CITY OF LOS ANGELES
JOINT WORKFORCE DEVELOPMENT BOARD (WDB) QUARTERLY AND WDB NON-PROFIT 501(C) 3 CORPORATION MEETING

Thursday, May 22, 2025
10:00 AM - 12:00PM

Los Angeles Mission College

13356 Eldridge Avenue (CC Main), Sylmar, CA 91342

AGENDA

1. Call to Order/Roll Call
2. Declarations of Conflicts of Interest
3. Public Comment on Non-Agenda Items

ACTION ITEMS:

4.	Consideration of the Minutes of February 20, 2025	Charles Woo
5.	Approval of the Year 26/Program Year 2025-26 Workforce Development Board Annual Plan Prepared by the Economic and Workforce Development Department	Donny Brooks / Elizabeth Macias
6.	Approval of Recommendations from the Economic and Workforce Development Department to Reprogram County of Los Angeles Funds Allocated to the Regents of the University of California, operators of the UCLA Central and UCLA West YouthSource Center Sites, and YMCA Metropolitan for the Purpose of Maximizing Youth Work Experience Opportunities and Authority to Allocate Additional Funds to the YouthSource/LAUSD Partnership and P3 Pupil Services Attendance Program	Bryson Gauff
7.	Approval of Recommendations from the Economic and Workforce Development Department to Allocate up to $40,000 of Workforce Innovation and Opportunity Act Funds to Consultant Manny Chavez to provide ongoing Technical Assistance in the Procurement of the City's WorkSource Center System Request For Proposals	Elizabeth Macias
8.	Approval of Recommendations from the Economic and Workforce	Elizabeth Macias

	Development Department to Allocate up to $79,000 of Workforce Innovation and Opportunity Act Funds to Measure of America to prepare a Demographic Report for use in the City's WorkSource Center System Request For Proposals	
9.	Approval of Recommendations from the Economic and Workforce Development Department regarding the results of a Request For Proposals to provide Apprenticeship Consulting Services	Elizabeth Macias
10.	Approval of Recommendations to Add Non-Voting Members to Youth Council	David Crippens
11.	Approval to extend the Monthly Payments to currently selected Two Youth Advisors to Workforce Development Board (WDB) Youth Council to continue through the end of the fiscal year June 30, 2025	Luciela Rojas
12.	Authorization for Workforce Development Board (WDB) Staff to Spend up to $1500 from the Nonprofit Bank Account to Purchase a Wireless PA System Wireless Microphone System, and Microphone Stands	Hannah Lee

EXECUTIVE COMMITTEE ACTIONS

(The WDB Executive Committee approved the following items on behalf of the full WDB. Any of these items may be called "special" by a WDB member for information and discussion purposes.)

13. Approval of Recommendations from the Economic and Workforce Development Department regarding the Task Order Solicitation #1 to contract with a Consultant for Policy and Program Implementation of the Older Worker Strategy / AdvantAGE LA Plan
14. Approval of Recommendations from the Economic and Workforce Development Department regarding a Request For Qualifications to establish a Qualified List for Workforce Consulting Services to implement Industry Sector Strategies
15. Approval of Recommendations from the Economic and Workforce Development Department, in partnership with the Youth Development Department, to accept a Federal Earmark and City General Funds to implement the Peer Homeless System Navigator Program
16. Approval of Recommendations from the Economic and Workforce Development Department, in partnership with the Youth Development Department, to allocate funds to support the relaunch of the Hire LA's Youth Steering Committee
17. Approval of Recommendations from the Economic and Workforce Development Department to reallocate Program Year 2024-25 County Measure H funds between current LA:RISE Service Providers
18. Approval of Recommendations from the Economic and Workforce Development Department to allocate Program Year 2024-25 unallocated Vision Lab Program funds to the Vision Lab Program in the West Valley operated by El Proyecto Del Barrio

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

19.	A Report Back from the Economic and Workforce Development	Donny Brooks

Department on Wildfire Disaster Recovery Activities

20. Verbal Update on the Mayor's Proposed Budget, Exhibit H Economic and Workforce Development Department Consolidation — Brenda Shockley
21. Youth Council, Business Services, Marketing & Resource Development, and Policy & Oversight Committee Reports
22. Honoring Outgoing Board Members for their Contributions to the Workforce Development Board — Brenda Shockley
23. Next Meeting - July 17, 2025
24. Adjourn

Workforce Development Board:

Charles Woo, Patricia Perez, Garrett Gin, Agustin Cabrera, Priscilla Chavez, Veronica Corona, David Crippens, Kenya Croom, Jesse Cuevas, Sean Fleming, David Ford, Ben Garcia, Garrett Gin, Hrag Hamalian, Rodney Hanners, Jaleesa Hazzard, Lindsey Heisser, Nancy Hoffman Vanyek, Teraylan Hollingsworth, LaShondra Mercurius, Kelly Nguyen, Linda Nguyen, Casey O'Neill, Gabriel Pimentel, Carmen Rad, Sergio Rascon, Steven Simon, Benjamin Torres, Maria Turrubiartes, Saba Waheed, Steve Zimmer

PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS

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

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

Workforce Development Board
City of Los Angeles

4.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Consideration of the Minutes of February 20, 2025**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 4 - Draft Minutes February 20, 2025
- ADOPTED Minutes February 20, 2025

CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD
QUARTERLY MEETING
THURSDAY, FEBRUARY 20, 2025
10:00 A.M. – 12:00 P.M.
GOODWILL SO. CALIFORNIA
342 NORTH SAN FERNANDO ROAD, LOS ANGELES, CA 90031

4

DRAFT MINUTES

MEMBERS PRESENT: Charles Woo, Patricia Perez, Garrett Gin, Bernadine Brandis, David Crippens, Kenya Croom, Jesse Cuevas, Hrag Hamalian, Rodney Hanners, Lindsey Heisser, Nancy Hoffman Vanyek, Teri Hollingsworth, Linda Nguyen, Casey O'Neill, Gabriel Pimentel, Carmen Rad, Benjamin Torres, Maria Turrubiartes, Saba Waheed, Steve Zimmer, Ernesto Pantoja (alt.)

1. Call to Order – Chair Charles Woo called the meeting to order at 10:08 after the confirmation of a quorum.

2. Public Comment on Non-Agenda Items – None

3. Introduction of New Board Members – WDB Nominations/Membership Committee Chair La Shondra Mercurius introduced the newly appointed WDB Board Members

   ACTION ITEMS:

4. Consideration of the Meeting Minutes of November 14, 2024 – **The Meeting Notes of November 14, 2024, were received and filed.**

5. Retroactive Approval of 2024 Nominees Considered by the Mayor for Appointment and Reappointment to the Workforce Development Board (WDB)

   LaShondra Mercurius, Chair of the WDB Nominations/Membership Committee presented the slate of thirty-one 2024 nominees recommended for appointment and reappointment to the WDB by the Office of Mayor Bass.

   Move Patricia Perez, Second Ernesto Pantoja Motion carries unanimously.

6. Approval of 2025 Nomination Recommendations for Consideration by the Mayor for Appointments and Reappointments to the Workforce Development Board (WDB) LaShondra Mercurius

   LaShondra Mercurius presented the slate of 2025 nominations recommended for consideration to the Workforce Development Board by Mayor Bass.

   Nancy Hoffman Vanyek moved to approve, and Second Teri Hollingsworth
   Vote: Motion carries unanimously.

7. Approval of Recommendations for WDB Standing Committee Chairs and Executive Committee Members Charles Woo

   Workforce Development Board Chair Charles Woo presented his recommendations for WDB Standing Committee Chairs and Executive Committee Members:

   Policy and Oversight Committee - Nancy Hoffman Vanyek
   Business Services, Marketing, and Resource Development Committee – LaShondra Mercurius
   Nominations/Membership Committee - Gabriel Pimentel
   Older Worker Ad Hoc Committee - Patricia Perez
   Executive Committee Member At-Large - Teri Hollingsworth

   Moved to Approve Ernesto Pantoja, Seconded by Casey O'Neill.
   Motion carries unanimously.

8. Approval of Recommendations from the Economic and Workforce Development Department to identify and allocate up to $1.0 million in WIOA funding for a hazardous waste removal training program, in partnership with LIUNA Local 300

   Gerardo Ruvalcaba, Economic and Workforce Development Department, Assistant General Manager presented the Department's request for the allocation of up to $1 million in WIOA funding for a hazardous waste removal training program in partnership with LIUNA Local 300. This funding will augment training dollars for up to 500 participants to provide HAZWOPER, lead and asbestos training.

   Moved to Approve David Crippens Seconded by Charles Woo
   Recusal: Ernesto Pantoja (alt. Sergio Rascon)
   Motion carries unanimously.

9. Approval of Recommendations from the Economic and Workforce Development Department to transfer $166,202 from the Coalition for Responsible Community Development / LA:RISE Program to the Day Labor Resource Center System Program

   Donny Brooks, EWDD Program Manager presented the Department's request to make a technical correction to the current program year Annual Plan budget shortfall. This transfer will not have a fiscal impact on the LA:RISE Program.

   Moved to Approve LaShondra Mercurius. Seconded by Patricia Perez. Motion carried unanimously.

EXECUTIVE COMMITTEE ACTIONS:

(The WDB Executive Committee approved the following items on behalf of the full WDB. Any of these items may be called "special" by a WDB member for information and discussion purposes.)

10. Approval of the Economic and Workforce Development Department's Recommendations regarding the Request for Qualifications to establish a Qualified List for Workforce Consulting Services to Implement the Older Worker Strategy / AdvantAGE LA Plan

11. Approval of the Economic and Workforce Development Department's Recommendations regarding the Request for Qualifications to establish a Qualified List for Program Monitoring Services

12. Approval of the Revised Results of a Request for Qualifications, reissued by the Economic and Workforce Development Department, to establish a Qualified List of Potential Bidders to apply for the WorkSource Centers /America's Job Centers of California Request for Proposals

13. Approval of the Economic and Workforce Development Department's Recommendations regarding a Request for Interest for the 2024 Severe Winter Storms National Dislocated Worker Grant to provide Temporary Jobs related to the Clean-Up, Repair, and Humanitarian Assistance Services

14. Approval of the Economic and Workforce Development Department's Recommendations regarding the Reallocation of $375,000 of Gang Injunction Curfew Settlement / Los Angeles Reconnections Career Academy 2.0 Program Funds between Service Providers

15. Approval of a Report from the Economic and Workforce Development Department regarding the Availability of Program Year (PY) 2023-24 Carry-In Savings and Recommendations to Modify the PY 2024-25 (July 1, 2024 - June 30, 2025) Workforce Development Annual Plan and its Strategies, Activities, and Budget

16. Approval of Recommendations from the Economic and Workforce Development Department regarding the Request For Qualifications to establish a Qualified List for Workforce Administrative and Evaluation Consulting Services for Program Evaluation and Customer Satisfaction

17. Approval of Recommendations from the Economic and Workforce Development Department regarding the Request For Qualifications to establish a Qualified List for Grant Writing Consultants

18. Request from the Mayor's Office of Economic Opportunity for the Workforce Development Board to accept Early Childhood Education Grant to Underwrite Intergenerational Work Experience

19. Approval for the Economic and Workforce Development Department to Accept and Allocate up to $4,500,000 of U.S. Department of Labor 2025 January Wildfires Disaster Recovery National Dislocated Worker Grant funding to provide Temporary Jobs for Clean-Up and Humanitarian Assistance, Accept and Allocate up to $4,500,000 of State of California Employment Development Department LA County Fire Workforce Innovation and Opportunity Act Dislocated Worker Additional Assistance funding to provide Workforce Development Activities and Supportive Services, and Authorization to Reprogram the balance of funding for the modified State of California Employment Development Department Farmer John Workforce Innovation and Opportunity Act Dislocated Worker Additional Assistance Grant funding to include additional WorkSource Center / America's Job Centers of California Service Providers in response to Wildfire Disaster Recovery

20. Approval of Recommendations from the Economic and Workforce Development Department to Allocate Early Childhood Education Funds to CRCD WorkSource Center for Intergenerational Work Experience

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES:

21. WDB 2025 Mission, Vision and Goals Presentation

Hannah Lee, WDB Executive Director presented a PowerPoint presentation that outlined the structure and function of the WDB 2025, its Mission, Vision and Goals. The pandemic has changed the way we work. This presentation is meant to reorient us on how are we going to accomplish the goals of the Board to reinvigorate us to meet the work done together. WDB Committee Chairs gave a synopsis of their committee's charge.

Tammy Ortuno, Director of Workforce Development, Office of Mayor Bass presented on the workforce system and identified eight sector goals that will be the focus for the WDB, consistent with the 5-Year Strategic Plan. The goal is that they should cover all eight within five years.

22. WorkSource Center Request for Proposal (RFP) Verbal Update

Gerardo Ruvalcaba, EWDD Assistant General Manager provided a verbal update regarding the WorkSource Center Request for Proposal. The process is at a standstill. There is an effort to relaunch it and to push reauthorization the second quarter of this year. They are moving forward working with the Mayor's Office.

23. Workforce Innovation Opportunity Act (WIOA) Verbal Update

Hannah Lee, WDB Executive Director reported on a recent meeting she attended in Sacramento, California and said that a reauthorization bill may not be likely in 2025, but WIOA funding is expected to be addressed through the federal budget reconciliation process. Funding for workforce programs may be affected by broader budget negotiations.

24. Next Meeting: May 22, 2025

25. Adjourn – Chair Charles Woo adjourned the meeting at 12:03 p.m.

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WORKFORCE DEVELOPMENT BOARD
QUARTERLY MEETING
THURSDAY, FEBRUARY 20, 2025
10:00 A.M. – 12:00 P.M.
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DRAFT MINUTES

MEMBERS PRESENT: Charles Woo, Patricia Perez, Garrett Gin, Bernadine Brandis, David Crippens, Kenya Croom, Jesse Cuevas, Hrag Hamalian, Rodney Hanners, Lindsey Heisser, Nancy Hoffman Vanyek, Teri Hollingsworth, Linda Nguyen, Casey O'Neill, Gabriel Pimentel, Carmen Rad, Benjamin Torres, Maria Turrubiartes, Saba Waheed, Steve Zimmer, Ernesto Pantoja (alt.)

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   Nancy Hoffman Vanyek moved to approve, and Second Teri Hollingsworth
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24. Next Meeting: May 22, 2025

25. Adjourn – Chair Charles Woo adjourned the meeting at 12:03 p.m.

Workforce Development Board
City of Los Angeles

5.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of the Year 26/Program Year 2025-26 Workforce Development Board Annual Plan Prepared by the Economic and Workforce Development Department**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 5 - Year 26 Annual Plan
- Item 5 - Attachment 1 - Tab 1 - Draft-Plan Overview
- Item 5 - Attachment 2 - Tab 2 - Draft-Budget Schedules
- Item 5 - Attachment 3 -Tab 3 - Draft-Strategies and Activities
- Item 5 - Attachment 4 - Tab 5 - Draft-Policies
- Item 5 - Attachment 5 - Tab 7 - Appendix 1 - Public Comments
- Item 5 - Tab 7 - Appendix 7 - Memorandum of Understanding WDB and AJCC System
- Item 5 - Attachment 5 - Tab 7 - Appendix 9 - Local Plan
- Item 5 - Attachment 5 - Tab 7 - Appendix 10 - Regional Plan
- Item 5 - Year 26 Annual Plan Budget Presentation- May 22, 2025_REV

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

5
ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF THE YEAR 26/PROGRAM YEAR 2025-26 WORKFORCE DEVELOPMENT BOARD ANNUAL PLAN PREPARED BY THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

BACKGROUND

The Annual Plan establishes the priorities, strategies, policies, budget, and timeline for the City of Los Angeles' (City) Workforce Development System (WDS). The Annual Plan articulates a framework of long-term strategic initiatives set forth to achieve the City's goal of placing its residents on the path to economic security through equity-focused strategies that create and expand living-wage jobs and remove barriers to employment for Angelenos facing the greatest economic disparities.

Economic Landscape

Los Angeles is among the world's largest and most diverse economies in the world. Driven by key growth sectors, the City is a global hub for major industries such as entertainment and media, international trade, technology and innovation, manufacturing, healthcare and biotechnology, and tourism. Despite its economic strengths, Los Angeles continues to face many challenges transitioning and recovering from the economic shutdowns, supply-chain disruptions, mass layoffs, and work dislocations caused by the COVID-19 pandemic. These disruptions worsened existing issues such as income inequality and the high cost of living and doing business in the City. Adding to these challenges, the region now faces the challenges of recovering and rebuilding from the devastating wildfires that impacted communities across Los Angeles in early January 2025. At the same time, it must prepare for potential economic challenges stemming from new federal policies on tariffs and immigration, as well as significant funding cuts resulting from shifting White House spending priorities—changes that could deeply affect local businesses and workers. These emerging pressures compound existing challenges in the LA region, including the homelessness crisis, population decline threatening labor shortages, the urgent need to reskill an aging workforce (age 55 or older), increased disconnection rates for 16–24-year-olds, limited opportunities for many with a low educational attainment, inflation, a lack of housing affordability, and the escalating cost of doing business.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

Los Angeles Five-Year Workforce Development Plan (2025-30) and Program Year 2025-26 Annual Plan Strategic Initiatives

The City seeks to further its work toward an innovative, diverse, equitable, and inclusive WDS in Program Year (PY) 2025-26. In partnership with Mayor Karen Bass' Office of Economic Opportunity and the City's Workforce Development Board (WDB), the Economic and Workforce Development Department (EWDD) will implement the *Los Angeles Five-Year Workforce Development Plan (Five-Year Plan): A Path Forward (2025-2030),* which aims to create and expand access to living-wage jobs and career pathways, remove barriers to employment for priority, vulnerable populations, and implement training programs to prepare residents for work in high-growth and in-demand sectors.

In 2024, EWDD engaged in numerous strategic planning efforts intended to adapt to the changing demands of workforce needs, intensify partnerships, and strengthen the capacity of the WDS to serve the most vulnerable. These various targeted workforce plans (Horizons 32k Opportunity Youth Strategic Plan (Horizons Strategic Plan), AdvantAGE LA Older Worker Plan (AdvantAGE Plan), the Los Angeles Workforce Infrastructure Network (LAWIN), and the WorkSource (WSC) and YouthSource (YSC) System Redesign Plans) will work cohesively with the Five-Year Plan. In addition to the workforce development initiatives outlined in the Five-Year Plan, LA Wildfire disaster recovery workforce development initiatives, and the continued expansion or strengthening of homeless services collaborations and partnerships with the Mayor's Office's Inside Safe Initiative (MOISI) will be prioritized to continue to address the homelessness crisis in Los Angeles. The structure of this Annual Plan has also been informed by stakeholder input from across the system and its goals are intended to provide direction for what the workforce system aims to achieve in the upcoming program year to support the Five-Year Plan's goal to place 50,000 Angelenos into high-quality living-wage jobs, registered apprenticeships, paid work experiences, and training as critical pathways to economic stability and success by 2030.

EWDD's Annual Plan Year 25 (2024-25) outlined the previous eight overarching strategic initiatives used by EWDD to achieve the City's goal of placing its residents on the path to economic security through equity-focused strategies to create and expand access to good jobs for Angelenos facing the most significant economic disparities. These eight strategic initiatives will now be folded into the framework of the Five-Year Plan under the Year 26 Annual Plan (2025-26).

Through the establishment of a Policy & Oversight Committee, Business Services Committee/Sector Coalitions, and Regional Collaborative efforts, EWDD and the WDB will ensure continued dedication and alignment to the Five-Year Plan. EWDD will support the work of the Policy Oversight Committee to lay the foundation for the Regional Collaborative work as outlined in the Five-Year Plan, including the procurement and creation of a dashboard that can be maintained by the Regional Collaborative and updated by relevant project teams to track progress on active workforce projects/strategies. Sector Coalitions will establish collaborations between employers, workforce providers, training institutions, the City, and other partners to create connected pathways in high-growth sectors. In addition to aligning workforce training with industry demands, the Coalitions will establish registered apprenticeship programs that provide job seekers with hands-on, paid training opportunities in key sectors.

Public Comment and Community Engagement

On April 8, 2025, the draft Year 26 WDB Annual Plan for PY 2025-26 was released for a thirty-day public comment period (April 8, 2025 – May 7, 2025). During this period, the WDB scheduled in-person presentations of the Annual Plan at one WDB Policy and Oversight Committee and one WDB Executive Committee meeting, where the public was invited to provide public comment. The EWDD also held a virtual community forum to solicit public comments regarding the Annual Plan. Any public comment submitted to the department will be reviewed and attached to the Annual Plan.

DISCUSSION

The proposed WDS service strategies, activities, and budget outlined in the Annual Plan are based on funding allocations from various sources, including federal and state formula (Adult, Dislocated Worker, Youth, and Rapid Response), competitive grants, other workforce allocations, and projected prior-year carry-over funds.

New Revenue

The Year 26 Annual Plan is comprised of $110.4 million in diverse funding sources that include federal, state, and local funding. Total revenue includes $48.6 million in Workforce Innovation and Opportunity Act (WIOA) funding and $61.8 million in non-WIOA funds. The diversity of funding built by the EWDD, in partnership with the WDB, protects critical workforce development programs against the uncertainty of federal funding as well as local budget deficits.

Prior-Year Carryover Funds

In addition to new revenues outlined below, the Year 26 Annual Plan includes prior-year carryover funding for WIOA, City General Fund (GF), and Youth Job Corp funding streams. For PY 2025-26, the City anticipates a total of $17.5 million in carryover amounts from prior years.

Table 1 below provides a list of new and carry-over funding anticipated by funding streams in PY 2025-26.

Table 1: Year 26 Annual Plan Revenues

Funding Source	PROPOSED New Revenue for PY 2025-2026	PROPOSED Carryover from Prior Year(s) for Carry In Report	PROPOSED Total Allocation Available for PY 2025-2026
WIOA Formula	$43,291,518	$5,276,008	$48,567,526
WIOA Discretionary	$1,000,000	$1,010,383	$2,010,383
City GF	$7,770,598	$8,301,873	$16,072,471
County	$10,205,100	$110,098	$10,315,198
Youth Service Corps (formerly Californians for All)	$23,466,076	$2,309,618	$25,775,694
Other Grants/Funds	$2,157,592	$527,548	$2,685,140
Anticipated Revenue	$5,000,000	$0	$5,000,000
Grand Total:	**$92,890,884**	**$17,535,528**	**$110,426,412**

The State Employment Development Department (EDD) has not announced its funding allocations for WIOA Adult, Dislocated Worker, Youth, and Rapid Response to Local Workforce Development Areas for PY 2025-26. The figures provided in the respective funding tables are estimates based on current-year funding levels.

Table 2 below provides a breakdown of WIOA funding streams, including Adult, Dislocated Worker, Youth, and Rapid Response funding. The following funding tables assume level funding. There is an anticipated $318,320 increase in carry-over funds.

Table 2: Workforce Innovation and Opportunity Act Formula Funding

Funding Source	PY 2024-25 WIOA Funds	PY 2025-26 WIOA Funds *	Increase (Decrease)
Adult	$16,039,523	$16,039,523	$-
Dislocated Worker	$10,080,271	$10,080,271	$-
Youth	$16,296,257	$16,296,257	$-
Rapid Response	$875,467	$875,467	$-
Carryover	$4,957,688	$5,276,008	$318,320
Total	**$48,249,206**	**$48,567,526**	**$318,320**

Table 3 sets forth EWDD's proposed WIOA funding distribution for WIOA oversight and administration activities, service providers, and supporting program activities.

Table 3: Workforce Innovation and Opportunity Act Funding Distribution

Activity	PY 2024-25	PY 2025-26	Increase (Decrease)	PY 2025-26 Percentage
EWDD Oversight	$7,358,301	$7,813,054	$454,753	6%
EWDD Direct Services	$1,508,978	$1,474,517	$(34,461)	-2%
Workforce Development Board	$1,582,590	$1,426,132	$(156,458)	-11%
Other City Departments	$374,953	$386,995	$12,042	3%
WorkSource Centers	$15,992,675	$18,997,362	$3,004,687	16%
YouthSource Centers	$10,227,504	$9,900,000	$(327,504)	-3%
Other Service Providers	$2,564,056	$2,303,138	$(260,918)	-11%
Supporting Program Activities	$8,640,149	$6,266,328	$(2,373,821)	-38%
Total	**$48,249,206**	**$48,567,526**	**$318,320**	

Table 4 below highlights PY 2025-26 Annual Plan proposed funding, strategies, outcomes, and strategic goals. These efforts will provide employment services to Angelenos, as well as persons left out of the region's economic recovery, such as people experiencing homelessness (unhoused), disconnected youth, and reentry populations.

Table 4: Year 26 Annual Plan Funding Highlights

No.	Funding	Strategies	Outcomes	Strategic Goal(s)
1	$18,997,362	Fund 14 WorkSource Centers	Serve 10,360	Focus on adult, dislocated workers, and services to employers.
2	$11,550,000	Fund 14 YouthSource Centers	Serve 7,000	Focus on disconnected youth.
3	$39,279,194	Year-Round Youth Work Experience Program (include City GF, County Youth@Work, Youth Service Corps)	Serve 4,741	Focus on disconnected youth.
4	$5,002,987	Los Angeles Regional Initiative for Social Enterprise (LA RISE)	Serve 633	Address homelessness with more employment opportunities.
5	$558,000	LA County – Invest	Serve 200	Focus on reentry population.
6	$400,000	Layoff Aversion	Serve 300	Strengthen connections with major economic drivers in the region.
7	$1,000,000	WDB Innovation Fund	TBD	TBD
8	$763,763	InsideSafe Job Connectors Program	Serve 200	Address homelessness with more employment opportunities.

Reference Annual Plan Strategies and Activities**,** which supplements the proposed budget schedules for PY 2025-26 by providing a brief description of each of the proposed programs and activities to be funded in the upcoming fiscal year.

FISCAL IMPACT

The recommendations contained in this report will allocate approximately $110.4 million to the Workforce Development Board Year 26 Annual Plan (Fiscal Year 2025-26) from various Federal and State formula and competitive grants (including Workforce Innovation and Opportunity Act Title I funds), local sources (i.e., City and County sourc es), and other grant sources, such as Endowments, Foundations, and Corporate Donations. The budget reflects the City's preliminary CAP 47 rate for related costs (fringe benefits and central services) applicable for FY 2025-26, which are still pending approval from the City's federal cognizant agency for indirect costs.

RECOMMENDED REQUESTED ACTIONS

The General Manager of the EWDD requests that the WDB approve the following:

1. Adopt the Workforce Development Board (WDB) Year 26 Annual Plan for Program Year (PY) 2025-26 and its supporting budget;
2. Approve and implement all policies contained in the Annual Plan and authorize the General Manager, Economic and Workforce Development Department (EWDD), or designee, to implement the Annual Plan consistent with the recommendations contained herein;
3. Authorize the General Manager, EWDD, or designee, to:
    a. Negotiate and execute agreements and amendments to agreements with public, private, non-profit and/or governmental entities with funds awarded as described in the Annual Plan, subject to the Workforce Development Board-Local Elected Officials (WDB-LEO) Agreement (C.F. 21-0647-S2) and subject to compliance with 2 CFR Part 200, Subpart F - Audit Requirements. The WDB-LEO Agreement requires no further action from the WDB or LEO regarding agreements and amendments to agreements identified and approved in the Annual Plan. Any amendments to agreements resulting in a policy change or in the purpose of the agreement, or a change in funding in excess of $250,000 (in one year), require approval of the LEO and WDB. Any amendment in an amount from $25,000 to $250,000 requires approval only from the WDB. All amendments are subject to approval of the City Attorney as to form and legality. Lastly, Under 2 CFR Part 200, Subpart F - Audit Requirements, an entity that expends $750,000 or more of Federal awards in its fiscal year, which begins on or after December 26, 2014, must have a single or program-specific audit conducted for that year in accordance with the provisions of this Part;

With respect to Workforce Innovation and Opportunity Act (WIOA) Authorities:

    b. Accept U.S. Department of Labor (DOL) WIOA grant funds, assist the Controller in depositing and transferring WIOA funds as appropriate within established WIOA trust funds, and expend such funds upon proper demand in accordance with the directions in the Annual Plan;
    c. Accept funds and execute Subgrant Agreements and any unilateral agreements to Subgrant Agreements, including amendments thereto, between the State of California and the City of Los Angeles, between the DOL and the City of Los Angeles for WIOA funds (including federal and state Discretionary awards, and other WIOA competitive grants), between the County of Los Angeles and the City of Los Angeles for WIOA funds, and between other Local Workforce Development Areas (LWDA) and the City of Los Angeles for WIOA, subject to review and approval of the City Attorney as to form and legality, and in compliance with Los Angeles Administrative Code §14.8 et seq. (City grant regulations). The receipt of such funds shall be reported to the WDB within 30 days;
    d. Negotiate and execute amendments to Workforce Development System Memoranda of Understanding (MOUs) between partners of the Los Angeles Workforce Development System to include a new three-year period effective July 1, 2025, and updates to system infrastructure costs, subject

to WDB approval and subject to City Attorney review and approval as to form and legality;

e. Submit the City of Los Angeles Local Area and Regional Plans, as required by Workforce Innovation and Opportunity Act;

f. Approve the Workforce Development Board- Local Elected Official Agreement for the period of July 1, 2024 through June 30, 2028.

