce Investment Opportunity Act. Also required every four years, this plan was modified to include specific plans to address coordination with CalFresh Employment and Training programs; employment services for

noncustodial parents; increased services for individuals with developmental/intellectual disabilities; and services for English language learners, foreign-born, and refugees. New requirements for the current local plan include expanding digital fluency and distance learning; ensuring cultural competencies and an understanding of the experiences of trauma-exposed populations; and a description of how the WDB fulfills the duties of the AJCC Operator and/or Career Services Provider under WSD19-13, "Selection of AJCC Operators and Career Services Providers."

[http://ewddlacity.com/images/reports/LARPU/WIOA-CityLAWDB\\_LocalWorkforcePlan\\_2017-2020.pdf#zoom=80](http://ewddlacity.com/images/reports/LARPU/WIOA-CityLAWDB_LocalWorkforcePlan_2017-2020.pdf#zoom=80)

<https://wibllacity.org/index.php/about-the-wdb/253-wdb-local-workforce-development-plans>

- iii. Performance Partnership Pilot (P3) Strategic Plan – Contains the collective efforts of over 40 organizations to improve the education, workforce development, housing, and social well-being outcomes of the region’s disconnected youth. The goals and objectives link with specific strategies that would increase integration of city, county, and school district services. The plan also calls for specific policies to prioritize services for the region’s disconnected youth populations.
9. Train City Residents to Participate in the New Green Economy.
- a. The EWDD, in partnership with the Mayor’s Office, will begin to bring city, labor, educational, and business leaders together to support L.A.’s effort to create 300,000 green jobs by 2035 and 400,000 by 2050.
    - i. Add sustainability curriculum to WDS training.
    - ii. Collaborate with the Los Angeles Community College District (LACCD) to develop more pipelines for employment in green construction industry professional services.
    - iii. Work with local trade and technical schools to create additional Electric Vehicle (EV) workforce pipelines.
    - iv. Partner with construction projects to provide more green opportunities for local hiring and disadvantaged workers in city contracts.
    - v. Create and expand workforce training programs for landscape managers on the installation and care of native plants.
    - vi. Expand partnerships and retraining programs to better prepare workers for jobs that are expected be automated.
10. Create and expand career ladder opportunities for early childhood education positions.

- a. The Mayor's Office, in partnership with the EWDD, will develop an early childhood education employment sector plan for the City to recruit, train, and certify at least 2,500 new early childhood educators by 2025.
- b. The WDB will leverage its members' expertise, and its Youth Council in particular, to assist in the development of the City's early childhood education employment sector plan.

## **CURRENT ECONOMIC IMPACTS ON EMPLOYMENT**

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

After peaking at 21% in May of 2020, the City's unemployment rate, and the overall rate in Los Angeles County is currently at 13.59%<sup>2</sup>. Although employment has shown recovery since that peak, the recovery has been uneven. Economists predict the city may not see a full recovery until 2023. The hospitality industry may be one of the last sectors to recover as restrictions remain on travel from outside the U.S. and capacity controls continue to affect convention, amusement, and entertainment businesses.

Despite the uneven recovery, there are positive signs on the horizon. According to the recently released "LAEDC 2021 Economic Forecast: A Tale of Two Recoveries," economic metrics are trending upwards. Though in some cases, outlooks remain negative in 2021, by 2022, there is an expectation of growth in both real GDP and real personal income growth. More importantly, there is an expectation that the current unemployment rate in Los Angeles County will drop to 9.27% by the end of the year and to 8.14% in 2022. While this is not ideal, it is an indicator that things are moving in the right direction. It is up to the EWDD and its partners to help nudge these numbers ever lower.

### **Available Resources**

The City will receive \$34.8 million in WIOA Adult, Dislocated Worker (DW), and Youth formula funds from the State for Program Year 2021-22 as detailed under *Tab 4 Budget*. At this time, the allocation for Rapid Response is estimated to be level with PY 2020-21 at \$1,053,186. To augment these formula allocations, the City anticipates receiving additional city, county, and further competitive awards and grant funds amounting to \$52.9 million. The City projects approximately \$6.3 million in carryover funds composed of both WIOA formula and other workforce related grants. Total available revenue for WDS activities is projected at \$95 million.

---

<sup>2</sup> LAEDC 2021 Economic Forecast: A Tale of Two Recoveries, p. 25.