With respect to grant solicitation authorities:

g. Develop and submit proposals and applications to secure additional WIOA funds and available non-WIOA funds to any public, private, nonprofit, or governmental entity for workforce development-related activities in accordance with City grant regulations. All applications and their status shall be reported to the WDB within 30 days after submission;

h. Develop and submit proposals or applications representing the WDB, subject to approval of the WDB, to any public, private, nonprofit, or governmental entity for workforce development-related activities. If the application period is less than 60 days from the notice of the Request for Proposals (RFP), then the EWDD may submit proposals concurrently to the funding source and to the WDB. Approval of the WDB is required before acceptance of an award;

i. Accept funds and execute grant award agreements, subject to the review and approval of the City Attorney as to form and legality, in the event any proposals and/or applications are selected by any public, private, nonprofit, or governmental entity for funding (in accordance with City grant regulations). In accordance with the WDB-LEO agreement, Mayor, Council, and WDB approval is required prior to acceptance of and/or expenditure of any awards in excess of $250,000. Award amounts between $25,000 and $250,000 are subject to approval by the WDB only;

With respect to procurement authorities:

j. Issue Small Bid Purchases, Requests for Proposals (RFPs) or Requests for Qualifications (RFQs) in accordance with City procurement and Charter Section 1022 requirements (where applicable), subject to the approval of the City Attorney as to form, legality, and procurement. Anticipated service procurements related to items that are listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan include, but are not limited to:

- AdvantAGE LA – Older Worker Strategy.
- Assessment services for youth, adult, and dislocated workers.
- Annual Plan Graphic Design services.
- Audit, payroll processing, accounting, technical assistance, and consultant services.
- Customer Satisfaction Survey; Evaluation of Service Providers; and Certification and Performance Improvement Services.
- Capacity Building and Training Academy initiatives (including Fiscal and Integrated Services Delivery training providers).

- Consulting Services for the WDB.
- Youth Service Corps (formerly known as Californians for All) program services.
- Crossroads Policy Symposium.
- Employment Engagement services.
- Gang Injunction Curfew Settlement (LARCA 2.0)
- High Roads Training Partnerships and Technical Support
- Hire LA's Youth Employer Engagement Support
- Horizon 32K Plan (formerly LA Performance Partnership Pilot - LAP3) program implementation.
- Labor Market Analysis.
- Layoff Aversion Services.
- Los Angeles Regional Initiative for Social Enterprise (LA:RISE).
- LA:RISE Employment Social Enterprises.
- Los Angeles Workforce Infrastructure Network (LAWIN).
- Program Evaluations.
- Program Monitoring Services.
- Promotion and Outreach Services, including marketing plan activities, communications, and publication services.
- Rapid Response enhancement and expansion, including layoff aversion and business retention.
- Sector intermediaries to support the implementation of the Five-Year Workforce Development Plan.
- Services provided through the WDB Innovation Fund.
- Services related to the implementation of the Los Angeles YouthSource Program, including the City-operated YouthSource Centers.
- Services related to new funding secured to address the COVID-19 pandemic.
- Summer Youth Employment Program.
- WorkSource System enhancements.
- Youth Development Apprenticeship Programs implementation.
- YouthSource Center Program.
- Youth and Young Adult System Support Service providers.
- WorkSource Integrated Service Delivery System providers.

k. Authorize EWDD to extend the procurement of its WorkSource Center Operators and Career Services Providers to June 29, 2026.

With respect to contracting authorities:

l. Negotiate and execute agreements and amendments to agreements with public, private, nonprofit, and/or governmental entities with funds awarded as a result of a Small Bid Purchase, RFP, or RFQ, related to activities listed in this report, subject to City Attorney review and approval as to form, legality, and procurement, and in compliance with the WDB-LEO Agreement, City grant regulations, and City contracting requirements;

m. Negotiate and execute agreements and amendments to agreements, where appropriate, with entities on a sole-source basis, subject to City Attorney review and approval as to form, legality, and procurement, and in compliance with the WDB-LEO Agreement, City grant regulations, and City contracting requirements. Anticipated service providers, as listed in the Budget Schedules and Service Strategies, and Activities sections of the Annual Plan, include, but are not limited to, the following:

- FutureWork Systems LLC for the LA Performs online performance management system.
- Invoice Automation Platform- Launchpad GMS.
- Los Angeles Unified School District.
- Unite LA for Cash for College.
- Service providers for Hire LA's Youth.
- Employment Social Enterprises service providers for LA:RISE programs.
- South Bay WDB for management of Eligible Training Provider List (ETPL) services.
- Community Software Solutions.
- UCLA YouthSource Center Replacement Operator (Central and West LA YSC sites) - Catholic Charities of Los Angeles, Inc. (dba) Archdiocesan Youth Employment Services and Goodwill Industries of Southern California.
- Social Impact Collective.
- Coalition for Responsible Community Development (CRCD) LA's BEST (via CA Volunteers funds administered through the Mayor's Office).
- Evolve (Para Los Niños and Brotherhood Crusade).
- Street Lights (Boyle Heights YSC).

n. Negotiate and execute agreements, and amendments to agreements with service providers and other supporting activity organizations, in accordance with the City Procurement Policy and Charter Section 1022 (where applicable), subject to City Attorney review and approval as to form and legality and provided that EWDD submits evidence to the City Attorney of the continued viability of these procurements, and in compliance with the City's contracting requirements. Anticipated service providers and/or

activities, as listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan, include, but are not limited to:

- Consultants for audit, fiscal review, financial and grant regulations technical assistance and payroll processing services.
- Consultants for performance evaluation, professional development and program evaluation.
- Employment services at the Los Angeles Public Library (Pacific Asian Consortium in Employment).
- FutureWork Systems LLC, for access and support to the LA Performs website.
- Gang Injunction Curfew Settlement contractors (LARCA 2.0).
- Hire LA's Youth providers, including those funded through city, county, state, federal, and private funds.
- Labor market information/analysis providers.
- LA:RISE program service providers.
- Launchpad for IT services relative to layoff aversion and employer engagement.
- Leadership training, mentoring, and systems support to youth and young adults providers.
- Los Angeles Community College District.
- Los Angeles County Economic Development Corporation (LAEDC) for services to businesses relative to layoff aversion
- Los Angeles Unified School District.
- Los Angeles City-operated YouthSource contractors.
- Regional Plan Development and Training Coordination.
- Rapid Response enhancement and expansion, including lay-off aversion and business retention providers.
- Services provided through the WDB Innovation Fund.
- Services provided through the City General Fund for the LARCA 2.0 Gang Injunction Curfew Settlement.
- South Bay Workforce Development Board for ETPL services.
- UNITE-LA.
- YouthSource System contractors and related subcontractors (e.g., Los Angeles Community College District; Coalition for Responsible Community Development, and El Centro de Ayuda).
- Youth assessment service providers.
- Youth and Young Adult System support services providers.
- YouthSource Center AJCC/One-Stop operators.
- WorkSource Center AJCC/One-Stop operators.

o. Negotiate and execute agreements with Day Laborer Center service providers for a term effective July 1, 2025, through June 30, 2026, with two additional options for one-year renewals, subject to the approval of the City Attorney as to form, legality, and procurement, and compliance with the WDB-LEO Agreement and City contracting requirements;

p. Make payments of stipends, wages, and supportive services to City-operated YouthSource Center participants from WIOA Youth Formula, City of Los Angeles General Funds, County of Los Angeles Work-Based Learning funds, County of Los Angeles CalWorks funds, County Probation JJCPA, and other grant and private funds;

With respect to non-WIOA authorities:

q. Adopt the Los Angeles Regional and Local Plan;

r. Authorize the accrual and payment of program and administrative expenses, which are directly related to the operation and oversight of the Hire LA's Youth program funded by City of Los Angeles General Funds, the County of Los Angeles Work-Based Learning funds, County of Los Angeles CalWorks funds, County Probation JJCPA monies;

s. Negotiate and execute Memoranda of Understanding (MOUs) and amendments to MOUs with the City-operated YouthSource Centers to provide services to youth;

t. Accept a donation in the amount of $100,000 from Bank of America for the Hire LA's Youth; authorize the negotiation and execution of contracts with the service providers listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan and Recommendations included in this report below, subject to the approval of the City Attorney as to form, legality, and procurement, and compliance with City contracting requirements and applicable provisions of the WDB-LEO Agreement;

u. Accept up to $9.1 million in funding from and execute grant agreements and/or unilateral amendments with the County of Los Angeles for the operation of the Summer Youth Employment Program. Prepare necessary Controller instructions regarding the deposit, transfer, and expenditure of such funds; authorize the negotiation and execution of contracts for such services in the in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan and Recommendations included in this report, subject to the approval of the City Attorney as to form and legality, and in compliance with the WDB-LEO, City grant regulations, and City contracting requirements.

v. Accept up to $133,000 in funding from and execute grant agreements and/or unilateral amendments with the County of Los Angeles for the operation of the Juvenile Justice Crime Prevention Act (JJCPA) Program. Prepare necessary Controller instructions regarding the deposit, transfer, and expenditure of such funds; authorize the negotiation and execution of contracts with the service providers listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan and Recommendations included in this report, subject to the approval of the City Attorney as to form, legality, and procurement, and compliance with City

contracting requirements and applicable provisions of the WDB-LEO Agreement;

w. Accept funds from, and execute grant agreements and/or unilateral amendments with, Local Workforce Development Areas and private funding sources (including for the operation of the Hire LA's Youth program), and authorize the negotiation and execution of contracts with the service providers listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan, subject to the approval of the City Attorney as to form, legality, and procurement, and compliance with City contracting requirements and applicable provisions of the WDB-LEO Agreement;

x. Accept up to $558,000 from the County of Los Angeles Probation Department/Department of Economic Opportunity (DOE) for the INVEST program, and execute grant agreements and/or unilateral amendments with the County of Los Angeles, and authorize the negotiation and execution of contracts with the service providers listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan, subject to the approval of the City Attorney as to form, legality, and procurement, and compliance with City contracting requirements and applicable provisions of the WDB-LEO Agreement;

y. Accept up to $23.46 million from the State of California, Office of the Governor, California Volunteers for the Youth Service Corps 3.0 (formerly Californians for All Youth) grant, and execute grant agreements and/or unilateral amendments with the State of California Governor's Office of California Volunteers to implement said grant, subject to the Mayor's Approval, and authorize the negotiation and execution of contracts with the service providers and other agencies as listed in the Budget Schedules and Service Strategies and Activities sections of the Annual Plan and Recommendations included in this report, subject to the approval of the City Attorney as to form, legality, and procurement, and compliance with City contracting requirements and applicable provisions of the WDB-LEO Agreement;

z. Accept reimbursements from the Social Security Administration (SSA) for serving as an Employment Network (EN) under the SSA's Ticket to Work Program (TTW) (as previously approved under C.F. 12-0818), and authorize EWDD to appropriate and expend within the Disability Employment Initiative Fund No. 54N upon presentation of supporting documentation;

With respect to administrative authorities:

aa. Negotiate and execute or adopt the Workforce Development System (WDS) (One-Stop) Memoranda of Understanding (MOU) between partners of the City of Los Angeles WDS, subject to City Attorney review and approval as to form and legality and compliance with the WDB-LEO Agreement; and negotiate and execute amendments to MOUs between partners of the City of Los Angeles WDS, subject to City Attorney review and approval as to form and legality and compliance with the WDB-LEO Agreement;

bb. Negotiate and execute agreements and amendments to agreements with the Hire LA's Youth service providers for a term effective July 1, 2025

through June 30, 2026, subject to City Attorney review and approval as to form, legality, and procurement, conformance with the WDB-LEO Agreement, and compliance with City contracting requirements. The Hire LA's Youth service providers and allocations are included in the PY 26 Annual Plan Budget Schedules (Tab 2);

cc. Negotiate and execute agreements and amendments to agreements with Los Angeles: Regional Initiative for Social Enterprise (LA RISE) service providers funded by City General Fund for a term effective July 1, 2025 through June 30, 2026, subject to the approval of the City Attorney as to form, legality, and procurement, and in compliance with the WDB-LEO Agreement, City grant regulations, and City contracting requirements. The LA RISE service providers and allocations are included in the PY 25 Annual Plan Budget Schedules (Tab 2);

dd. Negotiate and execute amendments to agreements with service providers for the implementation of the Gang Injunction Curfew Settlement Agreement (LARCA 2.0) for a term from July 1, 2025 through June 30, 2026, subject to the approval of the City Attorney as to form, legality, and procurement, and in compliance with the WDB-LEO Agreement, City grant regulations, and City contracting requirements. The Gang Injunction Curfew Settlement Agreement service providers and allocations are included in the PY 26 Annual Plan Budget Schedules (Tab 2);

ee. If appropriate, transfer monies up to the maximum amount of the total PY 2022-23, 2023-24, and 2024-25 allotments allowed by WIOA statute or by other governmental administrative instructions between the Dislocated Worker and Adult programs. Such transfers shall be reported to the WDB on a regular basis;

ff. Transfer expenditures from the WIOA Fund No. 57W to the WIA Fund No. 44A if unexpended savings materialize within the WIA Fund No. 44A as a result of disallowed costs from audits, fiscal and program reviews, special investigations, post-closeout interests earned and unliquidated accruals within the WIA Fund No. 44A accounts;

gg. Make technical corrections as necessary to transactions included in this Report and its Attachment to implement Mayor and Council intentions, subject to the approval of the City Administrative Officer;

hh. Instruct the General Manager, EWDD, or designee, to prepare a report to the WDB, Mayor, and Council by December 15, 2025, that identifies all carry-over funds, including those identified herein, and any changes to the federal funding allocations, including those identified herein, and prepare recommendations, subject to WDB, Council and Mayor approval, regarding proposed use of such funds;

ii. Find that it is beneficial to the City, and, therefore more feasible, for EWDD to execute contracts with the service providers listed in the Year 26 WDB Annual Plan, effective June 30, 2025, to June 30, 2026, subject to City Attorney review and approval as to form, legality, and procurement, and compliance with City contracting requirements, unless noted otherwise in this Report; and,

jj. Authorize and instruct the Controller to take the specific actions detailed in the Attachment to this Report to implement the Year 26 WDB Annual Plan budget.

CALIFORNIA ENVIRONMENTAL QUALITY ACT OF 1970

A Notice of Exemption will be filed in compliance with City Environmental Guidelines and the California Environmental Quality Act of 1970. The Notice will exempt the Year 26 WDB Annual Plan and covers services only. The project exemption is justified as a federally funded program for the provision of public services that result in no impact on the physical environment and that do not involve the construction of new public or private facilities.

To access this report and attachments, click the following link:
https://wiblacity.novusagenda.com/agendapublic/CoverSheet.aspx?ItemID=1487&MeetingID=293

CMH:GR:DB:EM:cg
Attachments:
1. Tab 1: Draft - Plan Overview
2. Tab 2: Draft - Budget Schedules
3. Tab 3: Draft - Strategies and Activities
4. Tab 5: Draft - Policies
5. Tab 7: Draft - Appendices
    1. Public Comments
    2. Memorandum of Understanding WDB and AJCC System
    3. Local
    4. Regional Plan

Year 26 Workforce Development Board Annual Plan Overview

Vision, Mission, and Five-Year Goal

The City of Los Angeles Workforce Development Board (WDB) is a strategic, policymaking, and oversight body established under the Workforce Innovation and Opportunity Act (WIOA) to direct and coordinate workforce services for the Los Angeles Workforce Development System (WDS). It provides leadership on workforce issues, WIOA oversight, and acts as a catalyst to provide seamless workforce development services. Comprised of up to 39 leaders representing business, organized labor, educational institutions, and economic and community development entities, it operates in partnership with the Mayor and City Council.

The Los Angeles WDB oversees over $100 million in funds, 48 programs, and other activities administered by the City's Economic and Workforce Development Department (EWDD) and 28 America's Job Center of California℠ (14 WorkSource Centers and 14 YouthSource Centers).

Following is the shared vision, mission, and five-year goal of the WDB, Mayor, City Council, and the EWDD:

Vision: To create a thriving and inclusive Los Angeles where all residents achieve economic stability and success through a robust workforce system.

Mission: To build an inclusive, integrated, and innovative workforce system that connects talent to opportunity, drives economic growth, and ensures equitable access to high-quality, living-wage jobs and career pathways for individuals and employers.

Five-Year Goal: Connect 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences, and training by 2030.

Year 26 Annual Plan Goals (July 1, 2025 to June 30, 2026)

The Year 26 Annual Plan establishes the priorities, strategies, policies, budget, and timeline for the Los Angeles WDS. It articulates a framework of long-term strategic initiatives set forth to achieve the City's goal of placing its residents on a path to economic security through equity-focused strategies that create and expand access to living-wage jobs, remove barriers to employment for Angelenos facing the most significant economic disparities, and promote a strong regional economy. This equity-

focused strategic framework also provides a strong foundation from which to continue to address challenges brought forth as the region recovers and transitions from the COVID-19 pandemic, the recent Los Angeles Wildfire Disasters that displaced thousands of homeowners, workers, and businesses in the region during January 2025, and the ongoing homelessness crisis in Los Angeles.

Plan Overview

Introduction

The City of Los Angeles seeks to further its work toward an innovative, diverse, equitable, and inclusive WDS in Program Year (PY) 2025-2026. The EWDD, in partnership with Mayor Karen Bass' Office of Economic Opportunity and the City of Los Angeles WDB, will strategically implement the **Los Angeles Five-Year Workforce Development Plan: A Path Forward (2025-2030)** that aims to create and expand access to living-wage jobs and career pathways, remove barriers to employment for priority, vulnerable populations, and implement training programs to prepare residents for work in high-growth and in-demand sectors. In 2024, the EWDD engaged in numerous strategic planning efforts intended to adapt to the changing demands of workforce needs, intensify partnerships, and strengthen the capacity of the WDS to serve the most vulnerable. These various targeted workforce plans (Horizons 32k Opportunity Youth Strategic Plan, AdvantAGE LA Older Worker Plan, and the Los Angeles Workforce Infrastructure Network (LAWIN), and the WorkSource and YouthSource System Redesign Plans) will work cohesively with the Five Year Plan. In addition to the workforce development initiatives outlined in the Five Year Plan, **LA Wildfire disaster recovery** workforce development initiatives and the continued expansion or strengthening of **homeless services collaborations and partnerships** with the Mayor's Office Inside Safe Initiative will be prioritized to continue to address the homelessness crisis in Los Angeles. The structure of this Annual Plan has also been informed by the input from stakeholders across the system and its goals are intended to provide direction for what the workforce system aims to achieve in the upcoming program year to support the Five-Year Plan's goal to place **50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training as critical pathways to economic stability and success by 2030**.

EWDD Annual Plan Year 25 (2024-25) outlined the previous eight overarching strategic initiatives used by EWDD to achieve the City's goal of placing its residents on the path to economic security through equity-focused strategies to create and expand access to good jobs for Angelenos facing the most significant economic disparities. These eight

strategic initiatives will now be folded into the framework of the Five-Year Plan under the Year 26 Annual Plan (2025-26).

Economic Overview of the Region

Los Angeles is among the world's largest and most diverse economies in the world. Driven by key growth sectors, the City is a global hub for major industries such as entertainment and media, international trade, technology and innovation, manufacturing, healthcare and biotechnology, and tourism. Despite its economic strengths, Los Angeles continues to face many challenges transitioning and recovering from the economic shutdowns, supply-chain disruptions, mass layoffs, and work dislocations caused by the COVID-19 pandemic. These disruptions worsened existing issues such as income inequality and the high cost of living and doing business in the City. Adding to these challenges, the region now faces the challenges of recovering and rebuilding from the devastating wildfires that impacted communities across Los Angeles in early January 2025. At the same time, it must prepare for potential economic challenges stemming from new federal policies on tariffs and immigration, as well as significant funding cuts resulting from shifting White House spending priorities—changes that could deeply affect local businesses and workers. These emerging pressures compound existing challenges in the LA region, including the homelessness crisis, population decline threatening labor shortages, the urgent need to reskill an aging workforce (age 55 or older), increased disconnection rates for 16-24 year olds, limited opportunities for many with a low educational attainment, inflation, a lack of housing affordability, and the escalating cost of doing business.

As of January 2025, the most recent data from the California Employment Development Department (EDD) showed that the unemployment rate for Los Angeles County was 6.0%, a higher rate than a year ago at 5.2%[1]. During 2024, real GDP grew at an estimated 3.4%, nonfarm payroll jobs grew by 41,900 in 2024 (0.9% growth), real personal income grew by 3.8%, and the unemployment rate reached 5.7%[2].

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

[1] https://labormarketinfo.edd.ca.gov/file/lfmonth/la$pds.pdf
[2] LAEDC. 2025 Economic Forecast (February 26, 2025).

1. **Ongoing Economic Recovery from the Pandemic:** The City's economy continues to feel the impact of the COVID-19 health crisis that led to business closures and significant job losses, exacerbating inequality and access to good jobs in the City.

2. **Homelessness:** Homelessness continues to be a national and regional crisis. According to LAHSA's 2024 Greater Los Angeles Homeless Count, there were 75,312 homeless persons in LA County, 45,252 in the City of LA. While an estimated 31% have access to shelter, an estimated 69% remain unhoused, either on the street or in unstable housing conditions. Of those, 82% are adults (ages 25 or older), 4% are youth (ages 18-24), and 25% are older adults (age 55 or older).

3. **High Cost of Living:** Escalating rents, rising costs of living, and inflation are still key drivers of homelessness in the region. According to the California Housing Partnership, as of May 2024, renters in Los Angeles County need to earn $48.04 per hour, 2.9 times the City of Los Angeles minimum wage, to afford the average monthly rent of $2,498 per month.

4. **Income and Poverty:** In the City of Los Angeles, LAEDC data shows that 43% of working residents earn more than $65,000 per year. In comparison, 32.3% earn between $35,000 and $65,000, and 20.8% earn between $15,000 and $35,000. The final 4% earn less than $15,000 per year. LAEDC data also shows that 100,700, or 12.2%, of the almost 826,000 total families had their incomes fall below the poverty level within the prior year(. The combination of low wages and high cost of living has led to increasing poverty, financial instability, and economic inequality.

5. **Population Decline:** The county's population is and will continue to decrease and is expected to reach 9.3 million by 2040 and 8.3 million by 2060 - declining birth rate, rising living costs, and shifts in other economic, cultural, and social dynamics are likely to result in overall decreases in net immigration. In January 2022, the population in Los Angeles County was 9.7 million, representing a decline of more than 435,000 (-4.3%) from the pre-pandemic population of 10.1 million in 2020. This population decline could indicate a troubling labor shortage across key industry sectors, reduced high-income earners and entrepreneurs, and declining tax revenue, further hindering the city's economic growth and quality of life.

6. **Aging Workforce:** The number of Older Adults (55+) is increasing faster than any other age group. Older Adults are 25% of the City's total population and represent

20% of the region's workforce, meaning that 1 in 5 workers in LA are 55+. There are almost 1 million (966,295) Older Adults in the City of Los Angeles , representing 17% of the City's total unemployed population.

7. **Educational Attainment:** In Los Angeles, 40% of the adult population aged 25 and over has a High School diploma or less, while another 40% does not have the requisite training and education for quality employment opportunities in the City of LA. Studies support that individuals with no high school diploma comprise a far greater share of the population in poverty than the general population, and those with a high school diploma and no college are overrepresented to a lesser degree.

8. **Increased Disconnection Rates for 16-24 Year Olds:** Since the pandemic (March 2020), there has been a 39% increase in youth disconnection rates (youth not in school nor employed). Census data shows that as of 2021, there are currently 62,000 disconnected youth in LA.

LA Wildfire Disaster Recovery

On January 7, 2025, massive wildfires erupted across Los Angeles, devastating entire neighborhoods in Pacific Palisades and Altadena. Thousands of residents were displaced from their homes, businesses, and communities. Over the course of January, nine separate wildfires scorched more than 50,000 acres. Collectively known as the 2025 LA Wildfires, they now rank among the most destructive and costly natural disasters in U.S. history. In the Palisades and Eaton areas alone, the fires destroyed 19,884 parcels and 30,487 structures, resulting in unprecedented real estate losses.

The 2025 Los Angeles wildfires have caused substantial economic, property, and employment losses—estimated between $28.0 billion and $53.8 billion—driven largely by the Palisades and Eaton Fires, which devastated thousands of properties and businesses. The estimated initial direct economic loss is $1.26 billion of sales revenue and 8,200 jobs. In a recent study, *Impact of 2025 Los Angeles Wildfires and Comparative Study*, researchers highlight that business disruptions within the fire perimeters are projected to cause $4.6 billion to $8.9 billion in lost economic output in Los Angeles County over five years (2025-2029), representing approximately 0.3 to 0.6% of the county's total economic output.[3] The fires could lead to employment losses totaling between 24,990 and 49,110 job-years and labor income reductions ranging from $1.9 billion to $3.7 billion. Additionally, federal, state, and local governments could see tax

[3] https://laedc.org/wildfirereport/

revenue losses between $0.73 billion and $1.4 billion due to reduced business activity and employment.

The City will extend its full support in the recovery of wildfire-affected businesses and displaced workers. Resources will continue to be made readily available through the City's America's Job Centers of America (AJCC) Adult and Youth System and BusinessSource Centers to aid in the steps of recovery.

Homelessness Crisis in Los Angeles

On December 12, 2022, Mayor Karen Bass issued a Declaration of Local Emergency regarding the crisis of homelessness City of Los Angeles. Los Angeles Housing Services Authority's (LAHSA) 2024 Greater Los Angeles Homeless Count estimates that there are 75,312 people experiencing homelessness (PEH) in Los Angeles County, a slight decrease of 0.27% from 2023. LAHSA estimates that 45,252 people are experiencing homelessness in the City of Los Angeles, reflecting a decrease of 2.2% from the prior year.[4] These decreases, albeit small, reflect a notable deviation from the consecutive increases in both County and City annual homelessness censuses since 2018.

Homelessness disproportionately impacts Black, Latino, Indigenous, and immigrant Angelenos, women, youth, Older Workers, and LGBTQ+ communities. Historically exclusionary policies continue to result in Black and Latino residents being overrepresented as racial/ethnic minorities in the census, representing 35 and 42% of the homeless population, respectively.

According to LAHSA, the median monthly income for unsheltered individuals was $387. Local income inequality has been demonstrated to be a cause of homelessness; researchers stress the importance of strengthening the ability of low-income residents to afford housing.[5] Underserved, low-income communities are the first to experience the effects of the increasing income gap as higher earners out-compete them in a market where units are becoming overwhelmingly unaffordable. 54% of all newly homeless unsheltered persons report economic hardship as a reason for falling into homelessness, and 46% report that they are actively looking for work.[6] Addressing the issue of inadequate income goes hand in hand with achieving stable housing outcomes for PEH.

[4] https://www.lahsa.org/documents?id=8164-2024-greater-los-angeles-homeless-count-results-long-version-.pdf
[5] https://hdl.handle.net/2144/44236
[6] https://ssrn.com/abstract=4947894

The WDS must be central to efforts that both address and prevent homelessness. The EWDD will maintain its collaboration with the Mayor's Office to enhance and expand support for our unhoused neighbors.

Los Angeles Five-Year Workforce Development Plan (2025-30): "A Path Forward"

The Five-Year Plan's goal is to place **50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences, and training as critical pathways to economic stability and success by 2030**.

The Plan's key objectives include: 1. Build a Stronger Workforce Ecosystem; 2. Promote Economic Mobility for High-Barrier Populations, and 3. Develop Industry-Specific Sector Strategies. It prioritizes collaboration among government, labor, educational institutions, businesses, and community organizations to provide both workers and employers with the support they need to thrive.

To create a stronger, more inclusive workforce system, the strategies outlined in the Plan aim to: a) Connect Angelenos with quality jobs and opportunities to continue developing their skills and qualifications; b) Ensure pathways to quality jobs are accessible to all Angelenos by removing barriers to employment for Angelenos facing the greatest economic disparities and marginalization and by providing these groups with targeted pathways to employment and wraparound services; c) Adapt to changes in workforce needs, considering demand from both the worker and employer perspectives.

The WDS seeks to develop career pathways in the following **key industries** that are experiencing significant growth:

1. **Biosciences**
   Partnering with leading universities, community colleges, and biotech firms to prepare individuals for roles in groundbreaking research and manufacturing.
2. **Blue & Green Economy**
   Training workers for future jobs in renewable energy, sustainability, and climate resilience that not only build careers but also protect the environment.
3. **City of Los Angeles & Public Sector Agencies**
   Expanding opportunities in the public sector through initiatives like Targeted Local Hire (TLH) to offer upward economic mobility for veterans, justice-involved individuals, and high-barrier populations.
4. **Construction**

Empowering individuals through apprenticeships in public infrastructure and green building projects, providing unionized jobs that offer not just a paycheck, but a future through increased economic mobility.

5. **Entertainment, Motion Picture, and Sound Recording**
   Leveraging Los Angeles' position as a global entertainment hub by expanding opportunities in media production, film, and television. As many off these jobs offer living wages, the sector has the potential to provide vital opportunities for middle-skilled workers and creative professionals.
6. **Healthcare & Social Assistance**
   Expanding training and apprenticeships with hospitals and health centers to create pathways for women, people of color, and older workers to enter and advance in healthcare – one of the fastest-growing sectors nationwide.
7. **Performing Arts, Spectator Events, and Related Industries**
   Tapping into LA's cultural and economic strength by leveraging global events like the 2028 Olympic and Paralympic Games and the World Cup to create accessible roles in media production and event management.
8. **Transportation**
   Placing individuals into jobs and work experiences within the transportation industry will help meet the growing demand in freight transportation and logistics.

In PY 2025-26, the EWDD, Mayor's Office, and WDB will jointly work towards **implementing the Five-Year Strategic Plan through the establishment of a Policy & Oversight Committee, Business Services Committee/ Sector Coalitions, and Regional Collaborative efforts** to ensure continued dedication and alignment to the plan. The Five-Year Path Forward is built on the vision of creating a resilient, inclusive workforce system that meets the needs of Angelenos and supports sustainable economic growth. Over the next five years, this roadmap will prioritize equity, innovation, and collaboration, ensuring that all residents, particularly those from historically underserved communities, have access to high-quality, living-wage jobs.

Year 1 Implementation - Calendar Year 2025

In the first year of implementation, the ***Policy & Oversight Committee*** will focus on creating accountability processes to monitor and implement objectives and initiatives across the WDS and to develop processes to support the regular monitoring of policy and data to make them actionable. This includes recruiting members into the committee, finalizing a template approach to form sector coalitions, centralizing workforce data and releasing insights, and establishing baseline metrics. The ***Business Services Committee*** will launch a coalition and monitor how this pilot approach can then be applied to future sectors through **the establishment of sector coalitions**. They will initiate a sector

coalition focused on the public sector and then focus on launching sector coalitions within the rest of the nine prioritized sectors identified in the plan. Finally, the ***Regional Collaborative*** **initiatives** will focus on integrating and coordinating existing workforce plans across the City of Los Angeles and the broader region through one coordinated framework. This includes creating a dashboard to manage regional plans and integrating key workforce plans for unified action.

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

Measuring Success and Impact

Key metrics of the Five-Year Plan include:

- **Job Placements:** Monitoring the number of individuals placed into sustainable, living-wage jobs, with a focus on high-barrier populations and long-term economic mobility.
- **Work Experience Opportunities:** Tracking the number of paid internships, apprenticeships, and career exploration opportunities that provide Angelenos with critical pathways to transformative career growth and long-term stability.
- **Sector Strategy Outcomes:** Measuring career advancements within high-growth industries through targeted sector strategies that align with market needs.
- **Service Delivery:** Evaluating the effectiveness of workforce centers in delivering holistic support services such as childcare, transportation, and other essential services that facilitate both job placements and work experiences.

Through data, accountability, and collaboration, we're ensuring that this plan delivers results:

- **Annual targets:** The Plan aims to place 10,000 Angelenos into living-wage jobs and work experiences every year, with a strong focus on equity, inclusion, and opportunity for all.

Strategic Initiatives for Program Year 2025-26

Regional Collaborative: Integrate Key Workforce Plans and Programs for Unified Action

During PY 25-26, EWDD will integrate existing EWDD workforce strategic plans for unified action under the Five-Year Plan. The following will be part of the Regional Collaborative efforts:

- EWDD Year Twenty-Five Annual Plan for Program Year 2024-2025
- AdvantAGE LA Older Worker Strategic Plan
- Horizons 32K Strategic Plan (formerly LAP3)
- LA Workforce Infrastructure Network (LAWIN) Strategic Plan
- LA YouthSource and WorkSource Center Redesign Reports
- LA Youth Development Department (YDD) Citywide Strategic Plan

EWDD will support the work of the Policy Oversight Committee to lay the foundation for the Regional Collaborative work as outlined in the Five-Year Plan, including the procurement and creation of a dashboard that can be maintained by the Regional Collaborative and updated by relevant project teams to track progress on active workforce projects/strategies.

EWDD Year 25 Workforce Development Board Annual Plan:

The Year 25 Workforce Development Board Annual Plan (July 1, 2024- June 30, 2025), developed in partnership with the EWDD and the Los Angeles WDB, outlines pivotal objectives that align with the overarching goals of the 5-Year Path Forward.

OBJECTIVE 20. Increase accessibility to sustainable employment opportunities for high-barrier populations through targeted workforce development strategies	20.A. Place 5,500 individuals in sustainable employment through programs like Inside Safe Job Connectors and LA:RISE.
OBJECTIVE 21. Increase Youth Workforce Outcomes	21.A. Enroll 5,000 Opportunity Youth in career pathways programs through the Horizons 32K initiative, aiming for 70% completion and successful placement in education or employment
OBJECTIVE 22. Promote Gender and Age Equity	22.A. Increase training and placement of women and older adults in high-growth sectors, ensuring pay equity and addressing employment gaps through initiatives such as AdvantAGE LA

OBJECTIVE 23. Develop High-Growth Sector Focused Training Programs	23.A. Scale up High Road Training Partnerships, expand apprenticeship programs, and ensure equitable access to training that leads to well-paying jobs

AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA:

The AdvantAGE LA Plan complements the 5-Year Path Forward by providing a comprehensive approach to supporting one of LA's key workforce demographics—older workers.

To address the demographic transformation characterized by a growing population of Older Adults (55 years or older) who remain active in the workforce longer than any previous generation, the EWDD will implement the **AdvantAGE LA Older Worker Plan**. The City's vision supports the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality in the region. Further, the plan includes core metrics that can be used to evaluate the success of implementation and enable accountability in the growth of workforce services for Older Adults. The LA WDS intends to be responsive to the needs of Older Workers, set examples, and provide tools for increased age-inclusive employment, and provide in-demand training and career advancement pathways. By championing equity, empowering underserved communities, and driving inclusive economic growth, the Five-Year Plan positions the City of Los Angeles to effectively meet the evolving needs of its residents and industries, ensuring a more prosperous and resilient future for all.

OBJECTIVE 24. Establish an AdvantAGE LA Leadership Taskforce	24.A. Identify and recruit Taskforce members.
OBJECTIVE 24. Establish an AdvantAGE LA Leadership Taskforce	24.B. Align efforts and build cross-departmental and cross-agency coordination.
OBJECTIVE 25. Increase the number of employers who employ, retain, and advance Older Workers	25.A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces.

OBJECTIVE 26. Launch an Older Worker training program or partner with community agencies that upskill or reskill older workers in high-growth sectors	26.A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers.
OBJECTIVE 26. Launch an Older Worker training program or partner with community agencies that upskill or reskill older workers in high-growth sectors	26.B. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market.
OBJECTIVE 26. Launch an Older Worker training program or partner with community agencies that upskill or reskill older workers in high-growth sectors	26.C. Collaborate with LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize training, upskilling, and reskilling.

Horizons 32K Strategic Plan (formerly LAP3):

The Horizons 32K Strategic Plan, formerly known as LAP3, ties directly into the 5-Year Path Forward by providing a focused roadmap to support LA's Opportunity Youth 16-24 year-olds who are not currently employed or in school.

Building on the success of the previous LA Performance Partnership Pilot (LAP3), the new **Horizons 32K Strategic Plan** reaffirms the City's commitment to serving LA County's 143,000 Opportunity Youth (OY), charting a course toward a more inclusive, supportive future. The Horizons 32K plan aims to reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027. This collaboration facilitates data sharing, cultivates partnerships, offers capacity-building support, and advocates for policy changes to ensure all OY have access to quality education, training, and employment opportunities. Four targeted support sectors–K-12 and Post-secondary Education, Workforce Training, Employment, and Cross-Sector Coordination–and their aligned youth impact metrics will drive this coalition's success. By aligning its objectives with the broader 5-Year Path Forward, the Horizons 32K plan contributes to the broader workforce development strategy, fostering economic growth and equity for some of LA's most vulnerable populations.

OBJECTIVE 27. Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027	27.A. Promote innovation, continuous improvement and collaboration between LA region Education and Workforce systems to support Opportunity Youth (OY) connection to quality career pathways and employment.

OBJECTIVE 27. Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027	27.B. Increase the use of data to track P3 coalition progress and data sharing among P3 coalition partners to drive our common agenda, innovation, and quality of service.
OBJECTIVE 27. Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027	27.C. Increase policy advocacy at local, state, and national levels to influence policy and resources impacting OY in the LA region.
OBJECTIVE 27. Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027	27.D. Increase cross-sector coordination and collaboration between government organizations to meet the holistic, comprehensive needs of OY as they enter and persist in education/training programs.

Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan:

In collaboration with the Miguel Contreras Foundation, this initiative will prepare the city's WDS to meet the projected employment demand spurred by federal investments from President Biden's 2021 Bipartisan Infrastructure Law.

The **Los Angeles Workforce Infrastructure Network** (LAWIN) concept paper provides high-level recommendations from key partners of the Los Angeles workforce development ecosystem to prepare the Los Angeles workforce for federal investments and ensure equity in the new opportunities of quality skilled career pathways for all LA residents. To bridge the disconnect between infrastructure investment and workforce development, the Los Angeles Workforce Infrastructure Network will work to: Increase the ongoing collaboration between public, union, and community-based organizations to develop ongoing communication and planning; Increase the awareness and utilization of current Industry-Recognized infrastructure workforce training programs; Increasing the identification of gaps in current partner offerings, and; Increase the number of young adults in skilled trades and pathways to meet Los Angeles infrastructure workforce needs. The city is in conversation with the Brookings Institute to continually identify key infrastructure projects to strategically deploy investments that support workforce needs.

OBJECTIVE 28. Develop a workable plan for transformative partnerships in infrastructure	28.A. Pursue a city policy to set aside of 1-3% of all city capital infrastructure projects funded by the federal infrastructure bill to be directed for workforce development projects.

OBJECTIVE 28. Develop a workable plan for transformative partnerships in infrastructure	28.B. Invest at least $2 million in workforce experience dollars (such as California for All, General Fund, LA County, or other grant funds) to seed and expand workforce development programming to increase workforce participation for high-barrier groups.
OBJECTIVE 28. Develop a workable plan for transformative partnerships in infrastructure	28.C. Assemble a city, union, and community partner grant writing team to apply for the large-scale federal Department of Labor, Commerce, and EPA grants to increase the overall resources for the Los Angeles workforce ecosystem.

LA Youth Development Department (YDD) Citywide Strategic Plan:

The LA Youth Development Department (YDD) Citywide Strategic Plan, developed in partnership with the Youth Council, serves as a blueprint to fulfill YDD's mission of fostering an equitable and sustainable positive youth development ecosystem. EWDD will work in partnership with YDD to complete the following initiatives:

OBJECTIVE 29. Youth have the knowledge and means to be economically independent	29.A. Reconnect Opportunity Youth to education and employment.
OBJECTIVE 29. Youth have the knowledge and means to be economically independent	29.B. Facilitate the creation of more pathways into careers with family-supporting wages for youth outside of City employment.
OBJECTIVE 30. Youth have access to culturally appropriate mental health services to support their overall well-being	30.A. Expand access to culturally appropriate mental health services for youth.
OBJECTIVE 30. Youth have access to culturally appropriate mental health services to support their overall well-being	30.B. Expand and diversify the clinical and non-clinical mental health professional workforce.
OBJECTIVE 31. Implement the YouthSource Center redesign recommendations:	31.A. Implement a Tiered System to ensure youth receive quality work experience based on their skillsets.
OBJECTIVE 31. Implement the YouthSource Center redesign recommendations:	31.B. Focus on mental health services for youth.

YouthSource & WorkSource System Redesigns:

This effort is intended to strengthen and streamline LA City's AJCCs (America's Job Centers of California), which currently serve more than 18,000 job seekers and 4,000 businesses each year.

OBJECTIVE 32. Increase education and/or employment outcomes for Opportunity Youth	32.A. Launch the YouthSource Center Navigator program with LAUSD Division & Adult & Career Education (LAUSD DACE) to increase enrollment of YSC participants into vocational training programs and connect them to high-quality, living-wage jobs.
OBJECTIVE 33. Leverage technology to increase accessibility to Source Centers	33.A. Use WSC redesign data to determine staff needs related to technology.
OBJECTIVE 33. Leverage technology to increase accessibility to Source Centers	33.B. Pilot a participant-facing app with two centers, then scale up.

Sector Coalitions And Apprenticeship Programs In High-Growth Areas That Lead To Jobs With Living Wages

Sector Coalitions will establish collaborations between employers, workforce providers, training institutions, the City, and other partners to create connected pathways in high-growth sectors. In addition to aligning workforce training with industry demands, the Coalitions will establish registered apprenticeship programs that provide job seekers with hands-on, paid training opportunities in key sectors.

During PY 25-26, EWDD will support the foundational work of the Policy and Oversight Committee and Business Services Committee to:

- Standardize a Career Pathway framework for each sector strategy to map job opportunities, workforce, and education programs for each experience level.
- Define metrics that will tie sector strategies to the goal of 50,000 placements in high-quality, living-wage jobs.
- Assist the Policy & Data Committee in conducting a comprehensive mapping of existing apprenticeship programs across the City of Los Angeles to identify program locations, industries served, capacity, and key partners.
- Ensure the identified sectors apply to the current and future workforce needs.
- Identify strategies for engaging participants in apprenticeship programs who have barriers to participation.
- Coordinate with WDBs in the local region to identify opportunities for alignment.

EWDD will support the work of these Committees to lay the foundation for the sector coalitions tied to the eight priority sectors outlined in the Five-Year Plan, starting with the Government sector.

LA Wildfire Disaster Recovery Workforce Development Efforts

EWDD will continue disaster recovery development efforts during PY 25-26 and will administer various LA Wildfire Disaster Recovery Center Grants.

Through a $10 million Employment Development Department (EDD) disaster recovery grant, local workforce development boards and community partners will provide a range of targeted programs and services, including:

- Temporary and Transitional Job Opportunities: Connecting displaced workers to humanitarian aid roles, cleanup efforts, and transitional jobs that offer pathways to sustainable employment.
- Workforce Development Programs: Offering on-the-job training, skill-building initiatives, and career development services through America's Job Centers of California (AJCCs) to ensure impacted workers are equipped to thrive in the evolving job market.
- Comprehensive Support Services: Providing additional assistance, such as with housing, childcare, and transportation support, to stabilize families and enable long-term recovery.

Homelessness Crisis in Los Angeles

Confronting the growing homelessness crisis continues to be an urgent priority for the City of Los Angeles. Therefore, in alignment with the Five-Year Plan, the WDS will continue to expand partnerships with homelessness service providers and help implement service strategies to provide job-skills training, employment services, and other related services for individuals currently and/or formerly experiencing homelessness. Special attention will be provided to communities disproportionately impacted by homelessness, including Black, Latino, Indigenous, and Immigrant Angelenos, as well as women, youth, older workers, and LGBTQ+ communities. The City will support regional efforts to reduce homelessness by expanding employer-driven pathways to well-paying and stable employment by integrating public, private, educational, and non-profit systems, and employment social enterprises through its AJCC/WSC system via successful program models such as the City's Los Angeles Regional Initiative for Social Enterprise (LA:RISE) transitional employment program and the Inside Safe Job Connectors Program, stationed at multiple Inside Safe locations across the City, to expand regional access to WSC and YSC employment programs and support to recently housed individuals.

Highlights of PY 24-25 Accomplishments

During the program year 2024-25, EWDD provided a broad range of programs that offered assistance in business support, employment, and youth development. All programs are designed to grow and improve Los Angeles' economy while building a well-trained and job-ready workforce. The following are a few highlights of PY 24-25 accomplishments:

PROGRAM	ADULT SYSTEM OUTCOMES
WIOA AJCC/WorkSource and YouthSource System	Prioritized serving high-barrier individuals and other vulnerable populations through the AJCC System. As of March 1, 2025, the workforce system has served a total of 14,945 dislocated workers and adult job seekers through the City's 14 WorkSource Centers. Of those participants, a total of 2,099 individuals are experiencing homelessness. The WDS also served 1,545 individuals with disabilities, 984 single parents, 690 veterans, 679 English-language learners, and 10,075 low-income individuals through the WorkSource and YouthSource Centers. The WDS has served 1,761 youth (1,561 out-of-school youth, 169 foster youth, and 31 systems-involved youth) through the YouthSource system.
Inside Safe Job Connectors Program	Eight job connectors were funded to support 200 recently housed individuals connected to a job or training through one of the City's WorkSource or YouthSource Centers. As of January 2025, a total of 265 participants living on InsideSafe Housing Sites have been served by a Job Connector: 476 referrals received; 29 enrolled with a local WorkSource or YouthSource Center; 991 job applications submitted for employment; 28 secured part-time or full-time employment. (132% of enrollment goal met)
Los Angeles Regional Initiative for Social Enterprise (LA:RISE)	Continued the success of the LA:RISE program (funded by City's General Fund and the County Measure H Fund) with a goal of placing 800 adults experiencing homelessness into transitional employment through a $6 million investment of City General Funds and Los Angeles County Measure H funds in LA:RISE. As of March 1, 2025, a total of 696 individuals experiencing homelessness have been placed in transitional employment through LA:RISE. (87% of enrollment goal met)
High Road Training Partnership Program (HRTP)	Continued to provide services and expand employer engagement under the HRTP program to place participants in jobs that provide high-wage and career opportunities with upward mobility. HRTP key industry sectors include, but are not limited to, the following: Renewable Energy, Construction, Biotechnology/Biosciences,

	Advanced Manufacturing, Entertainment/Film, Hospitality, and Transportation/Logistics. The goal was to place 200 participants in jobs that provide high-wage and career opportunities with upward mobility. As of March 1, 2025, seven currently contracted WorkSource Centers have enrolled a total of 205 jobseekers in the HRTP program and 94 have been placed into career opportunities. Additionally, a total of 33 employer partnerships have been established. (102% of goal met)
☑ **HireLAX Pre-Apprenticeship Program Partnership**	Continued partnership with the Hire LAX Pre-Apprenticeship eight-week program to support individuals seeking a career in the construction industry with a goal of enrolling 80 individuals seeking a career in the construction industry. As of March 1, 2025, a total of 80 individuals seeking a career in the construction industry enrolled and participated in HireLAX. (100% of goal met)
☑ **Prison to Employment (P2E)**	Continued to provide WIOA workforce services under the P2E 2.0 to expanded service areas, including augmented services such as record expungement, counseling, financial literacy, tattoo removal, mental health counseling, and parenting workshops. The goal was to serve 271 formerly incarcerated or justice-involved individuals; train a minimum of 95. This is a multi-year service goal. As of December 2024, the P2E 2.0 grant has exceeded its enrollment goal with a combined 664 enrollments across all of its P2E 2.0-funded WSCs/AJCCs. The City's P2E 2.0 system placed 342 of its enrollees in training activities. (245% of enrollment goal met, and 140% of training goal met)
☑ **INVEST**	The City partnered with the Los Angeles County Department of Economic Opportunity (DEO) to continue to prepare a minimum of 200 justice-involved individuals currently on Adult Probation for permanent employment along a career pathway through the Los Angeles County Innovative Employment Solutions Program (INVEST) program. INVEST provides intensive case management, training, and unsubsidized employment. The City currently contracts two WSCs, the Coalition for Responsible Community Development (CRCD) and Goodwill Industries of Southern California, to serve communities in South Los Angeles and the Northeast San Fernando Valley. As of March 1, 2025, a total of 135 participants have been served by this program. (68% of goal met)

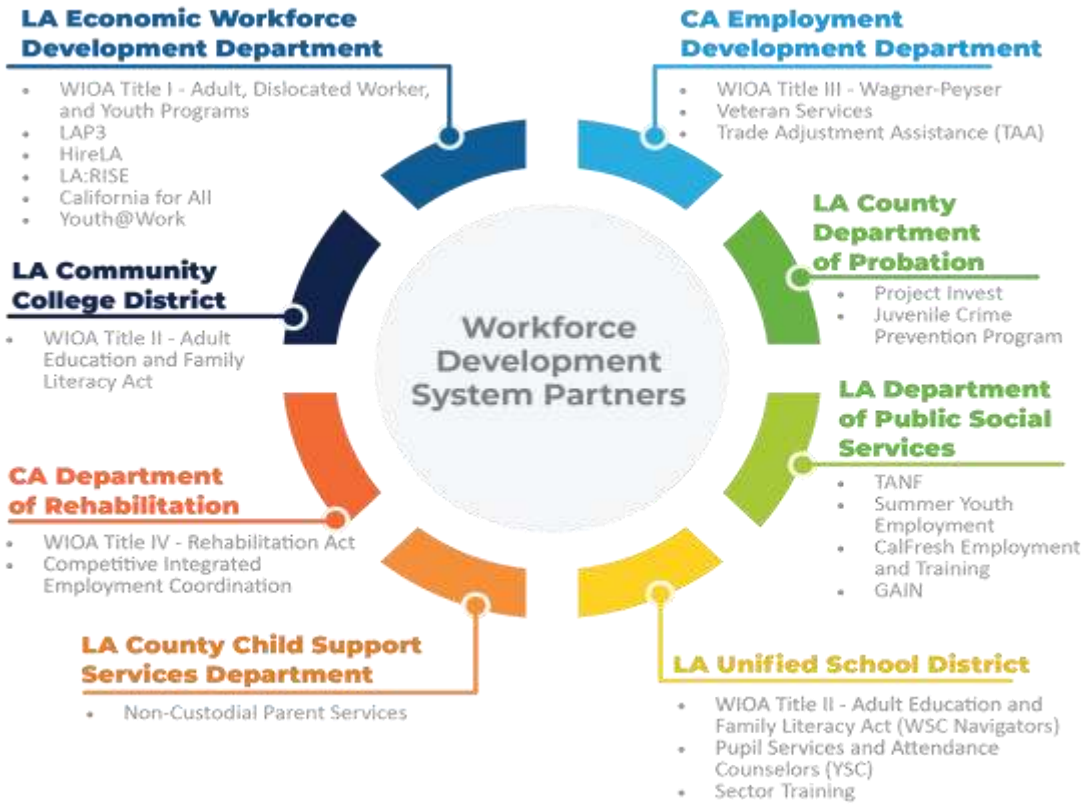
☑ **LA Wildfire Disaster Recovery Center**	The City and County worked closely with the state and FEMA to open Disaster Recovery Centers for Angelenos impacted by the fires. EWDD provided resources to businesses and workers at the Disaster Recovery Center located at the UCLA Research Park. The center operated from 9:00am - 7:00pm, 7 days per week, from January to April 2025. These centers helped people with their recovery efforts: those who lost vital records (birth certificates, death certificates, driver's licenses, social security documentation), helped those who lost their homes or businesses apply for disaster relief loans, and also provided referrals for mental health counseling and other services.

PROGRAM	YOUTH SYSTEM OUTCOMES
☑ **WIOA AJCC/ YouthSource System**	Prioritized serving high-barrier individuals and other vulnerable populations through the AJCC System. As of March 1, 2025, the WDS has served 1,761 youth (1,561 out-of-school youth, 169 foster youth, and 31 systems-involved youth) through the YouthSource system.
☑ **LAUSD DACE YouthSource Center Navigator Program**	Launched the YouthSource Center Navigator program with the LAUSD Division of Adult & Career Education (LAUSD DACE) to increase enrollment of YSC participants into vocational training programs. Similar to the partnership with the WorkSource System, the LAUSD DACE personnel will now be located at designated YouthSource Centers to co-case manage clients, strengthen the referral system between the DACE schools and the YSCs, and provide soft skills training. WIOA YSC Navigators will assist students/clients in navigating the WIOA systems to streamline services and accelerate student/client goal attainment. The WIOA YSC Navigators are co-located at YSCs and at DACE Adult Schools. Four (4) WIOA YSC Navigators were assigned to fourteen (14) YSCs representing ten (10) DACE service areas. The co-enrollment and referrals between the YSC System and DACE will ensure that YSC participants have the opportunity to pursue high-road, high-wage industry sectors while receiving case management and supportive services to pursue in-demand jobs. This partnership has set an ambitious goal of co-enrolling 70 percent of YSC participants into Career and Technical Education programs so that they have access to career pathways into high-wage occupations. These Navigators will be critical in helping the City achieve this goal as both a system and a partnership in workforce development for the City of Los Angeles.

Youth Service Corps (formerly Californians for All-funded youth initiatives)	Continued to implement Youth Service Corps (formerly California for All programs) in partnership with the Mayor's Office of Economic Opportunity (MOEO), the Department of Public Works (DPW), the Youth Development Department (YDD), the Community Investment for Families Department (CIFD), and the Department of Recreation and Parks (RAP) to serve a greater number of young people who have experienced significant hardship from disparities in job loss and economic insecurity, as well as to help reverse educational loss and disconnection. Fifteen youth programs were created to provide transitional employment and related career services to support a minimum of 2,146 Opportunity Youth ages 16-30. As of December 31, 2024, CFA programs have served 2,898 disconnected youth. (135% of goal met)
Hire LA's Youth Campaign and funded youth initiatives	Continued to expand efforts to increase the number of multi-barrier youth served by the Hire LA-funded initiatives. The goal was to serve a minimum of 2,285 Opportunity Youth. As of March 3, 2025, the WDS has served a total of 2,829 disconnected youth through the Hire LA General Fund and Hire LA County programs. (124% of goal met)
YouthSource Center Advisory Council	The Youth System, in partnership with the Youth Development Department and the Hilton Foundation, launched the YSC Youth Advisory Council Initiative to establish youth-led advisory councils at each of the 14 YouthSource Centers. As of March 1, 2025, more than 140 youth have participated in the initiative, furthering the Youth System's commitment to centering youth voices and expanding leadership opportunities for Disconnected Youth and other disadvantaged youth populations.
Los Angeles Community College District Youth Navigator Program	Launched the Los Angeles Community College District (LACCD) Youth Navigator Program to increase access to career pathways in high-wage occupations for YSC participants through the strategic collaboration between the YSC's and the nine Community Colleges within LACCD. LACCD empowers students to identify and complete their goals through educational and support programs that lead to the completion of two or four-year degrees, certificates, transfer, or career preparation. The partnership supports the YSC's in achieving their goal of co-enrolling 70 percent of YSC participants into Career and Technical Education (CTE) programs. EWDD and the LACCD fund the project through the Regional Economic and Recovery Partnership to co-locate LACCD Mentors throughout the 14 YSC's to assist YSC participants better navigate the LACCD programs and resources. This program strengthens the co-enrollment strategy between the nine Community Colleges and the YSC system.

System Partners

The Los Angeles Workforce Development System (WDS) is a network of local and regional governments, community-based organizations, educational institutions, employers, and labor unions. It exists to support job seekers with training, education, and employment opportunities and to support businesses through skills development and recruitment of workers who fit their unique needs.



FY 2025-26 Funding Outlook

New Revenue

The Year 26 Annual Plan is funded by $110.4 million in diverse funding sources that include federal, state, and local funding. Total revenue includes $48.6 million in Workforce Innovation and Opportunity Act (WIOA) funding and $61.8 million in non-WIOA funds. The diversity of funding built by the EWDD, in partnership with the WDB, protects critical workforce development programs against the uncertainty of federal funding as well as local budget deficits.

Prior-Year Carryover Funds

In addition to new revenues outlined below, the Year 26 Annual Plan includes prior-year carryover funding for WIOA, City General Fund, and Youth Job Corp funding streams. For PY 2025-26, the City anticipates a total of $17.5 million in carryover amounts from prior years.

Table 1 below provides a list of new and carry-over funding anticipated by funding streams in PY 2025-26.

Table 1: Year 26 Annual Plan Revenues

Funding Source	PROPOSED New Revenue for PY 2025-2026	PROPOSED Carryover from Prior Year(s) for Carry In Report	PROPOSED Total Allocation Available for PY 2025-2026
WIOA Formula	$43,291,518	$5,276,008	$48,567,526
WIOA Discretionary	$1,000,000	$1,010,383	$2,010,383
City GF	$7,770,598	$8,301,873	$16,072,471
County	$10,205,100	$110,098	$10,315,198
Youth Service Corps (formerly Californians for All)	$23,466,076	$2,309,618	$25,775,694
Other Grants/Funds	$2,157,592	$527,548	$2,685,140
Anticipated Revenue	$5,000,000	$0	$5,000,000
Grand Total:	**$92,890,884**	**$17,535,528**	**$110,426,412**

The State Employment Development Department has not announced its funding allocations for WIOA Adult, Dislocated Worker, Youth, and Rapid Response to Local Workforce Development Areas for PY 2025-26. The figures provided in the respective funding tables are estimates based on current-year funding levels.

Table 2 below provides a breakdown of WIOA funding streams, including Adult, Dislocated Worker, Youth, and Rapid Response funding. The following funding tables assume level funding. There is an anticipated $318,320 increase in carry-over funds.

Table 2: Workforce Innovation and Opportunity Act Formula Funding

Funding Source	PY 2024-25 WIOA Funds	PY 2025-26 WIOA Funds *	Increase (Decrease)
Adult	$16,039,523	$16,039,523	$-
Dislocated Worker	$10,080,271	$10,080,271	$-
Youth	$16,296,257	$16,296,257	$-
Rapid Response	$875,467	$875,467	$-
Carryover	$4,957,688	$5,276,008	$318,320
Total	**$48,249,206**	**$48,567,526**	**$318,320**

Table 3 sets forth EWDD's proposed WIOA funding distribution for WIOA oversight and administration activities, service providers, and supporting program activities.

Table 3: WIOA Funding Distribution

Activity	PY 2024-25	PY 2025-26	Increase (Decrease)	PY 2025-26 Percentage
EWDD Oversight	$7,358,301	$7,813,054	$454,753	6%
EWDD Direct Services	$1,508,978	$1,474,517	$(34,461)	-2%
Workforce Development Board	$1,582,590	$1,426,132	$(156,458)	-11%
Other City Departments	$374,953	$386,995	$12,042	3%
WorkSource Centers	$15,992,675	$18,997,362	$3,004,687	16%
YouthSource Centers	$10,227,504	$9,900,000	$(327,504)	-3%
Other Service Providers	$2,564,056	$2,303,138	$(260,918)	-11%
Supporting Program Activities	$8,640,149	$6,266,328	$(2,373,821)	-38%
Total	**$48,249,206**	**$48,567,526**	**$318,320**	

Table 4 below highlights PY 2025-26 Annual Plan proposed funding, strategies, outcomes, and strategic goals. These efforts will provide employment services to Angelenos, as well as persons left out of the region's economic recovery, such as people experiencing homelessness (unhoused), disconnected youth, and reentry populations.

Table 4: Year 26 Annual Plan Funding Highlights

No.	Funding	Strategies	Outcomes	Strategic Goal(s)
1	$18,997,362	Fund 14 WorkSource Centers	Serve 10,360	Focus on adult, dislocated workers, and services to employers.
2	$11,550,000	Fund 14 YouthSource Centers	Serve 7,000	Focus on disconnected youth.
3	$39,279,194	Year-Round Youth Work Experience Program (include City GF, County Youth@Work, Youth Service Corps)	Serve 4,741	Focus on disconnected youth.
4	$5,002,987	Los Angeles Regional Initiative for Social Enterprise (LA:RISE)	Serve 633	Address homelessness with more employment opportunities.
5	$558,000	LA County – Invest	Serve 200	Focus on re-entry population.
6	$400,000	Layoff Aversion	Serve 300	Strengthen connections with major economic drivers in the region.
7	$1,000,000	WDB Innovation Fund	TBD	TBD
8	$763,763	InsideSafe Job Connectors Program	Serve 200	Address homelessness with more employment opportunities.

Reference Annual Plan Strategies and Activities**,** which supplements the proposed budget schedules for PY 25-26 by providing a brief description of each of the proposed programs and activities to be funded in the upcoming fiscal year.

Legislative Advocacy

The Workforce Innovation and Opportunity Act (WIOA) serves as the cornerstone federal legislation governing the public workforce system that encompasses various policies and programs designed to aid job seekers in their quest for employment through education, training, labor market information, career guidance, and related support services. WIOA funds are channeled through states to local workforce investment areas and are overseen by state and local workforce boards. A diverse array of entities, including adult basic education and GED programs, apprenticeships, community colleges, community-based organizations, labor unions, youth workforce providers, and employers, collaborate to deliver education and training services under WIOA. Targeting unemployed and underemployed adults, youth, veterans, unhoused individuals, people with disabilities, and individuals receiving public benefits, WIOA endeavors to bolster workforce participation and economic mobility.



WIOA Reauthorization

In December 2024, the U.S. Congress introduced bipartisan legislation to strengthen the nation's workforce development system through *H.R. 6655 - A Stronger Workforce for America Act (ASWA)*, which would have reauthorized WIOA from 2025 through 2030. Authorization for WIOA expired in 2020, and Congress has extended its authorization through the annual appropriation process without meaningful updates. Lawmakers were hopeful that the bipartisan bill would pass before the end of the year, as it was included in a wider spending package. On December 19, 2024, however, Congress released a new draft of a Continuing Resolution (CR) to continue funding the federal government through March 14, 2025, which scrapped the legislation and did not reauthorize WIOA. On March 14, 2025, the U.S. Congress and White House approved a six-month CR to fund the federal government through September 30, 2025. The stopgap legislation freezes government

funding at fiscal 2024 levels, with some increases for defense programs and major cuts to nondefense programs.

In short, ASWA aimed to improve the skills development of workers and strengthen connections between employers and the workforce system. However, it would have made some significant changes to the workforce system as well. For instance, the bill proposed a new 40% training set-aside requirement for WIOA Adult and Dislocated Worker programs with a 10% set-aside requirement for supportive services in WIOA Title I funds. It also would have amended WIOA to revise the performance accountability system in several ways, including by updating the primary indicators of performance to convert the "employment fourth quarter after exit" indicator into a measure of retention in the labor force to hold programs accountable for ensuring participants have the skills to stay in the workforce. It calculates the "measurable skill gains" indicator in the six months after program entry and revises the "effectiveness in serving employers" indicator to measure the percentage of participants who exited the program having completed on-the-job training, incumbent worker training, employer-directed skills development, or an apprenticeship.

The bill maintained the Governor's allowable 15% reservation for statewide workforce activities. In addition, ASWA would allow Governors to reserve an additional 10% of a State's WIOA allocation to support the development of a "Critical Industry Skills Fund" or an "Industry or Sector Partnership and Career Pathways Development Fund." These funds, which could be created at the Governor's discretion, would be used to focus resources on upskilling workers within key industries in states or to support a wide range of other education and training experiences with related cost-matching requirements. Lastly, governors would be required to initiate a review of existing local workforce development areas (LWDAs) in the state at any time before the 3rd program year and would be allowed to propose new LWDAs or maintain existing areas after this review has been completed.

There is now some momentum in Congress on WIOA reauthorization in the new legislative cycle. On March 5, 2025, the House Education and Workforce Subcommittee on Higher Education and Workforce Development held a hearing on Strengthening WIOA: Improving Outcomes for America's Workforce[7]. The subcommittee Chairman opened the hearing by noting, "A strong workforce development system is vital to growing our economy and providing economic opportunity for every American." He highlighted that reforms to WIOA are needed to help the public workforce system realize this promise and indicated his strong support for A Stronger Workforce for America Act (ASWA), the WIOA

[7] https://edworkforce.house.gov/news/documentsingle.aspx?DocumentID=412246

reauthorization proposal the committee and wider House advanced in the last Congress. Members of the subcommittee noted the bipartisan support for workforce development and lauded many of the provisions contained in ASWA, especially provisions to help Opportunity Youth, young people ages 16-24, who are not in school and not employed. Throughout the hearing, both lawmakers on the subcommittee and witnesses voiced strong support for ASWA.

The City's WDB advocates for WIOA reauthorization in the new Congress and supports building a stronger workforce system that drives innovation, equity, and results for workers and dismantles barriers to employment, prioritizes job quality, amplifies workers' voices, and ensures economic opportunity for all.

FUNDING SOURCE	REVENUE			BUDGET									SURPLUS (DEFICIT)
				CITY OF LA									
	PROPOSED: New Revenue for PY 2025-2026	PROPOSED: Carryover from Prior Year(s) for Carry In Report	PROPOSED: Total Allocation Available for PY 2025-2026	Program Oversight	Direct Services	Total EWDD	Workforce Development Board & Mayor	Other City Departments	Total City of LA	Service Providers & Contractors	Supporting Program Activities	Total Budget	
A	B	C	D = B + C	E	F	G	H	I	J=G+H+I	K	L	M=J+K+L	N=D-M
WORKFORCE INNOVATION and OPPORTUNITY ACT (WIOA) FORMULA:													
Adult (F 57W)	16,039,523	2,147,211	**18,186,734**	3,101,553	0	**3,101,553**	492,873	140,499	**3,734,924**	11,549,155	2,902,655	**18,186,734**	**(0)**
Dislocated Worker (F 57W)	10,080,271	2,858,252	**12,938,523**	2,397,814	0	**2,397,814**	486,642	149,079	**3,033,536**	7,711,887	2,193,100	**12,938,523**	**0**
Youth * (F 57W)	16,296,257	270,545	**16,566,802**	1,705,295	1,474,517	**3,179,812**	446,616	80,342	**3,706,771**	11,939,458	920,573	**16,566,802**	**0**
Rapid Response (F 57W)	875,467	0	**875,467**	608,392	0	**608,392**	0	17,075	**625,467**	0	250,000	**875,467**	**(0)**
Subtotal: WIOA Formula	**43,291,518**	**5,276,008**	**48,567,526**	**7,813,054**	**1,474,517**	**9,287,571**	**1,426,131**	**386,995**	**11,100,697**	**31,200,500**	**6,266,328**	**48,567,526**	**0**
WORKFORCE INNOVATION and OPPORTUNITY ACT (WIOA) DISCRETIONARY GRANTS:													
Quest NDWG (F 57W)	0	27,678	**27,678**	21,926	0	**21,926**		5,751	**27,678**	0	0	**27,678**	**0**
2024 Severe Winter Storms NDWG (F 57W)	1,000,000	284,752	**1,284,752**	358,227	0	**358,227**		10,867	**369,094**	900,658	15,000	**1,284,752**	**0**
2025 Wildfire NDWG Only carry Over to be projected	0	377,953	**377,953**	377,953	0	**377,953**	0		**377,953**	0	0	**377,953**	**(0)**
25% LA Fire Additional Assistance Grant	0	320,000	**320,000**	320,000	0	**320,000**	0	0	**320,000**	0	0	**320,000**	**0**
Subtotal: WIOA Discretionary Grants	**1,000,000**	**1,010,383**	**2,010,383**	**1,078,106**	**0**	**1,078,106**	**0**	**16,618**	**1,094,724**	**900,658**	**15,000**	**2,010,382**	**1**
CA FOR ALL VOLUNTEER FUNDS:													
Angeleno Corps (TBD 3.0/F 67R)	4,385,386	0	**4,385,386**	0	86,254	**86,254**	0	0	**86,254**	3,875,365	423,767	**4,385,386**	**(0)**
Automotive and Warehouse & Toolroom Internships (TBD 3.0/F 67R)	30,773	0	**30,773**	0	0	**0**		0	**0**	0	30,773	**30,773**	**0**
Clean LA (TBD 3.0/F 67R)	2,438,640	0	**2,438,640**	0	0	**0**		0	**0**	0	2,438,640	**2,438,640**	**0**
Early Childhood Education Student Advancement (TBD 3.0/F 67R)	1,179,893	63,134	**1,243,027**	0	0	**0**	0	0	**0**	1,093,027	150,000	**1,243,027**	**0**
LA Community College - City Pathways (TBD 3.0/F 67R)	928,831	0	**928,831**	0	0	**0**	0	0	**0**	928,831	0	**928,831**	**0**
LA City Pathways for Youth (TBD 3.0/F 67R)	1,220,852	0	**1,220,852**	0	0	**0**		0	**0**	20,000	1,200,852	**1,220,852**	**0**
LA Community Composting (TBD 3.0/F 67R)	248,580	0	**248,580**	0	0	**0**		0	**0**	0	248,580	**248,580**	**0**
LA RISE Youth Academy (TBD 3.0/F 67R)	776,816	115,418	**892,234**	0	13,840	**13,840**		0	**13,840**	843,834	34,560	**892,234**	**(0)**
LA River Rangers (TBD 3.0/F 67R)	2,058,259	0	**2,058,259**	0	0	**0**		0	**0**	0	2,058,259	**2,058,259**	**0**
Student to Student Success (TBD 3.0/F 67R)	1,651,381	211,761	**1,863,142**	0	96,095	**96,095**	0	0	**96,095**	1,611,268	155,779	**1,863,142**	**0**
Summer Night Lights (TBD 3.0/F 67R)	1,100,299	0	**1,100,299**	0	0	**0**		0	**0**	0	1,100,299	**1,100,299**	**0**
Teen Parent Prosper Project (TBD 3.0/F 67R)	437,784	84,065	**521,849**	0	39,620	**39,620**		0	**39,620**	268,991	213,238	**521,849**	**0**
Youth & Community Harvest Internships (TBD 3.0/F 67R)	176,527	0	**176,527**	0	6,831	**6,831**		0	**6,831**	147,105	22,591	**176,527**	**0**
Digital Ambassador (TBD 3.0/F 67R)	455,900	0	**455,900**	0	0	**0**		0	**0**	455,900	0	**455,900**	**0**
Operation Flame Wildland Firefighting Academy (TBD 3.0/F 67R)	337,242	0	**337,242**	0	0	**0**		0	**0**	337,242	0	**337,242**	**0**
Pathways to Childcare (TBD 3.0/F 67R)	377,706	0	**377,706**	0	0	**0**		0	**0**	0	377,706	**377,706**	**0**
Senior Hospitality Internship for L.A. Youth (TBD 3.0/F 67R)	180,572	0	**180,572**	0	0	**0**		0	**0**	180,572	0	**180,572**	**0**
Project Planning (TBD 3.0/F 67R)	585,978	203,879	**789,857**	656,361	0	**656,361**		20,197	**676,558**	0	113,299	**789,857**	**0**
Marketing: Recruitment & Outreach (TBD 3.0/F 67R)	1,423,049	231,361	**1,654,410**	0	0	**0**	0	0	**0**	1,191,688	462,722	**1,654,410**	**0**
Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R)	0	1,400,000	**1,400,000**	967,742	0	**967,742**	306,646	82,693	**1,357,081**	0	42,919	**1,400,000**	**(0)**
Youth Service Corps 3.0 Grants Management Only (F TBD)	2,221,608	0	**2,221,608**	1,139,883	0	**1,139,883**	0	0	**1,139,883**	0	1,081,725	**2,221,608**	**(1)**
State of CA Homelessness Pilot Program / CRCD (F TBD)	1,250,000	0	**1,250,000**	79,813	0	**79,813**	209,905	1,787	**291,505**	958,495	0	**1,250,000**	**0**
Subtotal: CA for All Funds	**23,466,076**	**2,309,618**	**25,775,694**	**2,843,799**	**242,640**	**3,086,439**	**516,551**	**104,677**	**3,707,667**	**11,912,318**	**10,155,708**	**25,775,693**	**0**

FUNDING SOURCE	REVENUE			BUDGET									SURPLUS (DEFICIT)
				CITY OF LA									
	PROPOSED: New Revenue for PY 2025-2026	PROPOSED: Carryover from Prior Year(s) for Carry In Report	PROPOSED: Total Allocation Available for PY 2025-2026	Program Oversight	Direct Services	Total EWDD	Workforce Development Board & Mayor	Other City Departments	Total City of LA	Service Providers & Contractors	Supporting Program Activities	Total Budget	
A	B	C	D = B + C	E	F	G	H	I	J=G+H+I	K	L	M=J+K+L	N=D-M
LA CITY PROGRAMS:													
Vision Lab/Digital Inclusion (F 551)	0	717,997	**717,997**	334,051	0	**334,051**	161,970	10,979	**507,000**	210,997	0	**717,997**	**0**
Cash for College (F 551)	49,000	0	**49,000**	0	0	**0**		0	**0**	49,000	0	**49,000**	**0**
Gang Injunction Curfew (GIC) Settlement (LARCA 2.0, F 10B)	1,250,000	62,600	**1,312,600**	180,780	0	**180,780**		6,820	**187,600**	1,125,000	0	**1,312,600**	**0**
Hire LA (F 551)	285,000	0	**285,000**	106,385	0	**106,385**		8,615	**115,000**	170,000	0	**285,000**	**0**
LA:RISE (F 10C)	2,700,000	116,878	**2,816,878**	370,227	0	**370,227**		16,651	**386,878**	2,430,000	0	**2,816,878**	**0**
Prior Year Savings Program 1 (Reprogram to Day Laborer)	0	1,081,900	**1,081,900**	0	0	**0**		0	**0**	1,081,900	0	**1,081,900**	**0**
Prior Year Savings Program 2 (Reprogram to LA Rise)	0	2,186,109	**2,186,109**	203,011	0	**203,011**		0	**203,011**	1,577,098	406,000	**2,186,109**	**0**
Summer Youth Employment Program (F 551)	3,000,000	1,200,000	**4,200,000**	624,896	168,804	**793,700**		15,104	**808,804**	2,758,700	632,496	**4,200,000**	**0**
Youth Jobs Training Program CD 7 (F 551)	0	2,636,389	**2,636,389**	263,639	0	**263,639**		0	**263,639**	2,372,750	0	**2,636,389**	**(0)**
YouthSource Center (F 551)	486,598	300,000	**786,598**	178,910	606,654	**785,564**		1,034	**786,598**	0	0	**786,598**	**0**
Subtotal: LA City Programs	**7,770,598**	**8,301,873**	**16,072,471**	**2,261,899**	**775,458**	**3,037,357**	**161,970**	**59,203**	**3,258,530**	**11,775,445**	**1,038,496**	**16,072,471**	**(0)**
LA COUNTY GRANTS:													
JJCPA Probation (F 59X)	133,500	0	**133,500**	0	0	**0**		0	**0**	120,150	13,350	**133,500**	**0**
LA:RISE Measure H (F 59N)	0	0	**0**	0	0	**0**		0	**0**	0	0	**0**	**0**
Project Invest (F 60K)	558,000	0	**558,000**	46,724	0	**46,724**		1,176	**47,900**	502,100	8,000	**558,000**	**(0)**
Youth at Work - Consolidated (SIY, OUY, Foster)(F 56E)	7,087,600	0	**7,087,600**	659,131	121,450	**780,581**		19,892	**800,473**	5,515,094	772,033	**7,087,600**	**(0)**
WIOA Formula (F 59Q)	343,600	0	**343,600**	29,463	0	**29,463**		717	**30,180**	309,420	4,000	**343,600**	**0**
Youth at Work-CalWork (F 56E)	2,082,400	0	**2,082,400**	161,680	43,525	**205,204**		6,668	**211,873**	1,607,927	262,600	**2,082,400**	**0**
Regional Equity Recovery Partnership (F 65V)	0	110,098	**110,098**	107,678	0	**107,678**		2,420	**110,098**	0	0	**110,098**	**(0)**
Subtotal: LA County Grants	**10,205,100**	**110,098**	**10,315,198**	**1,004,675**	**164,975**	**1,169,650**	**0**	**30,874**	**1,200,524**	**8,054,691**	**1,059,983**	**10,315,198**	**(0)**
OTHER GRANTS/FUNDS:													
Bank of America (F 56L)	100,000	0	**100,000**	0	0	**0**		0	**0**	0	100,000	**100,000**	**0**
Department of Rehabilitation (Fund TBD)	993,000	0	**993,000**	96,888		**96,888**		2,412	**99,300**	893,700	0	**993,000**	**0**
EPA CRCD (New Fund TBD)	500,000	0	**500,000**	48,790	0	**48,790**		1,209	**50,000**	450,000	0	**500,000**	**0**
EWDD SYEP - Other Sources (F 56L)	110,000	32,776	**142,776**	0	0	**0**		0	**0**	0	142,776	**142,776**	**0**
Prison 2 Employment (F 66T)	0	6,009	**6,009**	5,943	0	**5,943**		66	**6,009**	0	0	**6,009**	**(0)**
DOL Returning Citizens Housing Stability Pilot Project (F 66Y)	0	0	**0**	0	0	**0**		0	**0**	0	0	**0**	**0**
DOL Vision Lab Community Projects Earmark (New Fund)	0	188,763	**188,763**	64,479	0	**64,479**	122,293	1,991	**188,763**	0	0	**188,763**	**0**
WDB Workforce Develoment 501c3 (F 56L)	0	300,000	**300,000**	30,000	0	**30,000**		0	**30,000**	72,000	198,000	**300,000**	**(0)**
DOL Peer Homeless System Navigation Program Community Project Earmark (New Fund TBD for YDD)	454,592	0	**454,592**	0	0	**0**		0	**0**	454,592	0	**454,592**	**0**
Subtotal: Other Grants/Funds	**2,157,592**	**527,548**	**2,685,140**	**246,101**	**0**	**246,101**	**122,293**	**5,678**	**374,071**	**1,870,292**	**440,776**	**2,685,139**	**1**
ANTICIPATED REVENUES:													
Anticipated Revenue	5,000,000	0	**5,000,000**	498,926	0	**498,926**		1,074	**500,000**	4,500,000	0	**5,000,000**	**0**
Anticipated Revenue - State of CA Economic Growth & LA Recovery	0	0	**0**	0	0	**0**		0	**0**	0	0	**0**	**0**
Subtotal: Anticipated Revenues	**5,000,000**	**0**	**5,000,000**	**498,926**	**0**	**498,926**	**0**	**1,074**	**500,000**	**4,500,000**	**0**	**5,000,000**	**0**
GRAND TOTAL	**92,890,884**	**17,535,528**	**110,426,412**	**15,746,559**	**2,657,590**	**18,404,149**	**2,226,946**	**605,119**	**21,236,214**	**70,213,904**	**18,976,291**	**110,426,409**	**2**
% to Total Revenue				*14.26%*	*2.41%*	*16.67%*	*2.02%*	*0.55%*	*19.23%*	*63.58%*	*17.18%*	*100.00%*	*0.00%*

SERVICE PROVIDER NAME	WIOA FORMULA				
	Adult (Fund 57W)	Dislocated Worker (Fund 57W)	Youth (Fund 57W)	Rapid Response (Fund 57W)	**Subtotal: WIOA Formula**
WORKSOURCE CENTERS:					
Asian American Drug Abuse Program Inc.	814,821	542,133			**1,356,954**
Coalition for Responsible Community Development	814,821	542,133			**1,356,954**
El Proyecto del Barrio, Inc.	814,821	542,133			**1,356,954**
Equus Worsource Solutions (Formerly Arbor E&T)	814,821	542,133			**1,356,954**
Goodwill Industries of Southern California	814,821	542,133			**1,356,954**
Goodwill Industries of Southern California	814,821	542,133			**1,356,954**
Housing Authority of the City of Los Angeles	814,821	542,133			**1,356,954**
Jewish Vocational Service	814,821	542,133			**1,356,954**
Managed Career Solutions, Inc.	814,821	542,133			**1,356,954**
Managed Career Solutions, Inc.	814,821	542,133			**1,356,954**
Pacific Asian Consortium in Employment	814,821	542,133			**1,356,954**
UAW-Labor Employment and Training Corporation	814,821	542,133			**1,356,954**
Watts Labor Community Action Committee	814,821	542,133			**1,356,954**
Managed Career Solutions (Formerly Pacific Gateway-Long Beach)	814,821	542,133			**1,356,954**
Mid Wilshire Replacement Operator (AADAP)					-
Mid Wilshire Replacement Operator (MCS)					-
Mid Wilshire Replacement Operator (PACE)					-
TBD					-
TOTAL: WorkSource Centers	**11,407,495**	**7,589,867**	**-**	**-**	**18,997,362**

SERVICE PROVIDER NAME	WIOA FORMULA				
	Adult (Fund 57W)	Dislocated Worker (Fund 57W)	Youth (Fund 57W)	Rapid Response (Fund 57W)	**Subtotal: WIOA Formula**
YOUTHSOURCE CENTERS:					
NON-CITY:					
Catholic Charities of Los Angeles, Inc.			825,000		**825,000**
Coalition for Responsible Community Development			825,000		**825,000**
El Proyecto del Barrio, Inc.			825,000		**825,000**
El Proyecto del Barrio, Inc.			825,000		**825,000**
Goodwill Industries of Southern California			825,000		**825,000**
Los Angeles Brotherhood Crusade			825,000		**825,000**
Managed Career Solutions, Inc.			825,000		**825,000**
Para Los Ninos-Central			825,000		**825,000**
Para Los Ninos-East			825,000		**825,000**
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA))			825,000		**825,000**
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA))			825,000		**825,000**
Watts Labor Community Action Committee			825,000		**825,000**
TBD					-
Subtotal: Non-City	-	-	**9,900,000**	-	**9,900,000**
CITY DIRECT SERVICES:					
LA Youth Opportunity Movement (YOM) - Boyle Heights			825,000		**825,000**
LA Youth Opportunity Movement (YOM) - Watts			825,000		**825,000**
Subtotal: City Direct Services	-	-	**1,650,000**	-	**1,650,000**
TOTAL: YouthSource Centers	**-**	**-**	**11,550,000**	**-**	**11,550,000**

SERVICE PROVIDER NAME	WIOA FORMULA				
	Adult (Fund 57W)	Dislocated Worker (Fund 57W)	Youth (Fund 57W)	Rapid Response (Fund 57W)	**Subtotal: WIOA Formula**
OTHER SERVICE PROVIDERS & CONTRACTOI					
All People's Community Center					-
Anti-Recidivism Coalition					-
Barrio Action Youth & Family Center					-
California State University - Northridge (CSUN)					-
Catholic Charities of Los Angeles, Inc. Central					-
Center for Employment Opportunities					-
Center for Living and Learning					-
Central American Resource Center (CARECEN)					-
Chinatown Service Center					-
Chrysalis Enterprises					-
Community Coalition for Substance Abuse & Treatment					-
Digital Learning Academy-YWCA					-
Downtown Women's Center					-
Inner City Arts					-
Five Keys Schools and Programs					-
Friends Outside in Los Angeles County					-
GRID Alternatives					-
HELPER Foundation					-
Holman Community Development Corp.					-
Homeboy Industries					-
Hope of the Valley Rescue Mission					-
Instituto De Educacion Popular Sur De California (IDEPSCA)					-
LA Community College District					-

SERVICE PROVIDER NAME	WIOA FORMULA				
	Adult (Fund 57W)	Dislocated Worker (Fund 57W)	Youth (Fund 57W)	Rapid Response (Fund 57W)	Subtotal: WIOA Formula
LA Conservation Corps					-
LA County Department of Economic Opportunity					-
Los Angeles Economic Development Corporation					-
Launchpad					-
Los Angeles Unified School District	141,660	122,020	2,039,458		**2,303,138**
Los Angeles LGBT Center					-
Los Angeles World Airports					-
New Earth Organization					-
New Opportunities Organization					-
New Ways to Work					-
Northeast Trees					-
Pacific Gateway/ City of Long Beach					-
Regents of the University of California					-
Robert's Enterprise Development Fund (REDF)					-
Salvadoran American Leadership and Education Fund					-
SELACO					-
Shakespeare LA Center					-
Toberman Neighborhood Center					-
Unite LA					-
YMCA					-
Laborers' International Union of North America					-
TBD			-		-
TOTAL: Other Service Providers & Contractors	**141,660**	**122,020**	**2,039,458**	**-**	**2,303,138**
GRAND TOTAL	**11,549,155**	**7,711,887**	**13,589,458**	**-**	**32,850,500**

SERVICE PROVIDER NAME	GRANTS		CA FOR ALL FUNDS					
	2024 Severe Winter Storm National DW Grant (Fund 57W)	Subtotal: WIOA Discretionary Grants	Angeleno Corps (TBD 3.0/F 67R) (Fund 67R)	Early Childhood Education Student Advancement (TBD 3.0/F 67R) (Fund 67R)	LA Community College - City Pathways (TBD 3.0/F 67R) (Fund 67R)	LA City Pathways for Youth (TBD 3.0/F 67R) (Fund 67R)	LA RISE Youth Academy (TBD 3.0/F 67R) (Fund 67R)	Student to Student Success (TBD 3.0/F 67R) (Fund 67R)
WORKSOURCE CENTERS:								
Asian American Drug Abuse Program Inc.	168,750	**168,750**						
Coalition for Responsible Community Development		-					95,488	
El Proyecto del Barrio, Inc.		-						
Equus Worsource Solutions (Formerly Arbor E&T)		-						
Goodwill Industries of Southern California		-						
Goodwill Industries of Southern California		-						
Housing Authority of the City of Los Angeles		-						
Jewish Vocational Service		-						
Managed Career Solutions, Inc.	225,000	**225,000**						
Managed Career Solutions, Inc.		-					16,000	
Pacific Asian Consortium in Employment		-						
UAW-Labor Employment and Training Corporation		-						
Watts Labor Community Action Committee	168,750	**168,750**						
Managed Career Solutions (Formerly Pacific Gateway-Long Beach)		-						
Mid Wilshire Replacement Operator (AADAP)		-						
Mid Wilshire Replacement Operator (MCS)		-						
Mid Wilshire Replacement Operator (PACE)		-						
TBD		-						
TOTAL: WorkSource Centers	**562,500**	**562,500**	**-**	**-**	**-**	**-**	**111,488**	**-**

SERVICE PROVIDER NAME	GRANTS		CA FOR ALL FUNDS					
	2024 Severe Winter Storm National DW Grant (Fund 57W)	Subtotal: WIOA Discretionary Grants	Angeleno Corps (TBD 3.0/F 67R) (Fund 67R)	Early Childhood Education Student Advancement (TBD 3.0/F 67R) (Fund 67R)	LA Community College - City Pathways (TBD 3.0/F 67R) (Fund 67R)	LA City Pathways for Youth (TBD 3.0/F 67R) (Fund 67R)	LA RISE Youth Academy (TBD 3.0/F 67R) (Fund 67R)	Student to Student Success (TBD 3.0/F 67R) (Fund 67R)
YOUTHSOURCE CENTERS:								
NON-CITY:								
Catholic Charities of Los Angeles, Inc.		-		199,915	232,208	5,000	95,488	
Coalition for Responsible Community Development		-	795,399	351,260	232,208	5,000		83,960
El Proyecto del Barrio, Inc.		-		199,915	232,208	2,500	95,488	167,916
El Proyecto del Barrio, Inc.		-	784,497			2,500		167,916
Goodwill Industries of Southern California		-						167,916
Los Angeles Brotherhood Crusade		-	510,021					83,960
Managed Career Solutions, Inc.		-					95,488	83,960
Para Los Ninos-Central		-	784,497			2,500	95,488	167,916
Para Los Ninos-East		-		275,669	232,207	2,500		83,960
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA))		-						
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA))		-						
Watts Labor Community Action Committee		-	510,021					111,944
TBD		-	235,544	3,134			95,488	308,047
Subtotal: Non-City	**-**	**-**	**3,619,979**	**1,029,893**	**928,831**	**20,000**	**477,440**	**1,427,495**
CITY DIRECT SERVICES:								
LA Youth Opportunity Movement (YOM) - Boyle Heights		-	510,021				48,400	83,960
LA Youth Opportunity Movement (YOM) - Watts		-						167,914
Subtotal: City Direct Services	**-**	**-**	**510,021**	**-**	**-**	**-**	**48,400**	**251,874**
TOTAL: YouthSource Centers	**-**	**-**	**4,130,000**	**1,029,893**	**928,831**	**20,000**	**525,840**	**1,679,369**

SERVICE PROVIDER NAME	GRANTS		CA FOR ALL FUNDS					
	2024 Severe Winter Storm National DW Grant (Fund 57W)	Subtotal: WIOA Discretionary Grants	Angeleno Corps (TBD 3.0/F 67R) (Fund 67R)	Early Childhood Education Student Advancement (TBD 3.0/F 67R) (Fund 67R)	LA Community College - City Pathways (TBD 3.0/F 67R) (Fund 67R)	LA City Pathways for Youth (TBD 3.0/F 67R) (Fund 67R)	LA RISE Youth Academy (TBD 3.0/F 67R) (Fund 67R)	Student to Student Success (TBD 3.0/F 67R) (Fund 67R)
OTHER SERVICE PROVIDERS & CONTRACTO								
All People's Community Center		-						
Anti-Recidivism Coalition		-						
Barrio Action Youth & Family Center		-						
California State University - Northridge (CSUN)		-						
Catholic Charities of Los Angeles, Inc. Central								
Center for Employment Opportunities		-						
Center for Living and Learning		-						
Central American Resource Center (CARECEN)		-						
Chinatown Service Center		-						
Chrysalis Enterprises		-						
Community Coalition for Substance Abuse & Treatment		-						
Digital Learning Academy-YWCA		-						
Downtown Women's Center		-						
Inner City Arts		-						
Five Keys Schools and Programs		-						
Friends Outside in Los Angeles County		-						
GRID Alternatives		-						
HELPER Foundation		-						
Holman Community Development Corp.		-						
Homeboy Industries		-						
Hope of the Valley Rescue Mission		-						
Instituto De Educacion Popular Sur De California (IDEPSCA)		-						
LA Community College District		-						

SERVICE PROVIDER NAME	GRANTS		CA FOR ALL FUNDS					
	2024 Severe Winter Storm National DW Grant (Fund 57W)	Subtotal: WIOA Discretionary Grants	Angeleno Corps (TBD 3.0/F 67R) (Fund 67R)	Early Childhood Education Student Advancement (TBD 3.0/F 67R) (Fund 67R)	LA Community College - City Pathways (TBD 3.0/F 67R) (Fund 67R)	LA City Pathways for Youth (TBD 3.0/F 67R) (Fund 67R)	LA RISE Youth Academy (TBD 3.0/F 67R) (Fund 67R)	Student to Student Success (TBD 3.0/F 67R) (Fund 67R)
LA Conservation Corps		-						
LA County Department of Economic Opportunity		-						
Los Angeles Economic Development Corporation		-						
Launchpad		-						
Los Angeles Unified School District		-						
Los Angeles LGBT Center		-					79,488	
Los Angeles World Airports		-						
New Earth Organization		-						
New Opportunities Organization		-						
New Ways to Work								
Northeast Trees		-						
Pacific Gateway/ City of Long Beach		-						
Regents of the University of California		-						
Robert's Enterprise Development Fund (REDF)		-					60,000	
Salvadoran American Leadership and Education Fund		-						
SELACO		-						
Shakespeare LA Center		-						
Toberman Neighborhood Center		-						
Unite LA		-						
YMCA		-						
Laborers' International Union of North America		-						
TBD	338,158	338,158	255,386	63,134			115,418	183,773
TOTAL: Other Service Providers & Contractors	**338,158**	**338,158**	**255,386**	**63,134**	**-**	**-**	**254,906**	**183,773**
GRAND TOTAL	**900,658**	**900,658**	**4,385,386**	**1,093,027**	**928,831**	**20,000**	**892,234**	**1,863,142**

SERVICE PROVIDER NAME	CA FOR ALL FUNDS							
	Senior Hospitality Internship for L.A. Youth (TBD 3.0/F 67R) (Fund 67R)	Teen Parent Prosper Project (TBD 3.0/F 67R) (Fund 67R)	Youth & Community Harvest Internships (TBD 3.0/F 67R) (Fund 67R)	Digital Ambassador (TBD 3.0/F 67R) (Fund 67R)	Operation Flame Wildland Firefighting Academy (TBD 3.0/F 67R) (Fund 67R)	Marketing: Recruitment & Outreach (F 67R) (Fund 67R)	State of CA Homelessness Pilot Program / CRCD (F TBD) (TBD)	Subtotal:CA for All Funds
WORKSOURCE CENTERS:								
Asian American Drug Abuse Program Inc.								-
Coalition for Responsible Community Development							958,495	**1,053,983**
El Proyecto del Barrio, Inc.								-
Equus Worsource Solutions (Formerly Arbor E&T)								-
Goodwill Industries of Southern California								-
Goodwill Industries of Southern California								-
Housing Authority of the City of Los Angeles				455,900				**455,900**
Jewish Vocational Service								-
Managed Career Solutions, Inc.								-
Managed Career Solutions, Inc.								**16,000**
Pacific Asian Consortium in Employment								-
UAW-Labor Employment and Training Corporation								-
Watts Labor Community Action Committee								-
Managed Career Solutions (Formerly Pacific Gateway-Long Beach)								-
Mid Wilshire Replacement Operator (AADAP)								-
Mid Wilshire Replacement Operator (MCS)								-
Mid Wilshire Replacement Operator (PACE)								-
TBD						**1,191,688**		**1,191,688**
TOTAL: WorkSource Centers	**-**	**-**	**-**	**455,900**	**-**	**1,191,688**	**958,495**	**2,717,571**

SERVICE PROVIDER NAME	CA FOR ALL FUNDS							
	Senior Hospitality Internship for L.A. Youth (TBD 3.0/F 67R) (Fund 67R)	Teen Parent Prosper Project (TBD 3.0/F 67R) (Fund 67R)	Youth & Community Harvest Internships (TBD 3.0/F 67R) (Fund 67R)	Digital Ambassador (TBD 3.0/F 67R) (Fund 67R)	Operation Flame Wildland Firefighting Academy (TBD 3.0/F 67R) (Fund 67R)	Marketing: Recruitment & Outreach (F 67R) (Fund 67R)	State of CA Homelessness Pilot Program / CRCD (F TBD) (TBD)	Subtotal:CA for All Funds
YOUTHSOURCE CENTERS:								
NON-CITY:								
Catholic Charities of Los Angeles, Inc.								**532,611**
Coalition for Responsible Community Development								**1,467,827**
El Proyecto del Barrio, Inc.			29,421					**727,448**
El Proyecto del Barrio, Inc.			29,421					**984,334**
Goodwill Industries of Southern California		117,770	29,421					**315,107**
Los Angeles Brotherhood Crusade		32,942	29,421					**656,344**
Managed Career Solutions, Inc.	180,572							**360,020**
Para Los Ninos-Central		117,770						**1,168,171**
Para Los Ninos-East								**594,336**
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA))								-
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA))								-
Watts Labor Community Action Committee			29,421					**651,386**
TBD								**642,213**
Subtotal: Non-City	**180,572**	**268,482**	**147,105**	**-**	**-**	**-**		**8,099,797**
CITY DIRECT SERVICES:								
LA Youth Opportunity Movement (YOM) - Boyle Heights		49,414						**691,795**
LA Youth Opportunity Movement (YOM) - Watts		65,886	29,422					**263,222**
Subtotal: City Direct Services	**-**	**115,300**	**29,422**	**-**	**-**	**-**	**-**	**955,017**
TOTAL: YouthSource Centers	**180,572**	**383,782**	**176,527**	**-**	**-**	**-**	**-**	**9,054,814**

SERVICE PROVIDER NAME	CA FOR ALL FUNDS							
	Senior Hospitality Internship for L.A. Youth (TBD 3.0/F 67R) (Fund 67R)	Teen Parent Prosper Project (TBD 3.0/F 67R) (Fund 67R)	Youth & Community Harvest Internships (TBD 3.0/F 67R) (Fund 67R)	Digital Ambassador (TBD 3.0/F 67R) (Fund 67R)	Operation Flame Wildland Firefighting Academy (TBD 3.0/F 67R) (Fund 67R)	Marketing: Recruitment & Outreach (F 67R) (Fund 67R)	State of CA Homelessness Pilot Program / CRCD (F TBD) (TBD)	Subtotal:CA for All Funds
OTHER SERVICE PROVIDERS & CONTRACTO								
All People's Community Center								-
Anti-Recidivism Coalition								-
Barrio Action Youth & Family Center								-
California State University - Northridge (CSUN)								-
Catholic Charities of Los Angeles, Inc. Central								-
Center for Employment Opportunities								-
Center for Living and Learning								-
Central American Resource Center (CARECEN)								-
Chinatown Service Center								-
Chrysalis Enterprises								-
Community Coalition for Substance Abuse & Treatment								-
Digital Learning Academy-YWCA								-
Downtown Women's Center								-
Inner City Arts								-
Five Keys Schools and Programs								-
Friends Outside in Los Angeles County								-
GRID Alternatives								-
HELPER Foundation								-
Holman Community Development Corp.								-
Homeboy Industries								-
Hope of the Valley Rescue Mission								-
Instituto De Educacion Popular Sur De California (IDEPSCA)								-
LA Community College District								-

SERVICE PROVIDER NAME	CA FOR ALL FUNDS							
	Senior Hospitality Internship for L.A. Youth (TBD 3.0/F 67R) (Fund 67R)	Teen Parent Prosper Project (TBD 3.0/F 67R) (Fund 67R)	Youth & Community Harvest Internships (TBD 3.0/F 67R) (Fund 67R)	Digital Ambassador (TBD 3.0/F 67R) (Fund 67R)	Operation Flame Wildland Firefighting Academy (TBD 3.0/F 67R) (Fund 67R)	Marketing: Recruitment & Outreach (F 67R) (Fund 67R)	State of CA Homelessness Pilot Program / CRCD (F TBD) (TBD)	Subtotal:CA for All Funds
LA Conservation Corps								-
LA County Department of Economic Opportunity								-
Los Angeles Economic Development Corporation								-
Launchpad								-
Los Angeles Unified School District								-
Los Angeles LGBT Center								**79,488**
Los Angeles World Airports								-
New Earth Organization								-
New Opportunities Organization								-
New Ways to Work								-
Northeast Trees					337,242			**337,242**
Pacific Gateway/ City of Long Beach								-
Regents of the University of California								-
Robert's Enterprise Development Fund (REDF)								**60,000**
Salvadoran American Leadership and Education Fund								-
SELACO								-
Shakespeare LA Center								-
Toberman Neighborhood Center								-
Unite LA								-
YMCA								-
Laborers' International Union of North America								-
TBD		509						618,220
TOTAL: Other Service Providers & Contractors	**-**	**509**	**-**	**-**	**337,242**	**-**	**-**	**1,094,950**
GRAND TOTAL	**180,572**	**384,291**	**176,527**	**455,900**	**337,242**	**1,191,688**	**958,495**	**12,867,335**

SERVICE PROVIDER NAME	LA CITY PROGRAMS						
	Vision Lab/Digital Inclusion (Fund 551)	Cash for College (Fund 551)	Gang Injunction Curfew Settlement (GIC) (Fund 10B)	Hire LA (Fund 551)	LA RISE (Fund 10C)	Prior Year Savings Program 1 (Reprogram to Day Laborer) (Fund 551)	Prior Year Savings Program 2 (Reprogram to LA Rise) (Fund 551)
WORKSOURCE CENTERS:							
Asian American Drug Abuse Program Inc.			25,000				
Coalition for Responsible Community Development					134,447		25,918
El Proyecto del Barrio, Inc.					26,050		
Equus Worsource Solutions (Formerly Arbor E&T)			250,000				
Goodwill Industries of Southern California			100,000		307,809		115,668
Goodwill Industries of Southern California			100,000				
Housing Authority of the City of Los Angeles	210,997		200,000				
Jewish Vocational Service			25,000				
Managed Career Solutions, Inc.			75,000		116,046		64,406
Managed Career Solutions, Inc.					246,059		87,021
Pacific Asian Consortium in Employment			50,000				
UAW-Labor Employment and Training Corporation			100,000				
Watts Labor Community Action Committee							
Managed Career Solutions (Formerly Pacific Gateway-Long Beach)							
Mid Wilshire Replacement Operator (AADAP)							
Mid Wilshire Replacement Operator (MCS)							
Mid Wilshire Replacement Operator (PACE)							
TBD							
TOTAL: WorkSource Centers	**210,997**	**-**	**925,000**	**-**	**830,411**	**-**	**293,013**

SERVICE PROVIDER NAME	LA CITY PROGRAMS						
	Vision Lab/Digital Inclusion (Fund 551)	Cash for College (Fund 551)	Gang Injunction Curfew Settlement (GIC) (Fund 10B)	Hire LA (Fund 551)	LA RISE (Fund 10C)	Prior Year Savings Program 1 (Reprogram to Day Laborer) (Fund 551)	Prior Year Savings Program 2 (Reprogram to LA Rise) (Fund 551)
YOUTHSOURCE CENTERS:							
NON-CITY:							
Catholic Charities of Los Angeles, Inc.			200,000				
Coalition for Responsible Community Development							23,816
El Proyecto del Barrio, Inc.							16,218
El Proyecto del Barrio, Inc.							
Goodwill Industries of Southern California							235,675
Los Angeles Brotherhood Crusade							
Managed Career Solutions, Inc.							
Para Los Ninos-Central							
Para Los Ninos-East							
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA))							
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA))							
Watts Labor Community Action Committee							
TBD							
Subtotal: Non-City	-	-	**200,000**	-	-	-	**275,709**
CITY DIRECT SERVICES:							
LA Youth Opportunity Movement (YOM) - Boyle Heights							
LA Youth Opportunity Movement (YOM) - Watts							
Subtotal: City Direct Services	-	-	-	-	-	-	-
TOTAL: YouthSource Centers	**-**	**-**	**200,000**	**-**	**-**	**-**	**275,709**

SERVICE PROVIDER NAME	LA CITY PROGRAMS						
	Vision Lab/Digital Inclusion (Fund 551)	Cash for College (Fund 551)	Gang Injunction Curfew Settlement (GIC) (Fund 10B)	Hire LA (Fund 551)	LA RISE (Fund 10C)	Prior Year Savings Program 1 (Reprogram to Day Laborer) (Fund 551)	Prior Year Savings Program 2 (Reprogram to LA Rise) (Fund 551)
OTHER SERVICE PROVIDERS & CONTRACTO							
All People's Community Center							
Anti-Recidivism Coalition					166,593		
Barrio Action Youth & Family Center							
California State University - Northridge (CSUN)							
Catholic Charities of Los Angeles, Inc. Central							
Center for Employment Opportunities					111,060		28,570
Center for Living and Learning					138,828		80,661
Central American Resource Center (CARECEN)						181,331	
Chinatown Service Center							
Chrysalis Enterprises					455,354		466,779
Community Coalition for Substance Abuse & Treatment							
Digital Learning Academy-YWCA							
Downtown Women's Center					66,637		111,380
Inner City Arts							
Five Keys Schools and Programs							
Friends Outside in Los Angeles County					50,231		
GRID Alternatives					66,637		41,068
HELPER Foundation							
Holman Community Development Corp.							
Homeboy Industries					222,124		105,827
Hope of the Valley Rescue Mission						181,331	
Instituto De Educacion Popular Sur De California (IDEPSCA)						719,238	
LA Community College District							

SERVICE PROVIDER NAME	LA CITY PROGRAMS						
	Vision Lab/Digital Inclusion (Fund 551)	Cash for College (Fund 551)	Gang Injunction Curfew Settlement (GIC) (Fund 10B)	Hire LA (Fund 551)	LA RISE (Fund 10C)	Prior Year Savings Program 1 (Reprogram to Day Laborer) (Fund 551)	Prior Year Savings Program 2 (Reprogram to LA Rise) (Fund 551)
LA Conservation Corps					138,828		83,615
LA County Department of Economic Opportunity							
Los Angeles Economic Development Corporation							
Launchpad							
Los Angeles Unified School District							
Los Angeles LGBT Center					83,297		40,476
Los Angeles World Airports							
New Earth Organization							
New Opportunities Organization							
New Ways to Work							
Northeast Trees							
Pacific Gateway/ City of Long Beach							
Regents of the University of California							
Robert's Enterprise Development Fund (REDF)					100,000		50,000
Salvadoran American Leadership and Education Fund							
SELACO							
Shakespeare LA Center							
Toberman Neighborhood Center							
Unite LA		**49,000**		170,000			
YMCA							
Laborers' International Union of North America							
TBD	-		-				-
TOTAL: Other Service Providers & Contractors	**-**	**49,000**	**-**	**170,000**	**1,599,589**	**1,081,900**	**1,008,376**
GRAND TOTAL	**210,997**	**49,000**	**1,125,000**	**170,000**	**2,430,000**	**1,081,900**	**1,577,098**

SERVICE PROVIDER NAME	LA CITY PROGRAMS				LA COUNTY GRANTS					
	Summer Youth Employment Program (Fund 551)	Youth Jobs Training Program CD 7 (Fund 551)	YouthSource Center (Fund 551)	**Subtotal: LA City Programs**	JJCPA Probation (Fund 59X)	Project Invest (Fund 60K)	Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)	WIOA Formula (Fund 59Q)	Youth at Work - CalWork (Fund 56E)	**Subtotal: LA County Grants**
WORKSOURCE CENTERS:										
Asian American Drug Abuse Program Inc.				**25,000**						-
Coalition for Responsible Community Development				**160,365**		251,100				**251,100**
El Proyecto del Barrio, Inc.				**26,050**						-
Equus Worsource Solutions (Formerly Arbor E&T)				**250,000**						-
Goodwill Industries of Southern California				**523,477**						-
Goodwill Industries of Southern California				**100,000**						-
Housing Authority of the City of Los Angeles	149,008			**560,005**	20,025	251,000	208,717	309,420	59,973	**849,135**
Jewish Vocational Service				**25,000**						-
Managed Career Solutions, Inc.				**255,452**						-
Managed Career Solutions, Inc.				**333,080**						-
Pacific Asian Consortium in Employment				**50,000**						-
UAW-Labor Employment and Training Corporation	21,335			**121,335**			30,453			**30,453**
Watts Labor Community Action Committee				-						-
Managed Career Solutions (Formerly Pacific Gateway-Long Beach)				-						-
Mid Wilshire Replacement Operator (AADAP)				-						-
Mid Wilshire Replacement Operator (MCS)				-						-
Mid Wilshire Replacement Operator (PACE)				-						-
TBD				-						-
TOTAL: WorkSource Centers	**170,343**	**-**	**-**	**2,429,764**	**20,025**	**502,100**	**239,170**	**309,420**	**59,973**	**1,130,688**

SERVICE PROVIDER NAME	LA CITY PROGRAMS				LA COUNTY GRANTS					
	Summer Youth Employment Program (Fund 551)	Youth Jobs Training Program CD 7 (Fund 551)	YouthSource Center (Fund 551)	**Subtotal: LA City Programs**	JJCPA Probation (Fund 59X)	Project Invest (Fund 60K)	Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)	WIOA Formula (Fund 59Q)	Youth at Work - CalWork (Fund 56E)	**Subtotal: LA County Grants**
YOUTHSOURCE CENTERS:										
NON-CITY:										
Catholic Charities of Los Angeles, Inc.	$152,473			**352,473**	20,025		302,279		74,966	**397,270**
Coalition for Responsible Community Development	$183,662			**207,478**			381,447		108,701	**490,148**
El Proyecto del Barrio, Inc.	$183,662			**199,880**	20,025		442,623		194,913	**657,561**
El Proyecto del Barrio, Inc.	$183,662			**183,662**	20,025		377,848		153,681	**551,554**
Goodwill Industries of Southern California	$152,473			**388,148**	20,025		385,045		112,450	**517,520**
Los Angeles Brotherhood Crusade	$201,407			**201,407**			370,651		74,966	**445,617**
Managed Career Solutions, Inc.	$204,454			**204,454**			323,870		153,681	**477,551**
Para Los Ninos-Central	$173,266			**173,266**	20,025		313,075		138,688	**471,788**
Para Los Ninos-East	$173,266			**173,266**			367,053		138,688	**505,741**
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA))	$173,266			**173,266**			417,433		116,198	**533,631**
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA))	$152,473			**152,473**			280,687		74,966	**355,653**
Watts Labor Community Action Committee	$145,543			**145,543**			363,454		108,701	**472,155**
TBD				-						-
Subtotal: Non-City	**2,079,607**	-	-	**2,555,316**	**100,125**	-	**4,325,465**	-	**1,450,599**	**5,876,189**
CITY DIRECT SERVICES:										
LA Youth Opportunity Movement (YOM) - Boyle Heights	209,172		303,327	**512,499**			385,046		131,192	**516,238**
LA Youth Opportunity Movement (YOM) - Watts	209,172		303,327	**512,499**			399,437		149,933	**549,370**
Subtotal: City Direct Services	**418,344**	-	**606,654**	**1,024,998**	-	-	**784,483**	-	**281,125**	**1,065,608**
TOTAL: YouthSource Centers	**2,497,951**	-	**606,654**	**3,580,314**	**100,125**	-	**5,109,948**	-	**1,731,724**	**6,941,797**

SERVICE PROVIDER NAME	LA CITY PROGRAMS				LA COUNTY GRANTS					
	Summer Youth Employment Program (Fund 551)	Youth Jobs Training Program CD 7 (Fund 551)	YouthSource Center (Fund 551)	**Subtotal: LA City Programs**	JJCPA Probation (Fund 59X)	Project Invest (Fund 60K)	Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)	WIOA Formula (Fund 59Q)	Youth at Work - CalWork (Fund 56E)	**Subtotal: LA County Grants**
OTHER SERVICE PROVIDERS & CONTRACTOI										
All People's Community Center	55,445			**55,445**			61,175		22,490	**83,665**
Anti-Recidivism Coalition				**166,593**						-
Barrio Action Youth & Family Center				-						-
California State University - Northridge (CSUN)				-						-
Catholic Charities of Los Angeles, Inc. Central	38,119			**38,119**			61,175		44,980	**106,155**
Center for Employment Opportunities				**139,630**						-
Center for Living and Learning				**219,489**						-
Central American Resource Center (CARECEN)				**181,331**						-
Chinatown Service Center	20,794			**20,794**			79,167			**79,167**
Chrysalis Enterprises				**922,133**						-
Community Coalition for Substance Abuse & Treatment				-						-
Digital Learning Academy-YWCA				-						-
Downtown Women's Center				**178,017**						-
Inner City Arts	24,258			**24,258**			30,453		14,993	**45,446**
Five Keys Schools and Programs				-						-
Friends Outside in Los Angeles County				**50,231**						-
GRID Alternatives				**107,705**						-
HELPER Foundation				-						-
Holman Community Development Corp.				-						-
Homeboy Industries				**327,951**						-
Hope of the Valley Rescue Mission				**181,331**						-
Instituto De Educacion Popular Sur De California (IDEPSCA)				**719,238**						-
LA Community College District				-						-

SERVICE PROVIDER NAME	LA CITY PROGRAMS				LA COUNTY GRANTS					
	Summer Youth Employment Program (Fund 551)	Youth Jobs Training Program CD 7 (Fund 551)	YouthSource Center (Fund 551)	**Subtotal: LA City Programs**	JJCPA Probation (Fund 59X)	Project Invest (Fund 60K)	Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)	WIOA Formula (Fund 59Q)	Youth at Work - CalWork (Fund 56E)	**Subtotal: LA County Grants**
LA Conservation Corps				**222,443**						-
LA County Department of Economic Opportunity				-						-
Los Angeles Economic Development Corporation				-						-
Launchpad				-						-
Los Angeles Unified School District				-			268,886			**268,886**
Los Angeles LGBT Center	83,167			**206,940**			111,556			**111,556**
Los Angeles World Airports				-						-
New Earth Organization				-						-
New Opportunities Organization				-						-
New Ways to Work				-						-
Northeast Trees				-						-
Pacific Gateway/ City of Long Beach				-						-
Regents of the University of California				-						-
Robert's Enterprise Development Fund (REDF)				**150,000**						-
Salvadoran American Leadership and Education Fund				-						-
SELACO				-						-
Shakespeare LA Center				-			240,159			**240,159**
Toberman Neighborhood Center				-						-
Unite LA				**219,000**			62,400			**62,400**
YMCA				-			-			-
Laborers' International Union of North America		2,372,750		**2,372,750**						-
TBD	286,967	-		**286,967**		-	35,488	-	14,892	50,380
TOTAL: Other Service Providers & Contractors	**508,750**	**2,372,750**	**-**	**6,790,365**	**-**	**-**	**950,459**	**-**	**97,355**	**1,047,814**
GRAND TOTAL	**3,177,044**	**2,372,750**	**606,654**	**12,800,443**	**120,150**	**502,100**	**6,299,577**	**309,420**	**1,889,052**	**9,120,299**

SERVICE PROVIDER NAME	OTHER GRANTS/FUNDS							ANTICIPATED REVENUES		TOTAL
	Bank of America (Fund 56L)	Department of Rehabilitation (Fund TBD) (TBD)	EPA CRCD (Fund 56L)	EWDD SYEP Other Sources (Fund 56L)	WDB Workforce Develoment 501c3 (Fund 56L)	DOJ Peer Homeless System Navigation Program (New Fund TBD for YDD) (New Fund)	Subtotal: Other Grants/Funds	ANTICIPATED REVENUES (New Fund)	Subtotal: Anticipated Revenues	
WORKSOURCE CENTERS:										
Asian American Drug Abuse Program Inc.							-		-	**1,550,704**
Coalition for Responsible Community Development							-		-	**2,822,402**
El Proyecto del Barrio, Inc.							-		-	**1,383,004**
Equus Worsource Solutions (Formerly Arbor E&T)							-		-	**1,606,954**
Goodwill Industries of Southern California							-		-	**1,880,431**
Goodwill Industries of Southern California							-		-	**1,456,954**
Housing Authority of the City of Los Angeles							-		-	**3,221,994**
Jewish Vocational Service							-		-	**1,381,954**
Managed Career Solutions, Inc.							-		-	**1,837,406**
Managed Career Solutions, Inc.		893,700					**893,700**		-	**2,599,734**
Pacific Asian Consortium in Employment							-		-	**1,406,954**
UAW-Labor Employment and Training Corporation							-		-	**1,508,742**
Watts Labor Community Action Committee							-		-	**1,525,704**
Managed Career Solutions (Formerly Pacific Gateway-Long Beach)							-		-	**1,356,954**
Mid Wilshire Replacement Operator (AADAP)							-		-	**-**
Mid Wilshire Replacement Operator (MCS)							-		-	**-**
Mid Wilshire Replacement Operator (PACE)							-		-	**-**
TBD							-		-	**1,191,688**
TOTAL: WorkSource Centers	**-**	**893,700**	**-**	**-**	**-**	**-**	**893,700**	**-**	**-**	**26,731,585**

SERVICE PROVIDER NAME	OTHER GRANTS/FUNDS							ANTICIPATED REVENUES		TOTAL
	Bank of America (Fund 56L)	Department of Rehabilitation (Fund TBD) (TBD)	EPA CRCD (Fund 56L)	EWDD SYEP Other Sources (Fund 56L)	WDB Workforce Develoment 501c3 (Fund 56L)	DOJ Peer Homeless System Navigation Program (New Fund TBD for YDD) (New Fund)	**Subtotal: Other Grants/Funds**	ANTICIPATED REVENUES (New Fund)	**Subtotal: Anticipated Revenues**	
YOUTHSOURCE CENTERS:										
NON-CITY:										
Catholic Charities of Los Angeles, Inc.							-		-	**2,107,354**
Coalition for Responsible Community Development							-		-	**2,990,453**
El Proyecto del Barrio, Inc.							-		-	**2,409,889**
El Proyecto del Barrio, Inc.							-		-	**2,544,550**
Goodwill Industries of Southern California							-		-	**2,045,775**
Los Angeles Brotherhood Crusade							-		-	**2,128,368**
Managed Career Solutions, Inc.							-		-	**1,867,025**
Para Los Ninos-Central							-		-	**2,638,225**
Para Los Ninos-East							-		-	**2,098,343**
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA))							-		-	**1,531,897**
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA))							-		-	**1,333,126**
Watts Labor Community Action Committee							-		-	**2,094,084**
TBD							-		-	**642,213**
Subtotal: Non-City	-	-	-	-	-	-	-	-	-	**26,431,302**
CITY DIRECT SERVICES:										
LA Youth Opportunity Movement (YOM) - Boyle Heights	50,000			71,388			**121,388**		-	**2,666,920**
LA Youth Opportunity Movement (YOM) - Watts	50,000			71,388			**121,388**		-	**2,271,479**
Subtotal: City Direct Services	**100,000**	-	-	**142,776**	-	-	**242,776**	-	-	**4,938,399**
TOTAL: YouthSource Centers	**100,000**	-	-	**142,776**	-	-	**242,776**	-	-	**31,369,701**

SERVICE PROVIDER NAME	OTHER GRANTS/FUNDS							ANTICIPATED REVENUES		TOTAL
	Bank of America (Fund 56L)	Department of Rehabilitation (Fund TBD) (TBD)	EPA CRCD (Fund 56L)	EWDD SYEP Other Sources (Fund 56L)	WDB Workforce Develoment 501c3 (Fund 56L)	DOJ Peer Homeless System Navigation Program (New Fund TBD for YDD) (New Fund)	Subtotal: Other Grants/Funds	ANTICIPATED REVENUES (New Fund)	Subtotal: Anticipated Revenues	
OTHER SERVICE PROVIDERS & CONTRACTOI										
All People's Community Center							-		-	**139,110**
Anti-Recidivism Coalition							-		-	**166,593**
Barrio Action Youth & Family Center							-		-	**-**
California State University - Northridge (CSUN)							-		-	**-**
Catholic Charities of Los Angeles, Inc. Central							-		-	**144,274**
Center for Employment Opportunities							-		-	**139,630**
Center for Living and Learning							-		-	**219,489**
Central American Resource Center (CARECEN)							-		-	**181,331**
Chinatown Service Center							-			**99,961**
Chrysalis Enterprises							-		-	**922,133**
Community Coalition for Substance Abuse & Treatment							-		-	**-**
Digital Learning Academy-YWCA							-		-	**-**
Downtown Women's Center							-		-	**178,017**
Inner City Arts							-		-	**69,704**
Five Keys Schools and Programs							-		-	**-**
Friends Outside in Los Angeles County							-		-	**50,231**
GRID Alternatives							-		-	**107,705**
HELPER Foundation							-		-	**-**
Holman Community Development Corp.							-		-	**-**
Homeboy Industries							-		-	**327,951**
Hope of the Valley Rescue Mission							-		-	**181,331**
Instituto De Educacion Popular Sur De California (IDEPSCA)							-		-	**719,238**
LA Community College District							-		-	**-**

SERVICE PROVIDER NAME	OTHER GRANTS/FUNDS							ANTICIPATED REVENUES		TOTAL
	Bank of America (Fund 56L)	Department of Rehabilitation (Fund TBD) (TBD)	EPA CRCD (Fund 56L)	EWDD SYEP Other Sources (Fund 56L)	WDB Workforce Develoment 501c3 (Fund 56L)	DOJ Peer Homeless System Navigation Program (New Fund TBD for YDD) (New Fund)	Subtotal: Other Grants/Funds	ANTICIPATED REVENUES (New Fund)	Subtotal: Anticipated Revenues	
LA Conservation Corps							-		-	222,443
LA County Department of Economic Opportunity							-		-	-
Los Angeles Economic Development Corporation							-		-	-
Launchpad							-		-	-
Los Angeles Unified School District				-			-		-	2,572,024
Los Angeles LGBT Center							-		-	397,984
Los Angeles World Airports							-		-	-
New Earth Organization							-		-	-
New Opportunities Organization							-		-	-
New Ways to Work							-		-	-
Northeast Trees							-		-	337,242
Pacific Gateway/ City of Long Beach							-		-	-
Regents of the University of California							-		-	-
Robert's Enterprise Development Fund (REDF)							-		-	210,000
Salvadoran American Leadership and Education Fund							-		-	-
SELACO							-		-	-
Shakespeare LA Center							-		-	240,159
Toberman Neighborhood Center							-		-	-
Unite LA							-		-	281,400
YMCA							-		-	-
Laborers' International Union of North America							-		-	2,372,750
TBD			450,000		72,000	454,592	976,592	4,500,000	4,500,000	6,770,317
TOTAL: Other Service Providers & Contractors	**-**	**-**	**450,000**	**-**	**72,000**	**454,592**	**976,592**	**4,500,000**	**4,500,000**	**17,051,017**
GRAND TOTAL	**100,000**	**893,700**	**450,000**	**142,776**	**72,000**	**454,592**	**2,113,068**	**4,500,000**	**4,500,000**	**75,152,303**

SUPPORTING PROGRAM ACTIVITIES	WIOA FORMULA					GRANTS		CALIFORNIANS FOR ALL YOUTH												CALIFORNIAN
	Adult	Dislocated Worker	Youth	Rapid Response	**Subtotal: WIOA Formula**	2024 Severe Winter Storm National DW Grant	**Subtotal: WIOA Discretionary Grants**	Angeleno Corps (TBD 3.0/F 67R)	Automotive and Warehouse & Toolroom Internships (TBD 3.0/F 67R)	Clean LA (TBD 3.0/F 67R)	Early Childhood Education Student Advancement (TBD 3.0/F 67R)	LA City Pathways for Youth (TBD 3.0/F 67R)	LA Community Composting (TBD 3.0/F 67R)	LA RISE Youth Academy (TBD 3.0/F 67R)	LA River Rangers (TBD 3.0/F 67R)	Student to Student Success (TBD 3.0/F 67R)	Summer Night Lights (TBD 3.0/F 67R)	Teen Parent Prosper Project (TBD 3.0/F 67R)	Pathways to Childcare (TBD 3.0/F 67R)	Youth & Community Harvest Internships (TBD 3.0/F 67R)
WDB INNOVATION FUND:																				
To Be Determined	55,000	695,000			**750,000**		-													
Wildland Firefighting Summer Experience	250,000				**250,000**		-													
Subtotal:	**305,000**	**695,000**	-	-	**1,000,000**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER SUPPORTING ACTIVITIES:																				
Annual Plan Design Consultant	7,000	7,000	6,000		**20,000**		-													
Audit Fees	99,910	68,000	32,090		**200,000**	15,000	**15,000**													
Invoice Automation Platform - Launchpad GMS	40,000	35,000	25,000		**100,000**		-													
Customer Relations Management System - Launchpad	100,082				**100,082**		-													
Cash for College			110,000		**110,000**		-													
Crossroads/Policy Conferences and Forums	20,000		-		**20,000**		-													
Customer Satisfaction Surveys / Program Evaluation	60,000	50,000	30,000		**140,000**		-													
HIRE LA Platform / Community Software Solutions Inc.			-		-		-													
HIRE LA's Youth 16-24			75,000		**75,000**		-													
Hire LAX Support	100,000				**100,000**															
Hire LA Steering Committee - YDD					-		-													
Intensive Transitions			177,000		**177,000**		-													
Inside Safe - Job Connectors/CRCD	513,763				**513,763**		-													
I-Train	28,500	21,500			**50,000**		-													
Labor Outreach Navigator / Miguel Contreras Foundations	60,000	40,000			**100,000**		-													
LA Performs	58,400	41,600			**100,000**		-													
LA Valley College Sector Strategy Center	60,000	40,000			**100,000**		-													
Labor Market Information - LAEDC	25,000	25,000			**50,000**		-													
Los Angeles Library System Strategic Partnership	80,000	20,000			**100,000**		-													
Older Worker Strategy - Implementation	150,000	100,000			**250,000**		-													
Pierce College Co-Location - Equus	45,000				**45,000**		-													
Program Monitoring Consultant - New Ways to Work	125,000	175,000	50,000		**350,000**		-													
Promotion and Outreach	50,000	50,000	50,000		**150,000**		-													
Rapid Response Layoff Aversion Strategies - LAEDC		150,000		250,000	**400,000**		-													
RELAY Institute-CSUN (Formerly P3 Initiatives)	25,000		50,000		**75,000**		-													
Reserved for EWDD Program Oversight/Delivery for PY 26-27	100,000	100,000			**200,000**		-													
Sector Intermediaries	375,000	225,000			**600,000**		-													
Virtual One Stop	250,000	250,000			**500,000**		-													
Workforce Consultants - Misc	100,000	100,000		-	**200,000**		-													
Youth Small Business Corp					-		-													
Bridge Housing - Harbor Freight					-		-													

	WIOA FORMULA					GRANTS		CALIFORNIANS FOR ALL YOUTH												CALIFORNIAN
SUPPORTING PROGRAM ACTIVITIES	Adult	Dislocated Worker	Youth	Rapid Response	**Subtotal: WIOA Formula**	2024 Severe Winter Storm National DW Grant	**Subtotal: WIOA Discretionary Grants**	Angeleno Corps (TBD 3.0/F 67R)	Automotive and Warehouse & Toolroom Internships (TBD 3.0/F 67R)	Clean LA (TBD 3.0/F 67R)	Early Childhood Education Student Advancement (TBD 3.0/F 67R)	LA City Pathways for Youth (TBD 3.0/F 67R)	LA Community Composting (TBD 3.0/F 67R)	LA RISE Youth Academy (TBD 3.0/F 67R)	LA River Rangers (TBD 3.0/F 67R)	Student to Student Success (TBD 3.0/F 67R)	Summer Night Lights (TBD 3.0/F 67R)	Teen Parent Prosper Project (TBD 3.0/F 67R)	Pathways to Childcare (TBD 3.0/F 67R)	Youth & Community Harvest Internships (TBD 3.0/F 67R)
Peer to Peer Counseling Initiative			140,000		**140,000**		-													
YouthSource Center Youth Council					-		-													
Rooted to rise LA	125,000				**125,000**															
ECE-Social Impact Collective					-		-				150,000									
Bureau of Public Works - CFA					-		-			2,438,640			248,580		2,058,259					
Community Investment for Families Department - CFA					-		-											137,558		
General Services Department - CFA					-		-		30,773											
Department of Recreation and Parks - CFA					-		-					1,200,852					1,100,299		377,706	
Youth Development Department - CFA					-		-													
CFA - Recruitment & Outreach (Internal Planning)					-		-													
Subtotal:	**2,597,655**	**1,498,100**	**745,090**	**250,000**	**5,090,845**	**15,000**	**15,000**	**-**	**30,773**	**2,438,640**	**150,000**	**1,200,852**	**248,580**	**-**	**2,058,259**	**-**	**1,100,299**	**137,558**	**377,706**	**-**
CITY DIRECT SERVICES:																				
El Centro de Ayuda			75,000		**75,000**		-													
Participant Costs - Stipends, Taxes, Workers Comp., Supportive Services			75,483		**75,483**		-	423,767						34,560		155,779		75,680		22,591
General Services - Cameras, HVAC, Maintenance			25,000		**25,000**		-													
Subtotal:	**-**	**-**	**175,483**	**-**	**175,483**	**-**	**-**	**423,767**		**-**	**-**	**-**	**-**	**34,560**	**-**	**155,779**	**-**	**75,680**	**-**	**22,591**
TOTAL	**2,902,655**	**2,193,100**	**920,573**	**250,000**	**6,266,328**	**15,000**	**15,000**	**423,767**	**30,773**	**2,438,640**	**150,000**	**1,200,852**	**248,580**	**34,560**	**2,058,259**	**155,779**	**1,100,299**	**213,238**	**377,706**	**22,591**

SUPPORTING PROGRAM ACTIVITIES	S FOR ALL YOUTH					LA CITY PROGRAMS			LA COUNTY GRANTS		LA COUNTY GRANTS				OTHER GRANTS/FUNDS				TOTAL
	Project Planning (TBD 3.0/F 67R)	Marketing: Recruitment & Outreach (F 67R)	Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R)	Youth Service Corps 3.0 Grants Management Only (F TBD)	**Subtotal: CA for All Programs**	Prior Year Savings Program 2 (Reprogram to LA Rise)	Summer Youth Employment Program	**Subtotal: LA City Programs**	JJCPA Probation	Project Invest	Youth at Work - Consolidated (SIY, OUY, Foster)	WIOA Formula	Youth at Work - CalWork	**Subtotal: LA County Grants**	Bank of America	EWDD SYEP Other Sources	WDB Workforce Develoment 501c3	**Subtotal: Other Grants/Funds**	
WDB INNOVATION FUND:																			
To Be Determined					-			-						-				-	**750,000**
Wildland Firefighting Summer Experience					-			-						-				-	**250,000**
Subtotal:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**1,000,000**
OTHER SUPPORTING ACTIVITIES:																			
Annual Plan Design Consultant					-			-						-				-	**20,000**
Audit Fees			42,919	29,080	**71,999**	156,000	-	**156,000**	13,350	8,000	59,000	4,000	25,000	**109,350**				-	**552,349**
Invoice Automation Platform - Launchpad GMS					-			-						-				-	**100,000**
Customer Relations Management System - Launchpad					-			-						-					**100,082**
Cash for College					-			-						-				-	**110,000**
Crossroads/Policy Conferences and Forums					-			-						-				-	**20,000**
Customer Satisfaction Surveys / Program Evaluation					-			-						-				-	**140,000**
HIRE LA Platform / Community Software Solutions Inc.		231,361			**231,361**			-						-				-	**231,361**
HIRE LA's Youth 16-24					-			-						-				-	**75,000**
Hire LAX Support					-			-						-				-	**100,000**
Hire LA Steering Committee - YDD					-		200,000	**200,000**						-				-	**200,000**
Intensive Transitions					-			-						-				-	**177,000**
Inside Safe - Job Connectors/CRCD					-	250,000		**250,000**						-				-	**763,763**
I-Train					-			-						-				-	**50,000**
Labor Outreach Navigator / Miguel Contreras Foundations					-			-						-				-	**100,000**
LA Performs					-			-						-				-	**100,000**
LA Valley College Sector Strategy Center					-			-						-				-	**100,000**
Labor Market Information - LAEDC					-			-						-				-	**50,000**
Los Angeles Library System Strategic Partnership					-			-						-				-	**100,000**
Older Worker Strategy - Implementation					-			-						-				-	**250,000**
Pierce College Co-Location - Equus					-			-						-				-	**45,000**
Program Monitoring Consultant - New Ways to Work					-			-						-				-	**350,000**
Promotion and Outreach					-			-						-				-	**150,000**
Rapid Response Layoff Aversion Strategies - LAEDC					-			-						-				-	**400,000**
RELAY Institute-CSUN (Formerly P3 Initiatives)					-			-			50,000			**50,000**				-	**125,000**
Reserved for EWDD Program Oversight/Delivery for PY 26-27			-	1,052,645	**1,052,645**			-						-				-	**1,252,645**
Sector Intermediaries					-			-						-				-	**600,000**
Virtual One Stop					-			-						-				-	**500,000**
Workforce Consultants - Misc					-			-						-				-	**200,000**
Youth Small Business Corp					-			-						-			105,000	**105,000**	**105,000**
Bridge Housing - Harbor Freight					-			-						-			93,000	**93,000**	**93,000**

	S FOR ALL YOUTH					LA CITY PROGRAMS			LA COUNTY GRANTS		LA COUNTY GRANTS				OTHER GRANTS/FUNDS				
SUPPORTING PROGRAM ACTIVITIES	Project Planning (TBD 3.0/F 67R)	Marketing: Recruitment & Outreach (F 67R)	Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R)	Youth Service Corps 3.0 Grants Management Only (F TBD)	**Subtotal: CA for All Programs**	Prior Year Savings Program 2 (Reprogram to LA Rise)	Summer Youth Employment Program	**Subtotal: LA City Programs**	JJCPA Probation	Project Invest	Youth at Work - Consolidated (SIY, OUY, Foster)	WIOA Formula	Youth at Work - CalWork	**Subtotal: LA County Grants**	Bank of America	EWDD SYEP Other Sources	WDB Workforce Develoment 501c3	**Subtotal: Other Grants/Funds**	**TOTAL**
Peer to Peer Counseling Initiative					-			-						-				-	**140,000**
YouthSource Center Youth Council					-		140,000	**140,000**						-				-	**140,000**
Rooted to rise LA					-			-											**125,000**
ECE-Social Impact Collective					**150,000**			-						-				-	**150,000**
Bureau of Public Works - CFA					**4,745,479**			-						-				-	**4,745,479**
Community Investment for Families Department - CFA					**137,558**			-						-				-	**137,558**
General Services Department - CFA					**30,773**			-						-				-	**30,773**
Department of Recreation and Parks - CFA					**2,678,857**			-						-				-	**2,678,857**
Youth Development Department - CFA	113,299				**113,299**			-						-				-	**113,299**
CFA - Recruitment & Outreach (Internal Planning)		231,361			**231,361**			-						-				-	**231,361**
Subtotal:	113,299	462,722	42,919	1,081,725	9,443,331	406,000	340,000	746,000	13,350	8,000	109,000	4,000	25,000	159,350	-	-	198,000	198,000	15,652,526
CITY DIRECT SERVICES:																			
El Centro de Ayuda					-			-						-				-	**75,000**
Participant Costs - Stipends, Taxes, Workers Comp., Supportive Services					**712,377**		292,496	**292,496**	-		663,033		237,600	**900,633**	100,000	142,776		**242,776**	**2,223,765**
General Services - Cameras, HVAC, Maintenance					-			-						-				-	**25,000**
Subtotal:	-	-	-		712,377	-	292,496	292,496	-	-	663,033	-	237,600	900,633	100,000	142,776	-	242,776	2,323,765
TOTAL	**113,299**	**462,722**	**42,919**	**1,081,725**	**10,155,708**	**406,000**	**632,496**	**1,038,496**	**13,350**	**8,000**	**772,033**	**4,000**	**262,600**	**1,059,983**	**100,000**	**142,776**	**198,000**	**440,776**	**18,976,291**

WDB Line Item	WIOA FORMULA & DISCRETIONARY					LA CITY	Other Grants/Funds	CA FOR A			Total
	Adult (Fund 57W)	Dislocated Worker (Fund 57W)	Youth (Fund 57W)	Rapid Response (Fund 57W)	TOTAL	Vision Lab/Digital Inclusion (F 551) (Fund 551)	Vision Lab - DOL Community Projects Earmark (New Fund)	Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R) (Fund 67R)	State of CA Homelessness Pilot Program / CRCD (F TBD) (TBD)	Subtotal	
EWDD SUPPORT:											
Direct Costs:											
Salaries-Regular Employees	102,191	144,987	39,649		**286,827**					-	**286,827**
Salaries-As Needed Employees	23,643	25,152	80,485		**129,280**					-	**129,280**
Overtime	10,075	10,075	10,075		**30,225**					-	**30,225**
Printing & Binding	1,000	1,000	500		**2,500**					-	**2,500**
Travel	15,004	15,004	15,004		**45,012**					-	**45,012**
Contractual Services	5,101	5,101	5,101		**15,303**					-	**15,303**
Transportation Exp	-	-	-		-					-	-
Water & Electricity	-	-	-		-					-	-
Office & Admin	9,510	9,510	9,510		**28,530**					-	**28,530**
Operating Supplies	-	-	-		-					-	-
Rent	4,842	6,870	1,879		**13,591**					-	**13,591**
Subtotal-Direct Costs	**171,366**	**217,699**	**162,203**	-	**551,268**			-	-	-	551,268
Related Costs:											
Fringe Benefits	51,554	72,778	23,112	-	**147,444**					-	**147,444**
Central Services	17,526	24,442	10,408	-	**52,377**					-	**52,377**
Total Related Costs	**69,081**	**97,220**	**33,520**	-	**199,820**					-	199,820
Adjustment: Costs Over Grant Limitation	-	-	-	-	-					-	-
Subtotal-Related Costs	**69,081**	**97,220**	**33,520**	-	**199,820**					-	199,820
Total: EWDD Support	**240,447**	**314,919**	**195,723**	-	**751,088**		-	-	-	-	**751,088**
MAYOR'S OFFICE:											
Salaries & Expenses:											
Executive Director	75,242	53,334	73,876		**202,452**					-	**202,452**
Workforce Development Policy Staffing	40,864	25,652	41,525		**108,041**			187,471	209,905	**397,376**	**505,417**
Others					-	**161,970**	**56,250**			-	**218,220**
Subtotal-Salaries:	**116,106**	**78,986**	**115,401**	-	**310,493**	**161,970**	**56,250**	**187,471**	**209,905**	**397,376**	926,089
Related Costs:											
Fringe Benefits	62,511	42,526	62,132	-	**167,169**		30,285	-		-	**197,454**
Central Services	73,809	50,211	73,360	-	**197,380**		35,758	119,175		**119,175**	**352,314**
Subtotal-Related Costs	**136,320**	**92,737**	**135,492**	-	**364,550**	-	**66,043**	**119,175**		**119,175**	549,768
Total: Mayor's Office	**252,426**	**171,723**	**250,893**	-	**675,043**	**161,970**	**122,293**	**306,646**	**209,905**	**516,551**	**1,475,857**
SUPPORTING PROGRAM ACTIVITY:											
WDB Innovation Fund	305,000	695,000	-	-	**1,000,000**			-	-	-	**1,000,000**
Total: Innovation Fund	**305,000**	**695,000**	-	-	**1,000,000**	-	-	-	-	-	**1,000,000**
GRAND TOTAL	**797,873**	**1,181,642**	**446,616**	-	**2,426,131**	**161,970**	**122,293**	**306,646**	**209,905**	**516,551**	**3,226,946**

CITY DEPARTMENT	WIOA FORMULA					WIOA DISCRETIONARY GRANTS		
	Adult (Fund 57W)	Dislocated Worker (Fund 57W)	Youth (Fund 57W)	Rapid Response (Fund 57W)	Subtotal: WIOA Formula	QUEST (Fund 57W)	2024 Severe Winter Storm National DW Grant (Fund 57W)	Subtotal: WIOA Discretionary Grants
CITY ATTORNEY:								
Direct Salaries	17,393	17,393	17,393	-	**52,178**	3,479	3,054	**6,533**
Related Costs	9,020	9,020	9,020	-	**27,059**	1,804	1,584	**3,388**
Subtotal:	**26,412**	**26,412**	**26,412**	**-**	**79,237**	**5,283**	**4,638**	**9,921**
CONTROLLER:								
Direct Salaries	12,765	12,765	12,765		**38,295**			-
Related Costs	11,500	11,500	11,500	-	**34,500**			-
Subtotal:	**24,265**	**24,265**	**24,265**	**-**	**72,795**	**-**	**-**	**-**
GENERAL SERVICES:								
Direct Costs					-			-
								-
Subtotal:	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
PERSONNEL:								
Direct Salaries	51,622	56,553	17,049	9,813	**135,037**	269	3,580	**3,849**
Related Costs	38,200	41,849	12,616	7,262	**99,927**	199	2,649	**2,848**
Subtotal:	**89,822**	**98,402**	**29,665**	**17,075**	**234,964**	**468**	**6,229**	**6,697**
TOTAL	**140,499**	**149,079**	**80,342**	**17,075**	**386,995**	**5,751**	**10,867**	**16,618**

CITY DEPARTMENT	CA FOR ALL FUNDS				LA CITY PROGRAMS				LA CITY PROGRAMS		
	Project Planning (TBD 3.0/F 67R) (Fund 67R)	Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R)	State of CA Homelessnes s Pilot Program / CRCD (F TBD)	Subtotal:CA for All Funds	Vision Lab/Digital Inclusion (Fund 551)	Gang Injunction Curfew Settlement (GIC) (Fund 10B)	Hire LA (Fund 551)	LA RISE (Fund 10C)	Summer Youth Employment Program (Fund 551)	YouthSource Center (Fund 551)	Subtotal: LA City Programs
CITY ATTORNEY:											
Direct Salaries	**3,479**	**34,785**		**38,264**	6,642	3,479	6,957	6,957	6,957		**30,992**
Related Costs	1,804	18,040	-	**19,844**							-
Subtotal:	**5,283**	**52,825**	**-**	**58,108**	**6,642**	**3,479**	**6,957**	**6,957**	**6,957**	**-**	**30,992**
CONTROLLER:											
Direct Salaries				-							-
Related Costs				-							-
Subtotal:	-	-	-	-	-	-	-	-	-	-	-
GENERAL SERVICES:											
Direct Costs				-							-
				-							-
Subtotal:	-	-	-	-	-	-	-	-	-	-	-
PERSONNEL:											
Direct Salaries	**8,571**	**17,166**	**1,027**	**26,764**	4,337	3,341	1,658	9,694	8,147	1,034	**28,211**
Related Costs	6,343	12,703	760	**19,805**							-
Subtotal:	**14,914**	**29,869**	**1,787**	**46,569**	**4,337**	**3,341**	**1,658**	**9,694**	**8,147**	**1,034**	**28,211**
TOTAL	**20,197**	**82,693**	**1,787**	**104,677**	**10,979**	**6,820**	**8,615**	**16,651**	**15,104**	**1,034**	**59,203**

CITY DEPARTMENT	COUNTY	LA COUNTY GRANTS					OTHER GRANTS/FUNDS					NTICIPATED REVENUE		TOTAL
	Project Invest (Fund 60K)	Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)	WIOA Formula (Fund 59Q)	Youth at Work - CalWork (Fund 56E)	Regional Equity Recovery Partnership (Fund 65V)	**Subtotal: LA County Grants**	Department of Rehabilitation (Fund TBD) TBD	EPA CRCD (Fund 56L)	Prison 2 Employment (Fund 66T)	Vision Lab - DOL Community Projects Earmark (New Fund)	**Subtotal: Other Grants/Funds**	Certified Pier Mental Health Project (WIOA Title 1) (New Fund)	**Subtotal: Anticipated Revenues**	
CITY ATTORNEY:														
Direct Salaries		3,479		3,479		**6,958**					-		-	**134,925**
Related Costs	-	1,804	-	-	-	**1,804**	-	-	-	-	-	-	-	**52,095**
Subtotal:	-	5,283	-	3,479	-	8,762	-	-	-	-	-	-	-	**187,020**
CONTROLLER:														
Direct Salaries						-					-		-	**38,295**
Related Costs						-					-		-	**34,500**
Subtotal:	-	-	-	-	-	-	-	-	-	-	-	-	-	**72,795**
GENERAL SERVICES:														
Direct Costs						-					-		-	-
						-					-		-	-
Subtotal:	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PERSONNEL:														
Direct Salaries	676	8,396	412	1,833	1,391	**12,708**	1,386	695	38	1,144	**3,263**	617	**617**	**210,449**
Related Costs	500	6,213	305	1,356	1,029	**9,404**	1,026	514	28	847	**2,415**	457	**457**	**134,856**
Subtotal:	1,176	14,609	717	3,189	2,420	22,112	2,412	1,209	66	1,991	5,678	1,074	1,074	**345,304**
TOTAL	**1,176**	**19,892**	**717**	**6,668**	**2,420**	**30,874**	**2,412**	**1,209**	**66**	**1,991**	**5,678**	**1,074**	**1,074**	**605,119**

	WIOA FORMULA							
	ADULT (Fund 57W)				DISLOCATED WORKER (Fund 57W)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	455,395	1,302,054	-	**1,757,449**	139,670	1,133,491	-	**1,273,161**
Salaries-As Needed Employees	12,699	34,696	-	**47,395**	13,117	34,892	-	**48,009**
Overtime	23,329	27,479	-	**50,808**	24,097	27,731	-	**51,828**
Printing & Binding	72	1,775	-	**1,847**	74	1,700	-	**1,774**
Travel	2,299	17,090	-	**19,389**	2,374	16,279	-	**18,653**
Contractual Services	10,808	20,336	-	**31,144**	11,164	21,018	-	**32,182**
Transportation Exp	13	844	-	**857**	13	805	-	**818**
Water & Electricity	-	-	-	**-**	-	-	-	**-**
Office & Admin	9,807	15,391	-	**25,198**	9,879	14,447	-	**24,326**
Operating Supplies	15	821	-	**836**	15	783	-	**798**
Rent	37,062	75,462	-	**112,524**	38,281	79,046	-	**117,327**
Subtotal-Direct Costs	**551,499**	**1,495,948**	**-**	**2,047,447**	**238,684**	**1,330,192**	**-**	**1,568,876**
RELATED COSTS:								
Fringe Benefits	225,701	645,248	-	**870,949**	69,625	561,919	-	**631,544**
Central Services	73,415	209,824	-	**283,239**	22,983	182,897	-	**205,880**
Total Related Costs	**299,116**	**855,072**	**-**	**1,154,188**	**92,608**	**744,817**	**-**	**837,424**
Adjustment: Anticipated Other Salary S	(100,082)	-	-	**(100,082)**	(8,486)	-	-	**(8,486)**
Adjusted Related Costs	**199,034**	**855,072**	**-**	**1,054,106**	**84,122**	**744,817**	**-**	**828,938**
TOTAL	**750,533**	**2,351,020**	**-**	**3,101,553**	**322,806**	**2,075,009**	**-**	**2,397,814**

	WIOA FORMULA						
	YOUTH (Fund 57W)				RAPID RESPONSE (Fund 57W)		
Items of Costs	Admin	Program	YSC	Subtotal	Program	YSC	Subtotal
DIRECT COSTS:							
Salaries-Regular Employees	809,380	167,600	731,836	**1,708,816**	346,337	-	**346,337**
Salaries-As Needed Employees	3,740	6,268	48,838	**58,846**	1,755	-	**1,755**
Overtime	6,871	2,083	6,351	**15,305**	2,859	-	**2,859**
Printing & Binding	21	839	80	**940**	539	-	**539**
Travel	677	8,277	168	**9,122**	81	-	**81**
Contractual Services	3,183	5,737	101,862	**110,782**	5,842	-	**5,842**
Transportation Exp	4	407	14	**425**	7	-	**7**
Water & Electricity	-	-	15,123	**15,123**	-	-	**-**
Office & Admin	4,440	11,592	41,080	**57,112**	8,500	-	**8,500**
Operating Supplies	4	395	39,812	**40,211**	8	-	**8**
Rent	10,916	22,778	5,985	**39,679**	15,725	-	**15,725**
Subtotal-Direct Costs	**839,236**	**225,976**	**991,149**	**2,056,361**	**381,653**	**-**	**381,653**
RELATED COSTS:							
Fringe Benefits	400,321	83,135	363,949	**847,404**	171,306	-	**171,306**
Central Services	129,528	27,100	119,419	**276,046**	55,433	-	**55,433**
Total Related Costs	**529,849**	**110,234**	**483,368**	**1,123,451**	**226,739**	**-**	**226,739**
Adjustment: Anticipated Other Salary S	-	-	-	**-**	-	-	**-**
Adjusted Related Costs	**529,849**	**110,234**	**483,368**	**1,123,451**	**226,739**	**-**	**226,739**
TOTAL	**1,369,085**	**336,210**	**1,474,517**	**3,179,812**	**608,392**	**-**	**608,392**

Items of Costs	TOTAL WIOA FORMULA			
	Admin	Program	YSC	TOTAL
DIRECT COSTS:				
Salaries-Regular Employees	1,404,445	2,949,482	731,836	5,085,763
Salaries-As Needed Employees	29,556	77,611	48,838	156,005
Overtime	54,297	60,152	6,351	120,800
Printing & Binding	167	4,853	80	5,100
Travel	5,350	41,727	168	47,245
Contractual Services	25,155	52,933	101,862	179,950
Transportation Exp	30	2,063	14	2,107
Water & Electricity	-	-	15,123	15,123
Office & Admin	24,126	49,930	41,080	115,136
Operating Supplies	34	2,007	39,812	41,853
Rent	86,259	193,011	5,985	285,255
Subtotal-Direct Costs	1,629,419	3,433,769	991,149	6,054,337
RELATED COSTS:				
Fringe Benefits	695,646	1,461,608	363,949	2,521,203
Central Services	225,926	475,254	119,419	820,599
Total Related Costs	921,572	1,936,862	483,368	3,341,802
Adjustment: Anticipated Other Salary S	(108,568)	-	-	(108,568)
Adjusted Related Costs	813,004	1,936,862	483,368	3,233,234
TOTAL	2,442,423	5,370,631	1,474,517	9,287,571

	WIOA DISCRETIONARY GRANTS							
	QUEST NATIONAL DW GRANT (Fund 57W)				2024 SEVERE WINTER STORMS NATIONAL DW GRANT (Fund 57W)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	3,538	8,550	-	**12,088**	182,648	22,671	-	**205,319**
Salaries-As Needed Employees	15	43	-	**58**	953	108	-	**1,061**
Overtime	18	53	-	**71**	1,172	134	-	**1,306**
Printing & Binding	-	-	-	**-**	21	2	-	**23**
Travel	-	-	-	**-**	44	5	-	**49**
Contractual Services	49	145	-	**194**	3,171	360	-	**3,531**
Transportation Exp	-	-	-	**-**	4	-	-	**4**
Water & Electricity	-	-	-	**-**	-	-	-	**-**
Office & Admin	68	542	-	**610**	2,582	502	-	**3,084**
Operating Supplies	-	-	-	**-**	4	-	-	**4**
Rent	225	767	-	**992**	7,906	1,520	-	**9,426**
Subtotal-Direct Costs	**3,913**	**10,100**	**-**	**14,013**	**198,505**	**25,302**	**-**	**223,807**
RELATED COSTS:								
Fringe Benefits	1,750	4,229	-	**5,979**	90,343	11,213	-	**101,556**
Central Services	566	1,368	-	**1,935**	29,235	3,628	-	**32,864**
Total Related Costs	**2,316**	**5,597**	**-**	**7,913**	**119,578**	**14,842**	**-**	**134,420**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**2,316**	**5,597**	**-**	**7,913**	**119,578**	**14,842**	**-**	**134,420**
TOTAL	**6,229**	**15,697**	**-**	**21,926**	**318,083**	**40,144**	**-**	**358,227**

	WIOA DISCRETIONARY GRANTS							
	2025 WILDFIRE NATIONAL DW GRANT (Fund 57W)				***25% LA Fire Additional Assistance Grant***			
Items of Costs	**Admin**	**Program**	**YSC**	**Subtotal**	**Admin**	**Program**	**YSC**	**Subtotal**
DIRECT COSTS:								
Salaries-Regular Employees	189,172	28,414	-	**217,586**	64,767	116,183	-	**180,950**
Salaries-As Needed Employees	940	103	-	**1,043**	307	566	-	**873**
Overtime	1,156	127	-	**1,283**	377	696	-	**1,073**
Printing & Binding	21	2	-	**23**	7	12	-	**19**
Travel	43	5	-	**48**	14	26	-	**40**
Contractual Services	3,129	342	-	**3,471**	1,021	1,884	-	**2,905**
Transportation Exp	4	-	-	**4**	-	2	-	**2**
Water & Electricity	-	-	-	**-**	-	-	-	**-**
Office & Admin	2,792	932	-	**3,724**	1,140	2,108	-	**3,248**
Operating Supplies	4	-	-	**4**	-	3	-	**3**
Rent	6,879	1,445	-	**8,324**	4,468	7,959	-	**12,427**
Subtotal-Direct Costs	**204,140**	**31,370**	**-**	**235,510**	**72,101**	**129,439**	**-**	**201,540**
RELATED COSTS:								
Fringe Benefits	93,568	14,052	-	**107,620**	32,034	57,466	-	**89,500**
Central Services	30,277	4,546	-	**34,823**	10,365	18,595	-	**28,960**
Total Related Costs	**123,845**	**18,598**	**-**	**142,443**	**42,399**	**76,060**	**-**	**118,460**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**123,845**	**18,598**	**-**	**142,443**	**42,399**	**76,060**	**-**	**118,460**
TOTAL	**327,985**	**49,968**	**-**	**377,953**	**114,500**	**205,499**	**-**	**320,000**

	TOTAL WIOA DISCRETIONARY GRANTS				CA FOR ALL			
					Angeleno Corps (TBD 3.0/F 67R)			
Items of Costs	Admin	Program	YSC	TOTAL	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	**440,125**	**175,818**	**-**	**615,943**			42,787	**42,787**
Salaries-As Needed Employees	**2,215**	**820**	**-**	**3,035**			213	**213**
Overtime	**2,723**	**1,010**	**-**	**3,733**			552	**552**
Printing & Binding	**49**	**16**	**-**	**65**			10	**10**
Travel	**101**	**36**	**-**	**137**			20	**20**
Contractual Services	**7,370**	**2,731**	**-**	**10,101**			4,857	**4,857**
Transportation Exp	**8**	**2**	**-**	**10**			1	**1**
Water & Electricity	**-**	**-**	**-**	**-**			888	**888**
Office & Admin	**6,582**	**4,084**	**-**	**10,666**			2,743	**2,743**
Operating Supplies	**8**	**3**	**-**	**11**			5,834	**5,834**
Rent	**19,478**	**11,691**	**-**	**31,169**			338	**338**
Subtotal-Direct Costs	**478,659**	**196,211**	**-**	**674,870**	**-**	**-**	**58,243**	**58,243**
RELATED COSTS:								
Fringe Benefits	**217,694**	**86,960**	**-**	**304,655**	-	-	21,163	**21,163**
Central Services	**70,444**	**28,137**	**-**	**98,581**	-	-	6,848	**6,848**
Total Related Costs	**288,138**	**115,097**	**-**	**403,236**	**-**	**-**	**28,011**	**28,011**
Adjustment: Anticipated Other Salary S	**-**	**-**	**-**	**-**				**-**
Adjusted Related Costs	**288,138**	**115,097**	**-**	**403,236**	**-**	**-**	**28,011**	**28,011**
TOTAL	**766,797**	**311,308**	**-**	**1,078,106**	**-**	**-**	**86,254**	**86,254**

	CA FOR ALL							
	LA RISE Youth Academy (TBD 3.0/F 67R)				Student to Student Success (TBD 3.0/F 67R)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees			**7,540**	**7,540**			52,036	**52,036**
Salaries-As Needed Employees			**132**	**132**			180	**180**
Overtime			**97**	**97**			457	**457**
Printing & Binding			**-**	**-**			8	**8**
Travel			**4**	**4**			18	**18**
Contractual Services			**411**	**411**			1,610	**1,610**
Transportation Exp			**-**	**-**			-	**-**
Water & Electricity			**167**	**167**			418	**418**
Office & Admin			**502**	**502**			2,069	**2,069**
Operating Supplies			**17**	**17**			3,949	**3,949**
Rent			**25**	**25**			1,291	**1,291**
Subtotal-Direct Costs	**-**	**-**	**8,895**	**8,895**	**-**	**-**	**62,036**	**62,036**
RELATED COSTS:								
Fringe Benefits	-	-	3,734	**3,734**	-	-	25,734	**25,734**
Central Services	-	-	1,212	**1,212**	-	-	8,324	**8,324**
Total Related Costs	**-**	**-**	**4,945**	**4,945**	**-**	**-**	**34,059**	**34,059**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**-**	**-**	**4,945**	**4,945**	**-**	**-**	**34,059**	**34,059**
TOTAL	**-**	**-**	**13,840**	**13,840**	**-**	**-**	**96,095**	**96,095**

	CA FOR ALL							
	Teen Parent Prosper Project (TBD 3.0/F 67R)				Youth & Community Harvest Internships (TBD 3.0/F 67R)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees			20,504	**20,504**			3,496	**3,496**
Salaries-As Needed Employees			90	**90**			48	**48**
Overtime			119	**119**			44	**44**
Printing & Binding			2	**2**			-	**-**
Travel			4	**4**			-	**-**
Contractual Services			300	**300**			157	**157**
Transportation Exp			0	**0**			-	**-**
Water & Electricity			268	**268**			41	**41**
Office & Admin			766	**766**			200	**200**
Operating Supplies			3,692	**3,692**			437	**437**
Rent			453	**453**			116	**116**
Subtotal-Direct Costs	**-**	**-**	**26,198**	**26,198**	**-**	**-**	**4,539**	**4,539**
RELATED COSTS:								
Fringe Benefits	-	-	10,141	**10,141**	-	-	1,731	**1,731**
Central Services	-	-	3,281	**3,281**	-	-	561	**561**
Total Related Costs	**-**	**-**	**13,422**	**13,422**	**-**	**-**	**2,292**	**2,292**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**-**	**-**	**13,422**	**13,422**	**-**	**-**	**2,292**	**2,292**
TOTAL	**-**	**-**	**39,620**	**39,620**	**-**	**-**	**6,831**	**6,831**

	CA FOR ALL							
	Project Planning (TBD 3.0/F 67R)				Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	**139,842**	**232,310**		**372,152**	199,655	358,236		**557,891**
Salaries-As Needed Employees	**684**	**1,145**		**1,829**	1,258	2,407		**3,665**
Overtime	**842**	**1,409**		**2,251**	1,548	2,961		**4,509**
Printing & Binding	**15**	**25**		**40**	28	53		**81**
Travel	**32**	**53**		**85**	58	111		**169**
Contractual Services	**2,278**	**3,814**		**6,092**	4,188	8,012		**12,200**
Transportation Exp	**3**	**5**		**8**	5	10		**15**
Water & Electricity	-	-		-	-	-		-
Office & Admin	**3,178**	**3,153**		**6,331**	6,538	8,455		**14,993**
Operating Supplies	**3**	**5**		**8**	6	11		**17**
Rent	**7,984**	**15,947**		**23,931**	3,646	5,238		**8,884**
Subtotal-Direct Costs	**154,861**	**257,866**	**-**	**412,727**	**216,930**	**385,494**	**-**	**602,424**
RELATED COSTS:								
Fringe Benefits	69,168	114,904	-	**184,072**	98,764	177,217	-	**275,981**
Central Services	22,381	37,181	-	**59,562**	31,969	57,368	-	**89,336**
Total Related Costs	**91,549**	**152,085**	**-**	**243,634**	**130,733**	**234,585**	**-**	**365,318**
Adjustment: Anticipated Other Salary S			-	-				-
Adjusted Related Costs	**91,549**	**152,085**	**-**	**243,634**	**130,733**	**234,585**	**-**	**365,318**
TOTAL	**246,410**	**409,951**	**-**	**656,361**	**347,663**	**620,079**	**-**	**967,742**

	CA FOR ALL							
	Youth Service Corps 3.0 Grants Management Only (F TBD)				State of CA Homelessness Pilot Program / CRCD (F TBD)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	257,436	390,084	-	**647,520**	**16,075**	**28,019**		**44,094**
Salaries-As Needed Employees	1,171	1,977	-	**3,148**	**79**	**141**		**220**
Overtime	1,441	2,433	-	**3,874**	**97**	**173**		**270**
Printing & Binding	26	44	-	**70**	**2**	**3**		**5**
Travel	54	92	-	**146**	**4**	**7**		**11**
Contractual Services	3,900	6,583	-	**10,483**	**262**	**468**		**730**
Transportation Exp	5	8	-	**13**	-	-		-
Water & Electricity	-	-	-	-	-	-		-
Office & Admin	4,743	6,001	-	**10,744**	**365**	**2,278**		**2,643**
Operating Supplies	5	9	-	**14**	-	-		-
Rent	12,162	27,805	-	**39,967**	**993**	**1,980**		**2,973**
Subtotal-Direct Costs	**280,943**	**435,036**	-	**715,979**	**17,877**	**33,069**	-	**50,946**
RELATED COSTS:								
Fringe Benefits	127,327	192,944	-	**320,271**	**7,951**	**13,859**	-	**21,810**
Central Services	41,198	62,435	-	**103,633**	**2,573**	**4,485**	-	**7,057**
Total Related Costs	**168,525**	**255,379**	-	**423,904**	**10,524**	**18,343**	-	**28,867**
Adjustment: Anticipated Other Salary S				-				-
Adjusted Related Costs	**168,525**	**255,379**	-	**423,904**	**10,524**	**18,343**	-	**28,867**
TOTAL	**449,468**	**690,415**	-	**1,139,883**	**28,401**	**51,412**	-	**79,813**

	Subtotal:CA for All Funds				LA CITY PROGRAMS			
					Vision Lab/Digital Inclusion (Fund 551)			
Items of Costs	Admin	Program	YSC	TOTAL	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	**613,008**	**1,008,649**	**126,363**	**1,748,020**	35,800	28,080	-	**63,880**
Salaries-As Needed Employees	**3,192**	**5,670**	**663**	**9,525**	303	623	-	**926**
Overtime	**3,928**	**6,976**	**1,269**	**12,173**	373	767	-	**1,140**
Printing & Binding	**71**	**125**	**20**	**216**	7	14	-	**21**
Travel	**148**	**263**	**46**	**457**	14	29	-	**43**
Contractual Services	**10,628**	**18,877**	**7,335**	**36,840**	1,008	252,075	-	**253,083**
Transportation Exp	**13**	**23**	**1**	**37**	-	2	-	**2**
Water & Electricity	**-**	**-**	**1,782**	**1,782**	-	-	-	**-**
Office & Admin	**14,824**	**19,887**	**6,280**	**40,991**	1,087	1,923	-	**3,010**
Operating Supplies	**14**	**25**	**13,929**	**13,968**	-	3	-	**3**
Rent	**24,785**	**50,970**	**2,223**	**77,978**	3,180	8,763	-	**11,943**
Subtotal-Direct Costs	**670,611**	**1,111,465**	**159,911**	**1,941,987**	**41,772**	**292,279**	**-**	**334,051**
RELATED COSTS:								
Fringe Benefits	**303,210**	**498,923**	**62,503**	**864,636**				**-**
Central Services	**98,120**	**161,469**	**20,226**	**279,815**				**-**
Total Related Costs	**232,806**	**405,013**	**82,729**	**1,144,452**	**-**	**-**	**-**	**-**
Adjustment: Anticipated Other Salary S	**-**	**-**	**-**	**-**				**-**
Adjusted Related Costs	**232,806**	**405,013**	**82,729**	**1,144,452**	**-**	**-**	**-**	**-**
TOTAL	**903,417**	**1,516,478**	**242,640**	**3,086,439**	**41,772**	**292,279**	**-**	**334,051**

	LA CITY PROGRAMS							
	GANG INJUNCTION CURFEW SETTLEMENT (Fund 10B)				HIRE LA (Fund 551)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	1,401	143,078	-	**144,479**	27,734	66,101	-	**93,835**
Salaries-As Needed Employees	-	20,713	-	**20,713**	135	268	-	**403**
Overtime	-	878	-	**878**	166	330	-	**496**
Printing & Binding	-	16	-	**16**	3	6	-	**9**
Travel	-	33	-	**33**	6	12	-	**18**
Contractual Services	-	2,375	-	**2,375**	450	893	-	**1,343**
Transportation Exp	-	3	-	**3**	-	-	-	**-**
Water & Electricity	-	-	-	**-**	-	-	-	**-**
Office & Admin	-	2,250	-	**2,250**	628	4,164	-	**4,792**
Operating Supplies	-	3	-	**3**	-	-	-	**-**
Rent	-	10,030	-	**10,030**	1,711	3,778	-	**5,489**
Subtotal-Direct Costs	**1,401**	**179,379**	**-**	**180,780**	**30,833**	**75,552**	**-**	**106,385**
RELATED COSTS:								
Fringe Benefits				-				-
Central Services				-				-
Total Related Costs	-	-	-	-	-	-	-	-
Adjustment: Anticipated Other Salary S				-				-
Adjusted Related Costs	-	-	-	-	-	-	-	-
TOTAL	**1,401**	**179,379**	**-**	**180,780**	**30,833**	**75,552**	**-**	**106,385**

	LA CITY PROGRAMS							
	LA RISE (Fund 10C)				SUMMER YOUTH EMPLOYMENT PROGRAM (Fund 551)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	136,986	206,550	-	**343,536**	127,343	377,280	155,124	**659,747**
Salaries-As Needed Employees	450	766	-	**1,216**	622	80,080	919	**81,621**
Overtime	554	942	-	**1,496**	766	1,374	506	**2,646**
Printing & Binding	10	17	-	**27**	14	25	8	**47**
Travel	21	35	-	**56**	29	52	17	**98**
Contractual Services	1,498	2,549	-	**4,047**	2,072	3,718	3,787	**9,577**
Transportation Exp	2	3	-	**5**	2	4	-	**6**
Water & Electricity	-	-	-	**-**	-	-	1,593	**1,593**
Office & Admin	1,672	2,628	-	**4,300**	3	5	3,391	**3,399**
Operating Supplies	2	3	-	**5**	2,890	5,655	3,002	**11,547**
Rent	4,772	10,767	-	**15,539**	7,545	15,417	457	**23,419**
Subtotal-Direct Costs	**145,967**	**224,260**	**-**	**370,227**	**141,286**	**483,610**	**168,804**	**793,700**
RELATED COSTS:								
Fringe Benefits				-				-
Central Services				-				-
Total Related Costs	-	-	-	-	-	-	-	-
Adjustment: Anticipated Other Salary S				-				-
Adjusted Related Costs	-	-	-	-	-	-	-	-
TOTAL	**145,967**	**224,260**	**-**	**370,227**	**141,286**	**483,610**	**168,804**	**793,700**

	LA CITY PROGRAMS							
	YOUTH JOBS TRAINING PROGRAM CD 7 (Fund 551)				Prior Year Savings Program 2 (Reprogram to LA Rise)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	96,362	141,885	-	**238,247**	65,092	117,715	-	**182,807**
Salaries-As Needed Employees	472	713	-	**1,185**	318	541	-	**859**
Overtime	581	877	-	**1,458**	392	665	-	**1,057**
Printing & Binding	10	16	-	**26**	7	12	-	**19**
Travel	22	33	-	**55**	15	25	-	**40**
Contractual Services	1,572	2,372	-	**3,944**	1,060	1,800	-	**2,860**
Transportation Exp	2	3	-	**5**	-	2	-	**2**
Water & Electricity	-	-	-	**-**	-	-	-	**-**
Office & Admin	590	998	-	**1,588**	1,479	2,257	-	**3,736**
Operating Supplies	2,193	3,309	-	**5,502**	-	2	-	**2**
Rent	1,609	10,020	-	**11,629**	4,026	7,603	-	**11,629**
Subtotal-Direct Costs	**103,413**	**160,226**	**-**	**263,639**	**72,389**	**130,622**	**-**	**203,011**
RELATED COSTS:								
Fringe Benefits				-				-
Central Services				-				-
Total Related Costs	-	-	-	-	-	-	-	-
Adjustment: Anticipated Other Salary S				-				-
Adjusted Related Costs	-	-	-	-	-	-	-	-
TOTAL	**103,413**	**160,226**	**-**	**263,639**	**72,389**	**130,622**	**-**	**203,011**

	LA CITY PROGRAMS							
	YOUTHSOURCE CENTER (Fund 551)				TOTAL CITY OF LA FUNDED PROGRAMS			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	TOTAL
DIRECT COSTS:								
Salaries-Regular Employees	31,170	133,231	520,279	**684,680**	**521,888**	**1,213,920**	**675,403**	**2,411,211**
Salaries-As Needed Employees	54	167	6,668	**6,889**	**2,354**	**103,871**	**7,587**	**113,812**
Overtime	66	205	4,070	**4,341**	**2,898**	**6,038**	**4,576**	**13,512**
Printing & Binding	-	4	67	**71**	**51**	**110**	**75**	**236**
Travel	2	8	141	**151**	**109**	**227**	**158**	**494**
Contractual Services	180	556	15,411	**16,147**	**7,840**	**266,338**	**19,198**	**293,376**
Transportation Exp	-	-	12	**12**	**6**	**17**	**12**	**35**
Water & Electricity	-	-	10,555	**10,555**	**-**	**-**	**12,148**	**12,148**
Office & Admin	252	775	23,208	**24,235**	**5,711**	**15,000**	**26,599**	**47,310**
Operating Supplies	3,450	5,721	20,014	**29,185**	**8,535**	**14,696**	**23,016**	**46,247**
Rent	722	2,347	6,229	**9,298**	**23,565**	**68,725**	**6,686**	**98,976**
Subtotal-Direct Costs	**35,896**	**143,014**	**606,654**	**785,564**	**572,957**	**1,688,942**	**775,458**	**3,037,357**
RELATED COSTS:								
Fringe Benefits				-	-	-	-	-
Central Services				-	-	-	-	-
Total Related Costs	-	-	-	-	-	-	-	-
Adjustment: Anticipated Other Salary S				-	-	-	-	-
Adjusted Related Costs	-	-	-	-	-	-	-	-
TOTAL	**35,896**	**143,014**	**606,654**	**785,564**	**572,957**	**1,688,942**	**775,458**	**3,037,357**

	LA COUNTY GRANTS							
	PROJECT INVEST (Fund 60K)				Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	7,703	18,259	-	**25,962**	139,443	231,813	61,955	**433,211**
Salaries-As Needed Employees	53	92	-	**145**	681	1,251	308	**2,240**
Overtime	65	113	-	**178**	838	1,539	408	**2,785**
Printing & Binding	1	2	-	**3**	15	28	7	**50**
Travel	3	4	-	**7**	332	58	14	**404**
Contractual Services	175	305	-	**480**	2,268	4,164	1,026	**7,458**
Transportation Exp	-	-	-	**-**	3	5	2	**10**
Water & Electricity	-	-	-	**-**	-	-	917	**917**
Office & Admin	244	866	-	**1,110**	3,164	5,734	2,068	**10,966**
Operating Supplies	-	-	-	**-**	3	6	12,635	**12,644**
Rent	551	1,290	-	**1,841**	8,153	16,575	1,550	**26,278**
Subtotal-Direct Costs	**8,795**	**20,931**	**-**	**29,726**	**154,900**	**261,173**	**80,890**	**496,963**
RELATED COSTS:								
Fringe Benefits	3,811	9,031	-	**12,842**	68,970	114,663	30,644	**214,277**
Central Services	1,234	2,922	-	**4,156**	22,317	37,107	9,916	**69,341**
Total Related Costs	**5,044**	**11,954**	**-**	**16,998**	**91,288**	**151,770**	**40,560**	**283,618**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**5,044**	**11,954**	**-**	**16,998**	**91,288**	**151,770**	**40,560**	**283,618**
TOTAL	**13,839**	**32,885**	**-**	**46,724**	**246,188**	**412,943**	**121,450**	**780,581**

	LA COUNTY GRANTS							
	WIOA FORMULA (Fund 59Q)				YOUTH AT WORK - CALWORK (Fund 56E)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	7,112	8,817	-	**15,929**	37,429	52,917	23,424	**113,770**
Salaries-As Needed Employees	35	53	-	**88**	183	361	348	**892**
Overtime	43	66	-	**109**	225	446	198	**869**
Printing & Binding	1	1	-	**2**	4	8	3	**15**
Travel	2	2	-	**4**	8	17	7	**32**
Contractual Services	116	176	-	**292**	608	1,200	1,059	**2,867**
Transportation Exp	-	-	-	**-**	1	1	-	**2**
Water & Electricity	-	-	-	**-**	-	-	585	**585**
Office & Admin	162	1,258	-	**1,420**	848	1,884	1,230	**3,962**
Operating Supplies	-	-	-	**-**	1	2	1,000	**1,003**
Rent	445	745	-	**1,190**	2,389	3,992	314	**6,695**
Subtotal-Direct Costs	**7,916**	**11,118**	**-**	**19,034**	**41,696**	**60,828**	**28,168**	**130,692**
RELATED COSTS:								
Fringe Benefits	3,518	4,361	-	**7,879**	18,513	26,178	11,596	**56,287**
Central Services	1,138	1,412	-	**2,550**	5,990	8,474	3,761	**18,226**
Total Related Costs	**4,656**	**5,773**	**-**	**10,429**	**24,503**	**34,652**	**15,357**	**74,512**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**4,656**	**5,773**	**-**	**10,429**	**24,503**	**34,652**	**15,357**	**74,512**
TOTAL	**12,572**	**16,891**	**-**	**29,463**	**66,199**	**95,480**	**43,525**	**205,204**

	LA COUNTY GRANTS							
	Regional Equity Recovery Partnership (Fund 65V)				TOTAL LA COUNTY GRANTS			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	TOTAL
DIRECT COSTS:								
Salaries-Regular Employees	21,002	39,928	-	**60,930**	**212,689**	**351,734**	**85,379**	**649,802**
Salaries-As Needed Employees	103	325	-	**428**	**1,055**	**2,082**	**656**	**3,793**
Overtime	126	239	-	**365**	**1,297**	**2,403**	**606**	**4,306**
Printing & Binding	2	4	-	**6**	**23**	**43**	**10**	**76**
Travel	5	9	-	**14**	**350**	**90**	**21**	**461**
Contractual Services	341	648	-	**989**	**3,508**	**6,493**	**2,085**	**12,086**
Transportation Exp	-	-	-	**-**	**4**	**6**	**2**	**12**
Water & Electricity	-	-	-	**-**	**-**	**-**	**1,502**	**1,502**
Office & Admin	476	885	-	**1,361**	**4,894**	**10,627**	**3,298**	**18,819**
Operating Supplies	-	-	-	**-**	**4**	**8**	**13,635**	**13,647**
Rent	949	2,735	-	**3,684**	**12,487**	**25,337**	**1,864**	**39,688**
Subtotal-Direct Costs	**23,004**	**44,773**	**-**	**67,777**	**236,311**	**398,823**	**109,058**	**744,192**
RELATED COSTS:								
Fringe Benefits	10,388	19,755	-	**30,142**	**105,199**	**173,988**	**42,240**	**321,428**
Central Services	3,361	6,397	-	**9,758**	**34,041**	**56,312**	**13,677**	**104,030**
Total Related Costs	**13,749**	**26,152**	**-**	**39,901**	**139,241**	**230,301**	**55,917**	**425,458**
Adjustment: Anticipated Other Salary S				**-**	**-**	**-**	**-**	**-**
Adjusted Related Costs	**13,749**	**26,152**	**-**	**39,901**	**139,241**	**230,301**	**55,917**	**425,458**
TOTAL	**36,753**	**70,925**	**-**	**107,678**	**375,552**	**629,124**	**164,975**	**1,169,650**

	OTHER GRANTS / FUNDS							
	Department of Rehabilitation (Fund TBD)				EPA CRCD (New Fund TBD)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	20,973	33,185		**54,158**	9,896	17,227	-	**27,123**
Salaries-As Needed Employees	110	186		**296**	48	84	-	**132**
Overtime	135	229		**364**	60	103	-	**163**
Printing & Binding	2	4		**6**	-	2	-	**2**
Travel	5	9		**14**	2	4	-	**6**
Contractual Services	365	620		**985**	161	280	-	**441**
Transportation Exp	-	-		**-**	-	-	-	**-**
Water & Electricity	-	-		**-**	-	-	-	**-**
Office & Admin	509	1,092		**1,601**	-	-	-	**-**
Operating Supplies	-	-		**-**	1,149	225	-	**1,374**
Rent	1,386	2,620		**4,006**	612	1,181	-	**1,793**
Subtotal-Direct Costs	**23,485**	**37,945**	**-**	**61,430**	**11,928**	**19,106**	**-**	**31,034**
RELATED COSTS:								
Fringe Benefits	10,374	16,415	-	**26,789**	4,895	8,521	-	**13,415**
Central Services	3,357	5,312	-	**8,669**	1,584	2,757	-	**4,341**
Total Related Costs	**13,731**	**21,727**	**-**	**35,458**	**6,478**	**11,278**	**-**	**17,756**
Adjustment: Anticipated Other Salary S				**-**				**-**
Adjusted Related Costs	**13,731**	**21,727**	**-**	**35,458**	**6,478**	**11,278**	**-**	**17,756**
TOTAL	**37,216**	**59,672**	**-**	**96,888**	**18,406**	**30,384**	**-**	**48,790**

	OTHER GRANTS / FUNDS							
	Prison 2 Employment (Fund 66T)				Vision Lab - DOL Community Projects Earmark (New Fund)			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	Subtotal
DIRECT COSTS:								
Salaries-Regular Employees	996	2,430	-	**3,426**	20,853	14,812	-	**35,665**
Salaries-As Needed Employees	5	3	-	**8**	203	41	-	**244**
Overtime	6	4	-	**10**	249	51	-	**300**
Printing & Binding	-	-	-	**-**	4	-	-	**4**
Travel	-	-	-	**-**	9	3	-	**12**
Contractual Services	16	11	-	**27**	675	138	-	**813**
Transportation Exp	-	-	-	**-**	-	-	-	**-**
Water & Electricity	-	-	-	**-**	-	-	-	**-**
Office & Admin	23	101	-	**124**	943	749	-	**1,692**
Operating Supplies	-	-	-	**-**	-	-	-	**-**
Rent	62	44	-	**106**	1,811	583	-	**2,394**
Subtotal-Direct Costs	**1,108**	**2,593**	**-**	**3,701**	**24,747**	**16,377**	**-**	**41,124**
RELATED COSTS:								
Fringe Benefits	493	1,202	-	1,694	10,319	7,325	-	17,643
Central Services	159	388	-	548	3,343	2,369	-	5,712
Total Related Costs	**652**	**1,590**	**-**	**2,242**	**13,661**	**9,694**	**-**	**23,355**
Adjustment: Anticipated Other Salary S								
Adjusted Related Costs	**652**	**1,590**	**-**	**2,242**	**13,661**	**9,694**	**-**	**23,355**
TOTAL	**1,760**	**4,183**	**-**	**5,943**	**38,408**	**26,071**	**-**	**64,479**

	OTHER GRANTS / FUNDS							
	WDB Workforce Develoment 501c3 (Fund 56L)				TOTAL OTHER GRANTS/FUNDS			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	TOTAL
DIRECT COSTS:								
Salaries-Regular Employees	16,795	-	-	**16,795**	**69,513**	**67,654**	-	**137,167**
Salaries-As Needed Employees	83	-	-	**83**	**449**	**314**	-	**763**
Overtime	102	-	-	**102**	**552**	**387**	-	**939**
Printing & Binding	2	-	-	**2**	**8**	**6**	-	**14**
Travel	4	-	-	**4**	**20**	**16**	-	**36**
Contractual Services	277	-	-	**277**	**1,494**	**1,049**	-	**2,543**
Transportation Exp	-	-	-	-	-	-	-	-
Water & Electricity	-	-	-	-	-	-	-	-
Office & Admin	690	-	-	**690**	**2,165**	**1,942**	-	**4,107**
Operating Supplies	-	-	-	-	**1,149**	**225**	-	**1,374**
Rent	1,052	-	-	**1,052**	**4,923**	**4,428**	-	**9,351**
Subtotal-Direct Costs	**19,005**	**-**	**-**	**19,005**	**80,273**	**76,021**	**-**	**156,294**
RELATED COSTS:								
Fringe Benefits	8,307	-	-	8,307	**34,387**	**33,462**	-	**67,849**
Central Services	2,688	-	-	2,688	**11,131**	**10,827**	-	**21,958**
Total Related Costs	**10,995**	**-**	**-**	**10,995**	**45,518**	**44,289**	**-**	**89,807**
Adjustment: Anticipated Other Salary S					-	-	-	-
Adjusted Related Costs	**10,995**	**-**	**-**	**10,995**	**45,518**	**44,289**	**-**	**89,807**
TOTAL	**30,000**	**-**	**-**	**30,000**	**125,791**	**120,310**	**-**	**246,101**

	ANTICIPATED REVENUE				TOTAL ANTICIPATED REVENUE			
Items of Costs	Admin	Program	YSC	Subtotal	Admin	Program	YSC	TOTAL
DIRECT COSTS:								
Salaries-Regular Employees	103,227	178,041	-	**281,268**	**103,227**	**178,041**	-	**281,268**
Salaries-As Needed Employees	505	860	-	**1,365**	**505**	**860**	-	**1,365**
Overtime	621	1,060	-	**1,681**	**621**	**1,060**	-	**1,681**
Printing & Binding	11	19	-	**30**	**11**	**19**	-	**30**
Travel	23	40	-	**63**	**23**	**40**	-	**63**
Contractual Services	1,681	2,862	-	**4,543**	**1,681**	**2,862**	-	**4,543**
Transportation Exp	2	3	-	**5**	**2**	**3**	-	**5**
Water & Electricity	-	-	-	**-**	**-**	**-**	-	**-**
Office & Admin	2,345	5,015	-	**7,360**	**2,345**	**5,015**	-	**7,360**
Operating Supplies	2	4	-	**6**	**2**	**4**	-	**6**
Rent	6,384	12,087	-	**18,471**	**6,384**	**12,087**	-	**18,471**
Subtotal-Direct Costs	**114,801**	**199,991**	**-**	**314,792**	**114,801**	**199,991**	**-**	**314,792**
RELATED COSTS:								
Fringe Benefits	51,057	88,061	-	**139,118**	**51,057**	**88,061**	-	**139,118**
Central Services	16,521	28,494	-	**45,016**	**16,521**	**28,494**	-	**45,016**
Total Related Costs	**67,579**	**116,555**	**-**	**184,134**	**67,579**	**116,555**	-	**184,134**
Adjustment: Anticipated Other Salary S				**-**	**-**	**-**	-	**-**
Adjusted Related Costs	**67,579**	**116,555**	**-**	**184,134**	**67,579**	**116,555**	**-**	**184,134**
TOTAL	**182,380**	**316,546**	**-**	**498,926**	**182,380**	**316,546**	**-**	**498,926**

	TOTAL ALL GRANTS			
Items of Costs	Admin	Program	YSC	TOTAL
DIRECT COSTS:				
Salaries-Regular Employees	3,364,895	5,945,298	1,618,981	10,929,174
Salaries-As Needed Employees	39,326	191,228	57,744	288,298
Overtime	66,316	78,026	12,802	157,144
Printing & Binding	380	5,172	185	5,737
Travel	6,101	42,399	393	48,893
Contractual Services	57,676	351,283	130,480	539,439
Transportation Exp	63	2,114	29	2,206
Water & Electricity	-	-	30,555	30,555
Office & Admin	60,647	106,485	77,257	244,389
Operating Supplies	9,746	16,968	90,392	117,106
Rent	177,881	366,249	16,758	560,888
Subtotal-Direct Costs	3,783,031	7,105,222	2,035,576	12,923,829
RELATED COSTS:				
Fringe Benefits	1,407,195	2,343,002	468,692	4,218,888
Central Services	456,183	760,494	153,322	1,369,999
Total Related Costs	1,863,378	3,103,497	622,014	5,588,888
Adjustment: Anticipated Other Salary S	(108,568)	-	-	(108,568)
Adjusted Related Costs	1,754,810	3,103,497	622,014	5,480,320
TOTAL	5,537,841	10,208,719	2,657,590	18,404,149

CITY DIRECT SERVICES - YSC	YOUTH			INTENSIVE TRANSITIONS		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	600,209	131,627	**731,836**	53,601	11,754	**65,355**
Salaries - As Needed Employees	45,198	3,640	**48,838**	17,496	325	**17,821**
Overtime	1,873	4,478	**6,351**	1,445	400	**1,845**
Printing & Binding	-	80	**80**	-	7	**7**
Travel	-	168	**168**	-	15	**15**
Contractual Services	89,745	12,117	**101,862**	26,408	1,082	**27,490**
Transportation	-	14	**14**	-	-	**-**
Water & Electricity	15,123	-	**15,123**	1,444	-	**1,444**
Office & Admin	24,178	16,902	**41,080**	13,182	1,509	**14,691**
Operating Supplies	39,795	17	**39,812**	3,000	-	**3,000**
Rent & Parking	4,808	1,177	**5,985**	846	52	**898**
Subtotal: Salaries & Expenses	**820,929**	**170,220**	**991,149**	**117,422**	**15,144**	**132,566**
RELATED COSTS:						
Fringe Benefits	298,714	65,235	**363,949**	27,263	5,825	**33,089**
Central Services	98,200	21,218	**119,419**	9,451	1,895	**11,345**
Total Related Costs	**396,914**	**86,453**	**483,368**	**36,714**	**7,720**	**44,434**
Adjustment: Costs over Grant Limitation			-			-
Adjusted Related Costs	**396,914**	**86,453**	**483,368**	**36,714**	**7,720**	**44,434**
TOTAL: EWDD	**1,217,843**	**256,673**	**1,474,517**	**154,136**	**22,864**	**177,000**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	75,000		**75,000**			**-**
Participant Costs	75,483		**75,483**			**-**
ITA	-		**-**			**-**
General Services	25,000		**25,000**			**-**
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**175,483**	**-**	**175,483**	**-**	**-**	**-**
GRAND TOTAL	**1,393,326**	**256,673**	**1,650,000**	**154,136**	**22,864**	**177,000**

CITY DIRECT SERVICES - YSC	TOTAL WIOA FORMULA			CA for All - Angeleno Corps		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	**653,810**	**143,381**	**797,191**	35,091	7,696	**42,787**
Salaries - As Needed Employees	**62,694**	**3,965**	**66,659**	-	213	**213**
Overtime	**3,318**	**4,878**	**8,196**	290	262	**552**
Printing & Binding	**-**	**87**	**87**	5	5	**10**
Travel	**-**	**183**	**183**	10	10	**20**
Contractual Services	**116,153**	**13,199**	**129,352**	4,149	708	**4,857**
Transportation	**-**	**14**	**14**	-	1	**1**
Water & Electricity	**16,567**	**-**	**16,567**	888	-	**888**
Office & Admin	**37,360**	**18,411**	**55,771**	1,755	988	**2,743**
Operating Supplies	**42,795**	**17**	**42,812**	5,834	-	**5,834**
Rent & Parking	**5,654**	**1,229**	**6,883**	271	67	**338**
Subtotal: Salaries & Expenses	**938,351**	**185,364**	**1,123,715**	**48,293**	**9,950**	**58,243**
RELATED COSTS:						
Fringe Benefits	**325,977**	**71,060**	**397,038**	17,349	3,814	**21,163**
Central Services	**107,651**	**23,113**	**130,764**	5,608	1,241	**6,848**
Total Related Costs	**433,628**	**94,173**	**527,802**	**22,957**	**5,055**	**28,011**
Adjustment: Costs over Grant Limitation	**-**	**-**	**-**			-
Adjusted Related Costs	**433,628**	**94,173**	**527,802**	**22,957**	**5,055**	**28,011**
TOTAL: EWDD	**1,371,979**	**279,537**	**1,651,517**	**71,250**	**15,005**	**86,254**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	**75,000**	**-**	**75,000**	-		-
Participant Costs	**75,483**	**-**	**75,483**	423,767		**423,767**
ITA	**-**	**-**	**-**	-		-
General Services	**25,000**	**-**	**25,000**	-		-
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**175,483**	**-**	**175,483**	**423,767**	**-**	**423,767**
GRAND TOTAL	**1,547,462**	**279,537**	**1,827,000**	**495,017**	**15,005**	**510,021**

CITY DIRECT SERVICES - YSC	CA for All- Student to Student Success			Teen Parent Prosper Project (TBD 3.0/F 67R)		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	42,508	9,528	**52,036**	**17,248**	**3,256**	**20,504**
Salaries - As Needed Employees	-	180	**180**	**-**	**90**	**90**
Overtime	235	222	**457**	**8**	**111**	**119**
Printing & Binding	4	4	**8**	**-**	**2**	**2**
Travel	10	8	**18**	**-**	**4**	**4**
Contractual Services	1,009	601	**1,610**	**-**	**300**	**300**
Transportation	-	-	**-**	**-**	**0**	**0**
Water & Electricity	418	-	**418**	**268**	**-**	**268**
Office & Admin	1,230	839	**2,069**	**348**	**418**	**766**
Operating Supplies	3,949	-	**3,949**	**3,692**	**0**	**3,692**
Rent & Parking	1,036	255	**1,291**	**361**	**92**	**453**
Subtotal: Salaries & Expenses	**50,399**	**11,637**	**62,036**	**21,924**	**4,274**	**26,198**
RELATED COSTS:						
Fringe Benefits	21,016	4,718	**25,734**	**8,527**	**1,614**	**10,141**
Central Services	6,793	1,532	**8,324**	**2,756**	**525**	**3,281**
Total Related Costs	**27,809**	**6,250**	**34,059**	**11,283**	**2,139**	**13,422**
Adjustment: Costs over Grant Limitation			-			-
Adjusted Related Costs	**27,809**	**6,250**	**34,059**	**11,283**	**2,139**	**13,422**
TOTAL: EWDD	**78,208**	**17,887**	**96,095**	**33,208**	**6,412**	**39,620**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	-		**-**	**-**		**-**
Participant Costs	155,779		**155,779**	75,680		**75,680**
ITA	-		**-**	**-**		**-**
General Services	-		**-**	**-**		**-**
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**155,779**	**-**	**155,779**	**75,680**	**-**	**75,680**
GRAND TOTAL	**233,987**	**17,887**	**251,874**	**108,888**	**6,412**	**115,300**

CITY DIRECT SERVICES - YSC	Youth Service Corps (Formerly CFAY 2.0) Grants Management Only (F 67R)			CA for All- Youth & Community Harvest Internships		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	6,195	1,345	**7,540**	2,867	629	**3,496**
Salaries - As Needed Employees	95	37	**132**	31	17	**48**
Overtime	51	46	**97**	23	21	**44**
Printing & Binding	-	-	**-**	-	-	**-**
Travel	2	2	**4**	-	-	**-**
Contractual Services	287	124	**411**	99	58	**157**
Transportation	-	-	**-**	-	-	**-**
Water & Electricity	167	-	**167**	41	-	**41**
Office & Admin	329	173	**502**	119	81	**200**
Operating Supplies	17	-	**17**	437	-	**437**
Rent & Parking	20	5	**25**	91	25	**116**
Subtotal: Salaries & Expenses	**7,163**	**1,732**	**8,895**	**3,708**	**831**	**4,539**
RELATED COSTS:						
Fringe Benefits	3,067	667	**3,734**	1,419	312	**1,731**
Central Services	995	217	**1,212**	460	101	**561**
Total Related Costs	**4,062**	**883**	**4,945**	**1,879**	**413**	**2,292**
Adjustment: Costs over Grant Limitation			-			-
Adjusted Related Costs	**4,062**	**883**	**4,945**	**1,879**	**413**	**2,292**
TOTAL: EWDD	**11,225**	**2,615**	**13,840**	**5,587**	**1,244**	**6,831**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda			**-**			**-**
Participant Costs			**-**	22,591		**22,591**
ITA			**-**			**-**
General Services			**-**			**-**
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**-**	**-**	**-**	**22,591**	**-**	**22,591**
GRAND TOTAL	**11,225**	**2,615**	**13,840**	**28,178**	**1,244**	**29,422**

CITY DIRECT SERVICES - YSC	TOTAL CA FOR ALL			SUMMER YOUTH EMPLOYMENT PROGRAM (Fund 551)		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	**103,909**	**22,454**	**126,363**	141,722	13,402	**155,124**
Salaries - As Needed Employees	**126**	**537**	**663**	548	371	**919**
Overtime	**607**	**662**	**1,269**	50	456	**506**
Printing & Binding	**9**	**11**	**20**	-	8	**8**
Travel	**22**	**24**	**46**	-	17	**17**
Contractual Services	**5,544**	**1,791**	**7,335**	2,553	1,234	**3,787**
Transportation	**-**	**1**	**1**	-	-	**-**
Water & Electricity	**1,782**	**-**	**1,782**	1,593	-	**1,593**
Office & Admin	**3,781**	**2,499**	**6,280**	1,670	1,721	**3,391**
Operating Supplies	**13,929**	**0**	**13,929**	3,000	2	**3,002**
Rent & Parking	**1,779**	**444**	**2,223**	367	90	**457**
Subtotal: Salaries & Expenses	**131,487**	**28,424**	**159,911**	**151,503**	**17,301**	**168,804**
RELATED COSTS:						
Fringe Benefits	**51,378**	**11,125**	**62,503**			**-**
Central Services	**16,611**	**3,615**	**20,226**			**-**
Total Related Costs	**67,989**	**14,740**	**82,729**	**-**	**-**	**-**
Adjustment: Costs over Grant Limitation	**-**	**-**	**-**			-
Adjusted Related Costs	**67,989**	**14,740**	**82,729**	**-**	**-**	**-**
TOTAL: EWDD	**199,476**	**43,164**	**242,640**	**151,503**	**17,301**	**168,804**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	**-**	**-**	**-**	-		**-**
Participant Costs	**677,817**	**-**	**677,817**	292,496		**292,496**
ITA	**-**	**-**	**-**	-		**-**
General Services	**-**	**-**	**-**	-		**-**
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**677,817**	**-**	**677,817**	**292,496**	**-**	**292,496**
GRAND TOTAL	**877,293**	**43,164**	**920,457**	**443,999**	**17,301**	**461,300**

CITY DIRECT SERVICES - YSC	YOUTHSOURCE CENTER (Fund 551)			TOTAL CITY OF LA PROGRAMS		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	460,286	59,993	**520,279**	**602,008**	**73,395**	**675,403**
Salaries - As Needed Employees	3,628	3,040	**6,668**	**4,176**	**3,411**	**7,587**
Overtime	330	3,740	**4,070**	**380**	**4,196**	**4,576**
Printing & Binding	-	67	**67**	**-**	**75**	**75**
Travel	-	141	**141**	**-**	**158**	**158**
Contractual Services	10,291	5,120	**15,411**	**12,844**	**6,354**	**19,198**
Transportation	-	12	**12**	**-**	**12**	**12**
Water & Electricity	10,555	-	**10,555**	**12,148**	**-**	**12,148**
Office & Admin	22,079	1,129	**23,208**	**23,749**	**2,850**	**26,599**
Operating Supplies	20,000	14	**20,014**	**23,000**	**16**	**23,016**
Rent & Parking	4,020	2,209	**6,229**	**4,387**	**2,299**	**6,686**
Subtotal: Salaries & Expenses	**531,189**	**75,465**	**606,654**	**682,692**	**92,766**	**775,458**
RELATED COSTS:						
Fringe Benefits			-	-	-	-
Central Services			-	-	-	-
Total Related Costs	**-**	**-**	**-**	**-**	**-**	**-**
Adjustment: Costs over Grant Limitation			-	-	-	-
Adjusted Related Costs	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL: EWDD	**531,189**	**75,465**	**606,654**	**682,692**	**92,766**	**775,458**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	-		-	-	-	-
Participant Costs	-		-	**955,529**	-	**955,529**
ITA	-		-	-	-	-
General Services	-		-	-	-	-
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**-**	**-**	**-**	**955,529**	**-**	**955,529**
GRAND TOTAL	**531,189**	**75,465**	**606,654**	**1,638,221**	**92,766**	**1,730,987**

CITY DIRECT SERVICES - YSC	Youth at Work - Consolidated (SIY, OUY, Foster) (Fund 56E)			YOUTH AT WORK-CalWork (Fund 56E)		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	50,812	11,143	**61,955**	18,119	5,305	**23,424**
Salaries - As Needed Employees	-	308	**308**	201	147	**348**
Overtime	29	379	**408**	18	180	**198**
Printing & Binding	-	7	**7**	-	3	**3**
Travel	-	14	**14**	-	7	**7**
Contractual Services	-	1,026	**1,026**	571	488	**1,059**
Transportation	-	2	**2**	-	-	**-**
Water & Electricity	917	-	**917**	585	-	**585**
Office & Admin	637	1,431	**2,068**	549	681	**1,230**
Operating Supplies	12,633	2	**12,635**	1,000	-	**1,000**
Rent & Parking	1,235	315	**1,550**	252	62	**314**
Subtotal: Salaries & Expenses	**66,264**	**14,626**	**80,890**	**21,295**	**6,873**	**28,168**
RELATED COSTS:						
Fringe Benefits	25,122	5,523	**30,644**	8,967	2,629	**11,596**
Central Services	8,120	1,796	**9,916**	2,906	855	**3,761**
Total Related Costs	**33,242**	**7,319**	**40,560**	**11,872**	**3,484**	**15,357**
Adjustment: Costs over Grant Limitation			-			-
Adjusted Related Costs	**33,242**	**7,319**	**40,560**	**11,872**	**3,484**	**15,357**
TOTAL: EWDD	**99,505**	**21,945**	**121,450**	**33,167**	**10,357**	**43,525**
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	-		**-**	-		**-**
Participant Costs	663,033		**663,033**	237,600		**237,600**
ITA	-		**-**	-		**-**
General Services	-		**-**	-		**-**
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**663,033**	**-**	**663,033**	**237,600**	**-**	**237,600**
GRAND TOTAL	**762,538**	**21,945**	**784,483**	**270,767**	**10,357**	**281,125**

CITY DIRECT SERVICES - YSC	TOTAL LA COUNTY GRANTS			BANK OF AMERICA (Fund 56L)		
	Direct	GASP	Subtotal	Direct	GASP	Subtotal
EWDD COSTS:						
DIRECT COSTS:						
Salaries - Regular Employee	68,931	16,448	85,379			-
Salaries - As Needed Employees	201	455	656			-
Overtime	47	559	606			-
Printing & Binding	-	10	10			-
Travel	-	21	21			-
Contractual Services	571	1,514	2,085			-
Transportation	-	2	2			-
Water & Electricity	1,502	-	1,502			-
Office & Admin	1,186	2,112	3,298			-
Operating Supplies	13,633	2	13,635			-
Rent & Parking	1,487	377	1,864			-
Subtotal: Salaries & Expenses	87,559	21,499	109,058	-	-	-
RELATED COSTS:						
Fringe Benefits	34,088	8,152	42,240	-	-	-
Central Services	11,025	2,651	13,677	-	-	-
Total Related Costs	45,114	10,803	55,917	-	-	-
Adjustment: Costs over Grant Limitation	-	-	-			-
Adjusted Related Costs	45,114	10,803	55,917	-	-	-
TOTAL: EWDD	132,673	32,302	164,975	-	-	-
SUPPORTING PROGRAM ACTIVITIES:						
El Centro De Ayuda	-	-	-	-		-
Participant Costs	900,633	-	900,633	100,000		100,000
ITA	-	-	-	-		-
General Services	-	-	-	-		-
TOTAL: SUPPORTING PROGRAM ACTIVITIES	900,633	-	900,633	100,000	-	100,000
GRAND TOTAL	1,033,306	32,302	1,065,608	100,000	-	100,000

CITY DIRECT SERVICES - YSC	EWDD SYEP - OTHER SOURCES (Fund 56L)		
	Direct	GASP	Subtotal
EWDD COSTS:			
DIRECT COSTS:			
Salaries - Regular Employee			-
Salaries - As Needed Employees			-
Overtime			-
Printing & Binding			-
Travel			-
Contractual Services			-
Transportation			-
Water & Electricity			-
Office & Admin			-
Operating Supplies			-
Rent & Parking			-
Subtotal: Salaries & Expenses	**-**	**-**	**-**
RELATED COSTS:			
Fringe Benefits	-	-	-
Central Services	-	-	-
Total Related Costs	**-**	**-**	**-**
Adjustment: Costs over Grant Limitation			-
Adjusted Related Costs	**-**	**-**	**-**
TOTAL: EWDD	**-**	**-**	**-**
SUPPORTING PROGRAM ACTIVITIES:			
El Centro De Ayuda	-		-
Participant Costs	142,776		**142,776**
ITA	-		-
General Services	-		-
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**142,776**	**-**	**142,776**
GRAND TOTAL	**142,776**	**-**	**142,776**

CITY DIRECT SERVICES - YSC	TOTAL OTHER GRANTS/FUNDS			Direct	GASP
	Direct	GASP	Subtotal		
EWDD COSTS:					
DIRECT COSTS:					
Salaries - Regular Employee	-	-	-	1,428,658	255,678
Salaries - As Needed Employees	-	-	-	67,197	8,368
Overtime	-	-	-	4,352	10,295
Printing & Binding	-	-	-	9	183
Travel	-	-	-	22	386
Contractual Services	-	-	-	135,112	22,858
Transportation	-	-	-	-	29
Water & Electricity	-	-	-	31,999	-
Office & Admin	-	-	-	66,076	25,872
Operating Supplies	-	-	-	93,357	35
Rent & Parking	-	-	-	13,307	4,349
Subtotal: Salaries & Expenses	-	-	-	1,840,089	328,053
RELATED COSTS:					
Fringe Benefits	-	-	-	411,443	90,337
Central Services	-	-	-	135,288	29,380
Total Related Costs	-	-	-	546,731	119,716
Adjustment: Costs over Grant Limitation	-	-	-	-	-
Adjusted Related Costs	-	-	-	546,731	119,716
TOTAL: EWDD	-	-	-	2,386,820	447,769
SUPPORTING PROGRAM ACTIVITIES:					
El Centro De Ayuda	-	-	-	75,000	-
Participant Costs	242,776	-	242,776	2,852,238	-
ITA	-	-	-	-	-
General Services	-	-	-	25,000	-
TOTAL: SUPPORTING PROGRAM ACTIVITIES	242,776	-	242,776	2,952,238	-
GRAND TOTAL	242,776	-	242,776	5,339,058	447,769

CITY DIRECT SERVICES - YSC	TOTAL
EWDD COSTS:	
DIRECT COSTS:	
Salaries - Regular Employee	**1,684,336**
Salaries - As Needed Employees	**75,565**
Overtime	**14,647**
Printing & Binding	**192**
Travel	**408**
Contractual Services	**157,970**
Transportation	**29**
Water & Electricity	**31,999**
Office & Admin	**91,948**
Operating Supplies	**93,392**
Rent & Parking	**17,656**
Subtotal: Salaries & Expenses	**2,168,142**
RELATED COSTS:	
Fringe Benefits	**501,780**
Central Services	**164,667**
Total Related Costs	**666,447**
Adjustment: Costs over Grant Limitation	**-**
Adjusted Related Costs	**666,447**
TOTAL: EWDD	**2,834,589**
SUPPORTING PROGRAM ACTIVITIES:	
El Centro De Ayuda	**75,000**
Participant Costs	**2,852,238**
ITA	**-**
General Services	**25,000**
TOTAL: SUPPORTING PROGRAM ACTIVITIES	**2,952,238**
GRAND TOTAL	**5,786,827**

YEAR 26 ANNUAL PLAN FOR PROGRAM YEAR 2025-26 STRATEGIES & ACTIVITIES DESCRIPTIONS - DRAFT

WORKFORCE INNOVATION and OPPORTUNITY ACT (WIOA) FORMULA - SERVICE PROVIDERS

ADULT & DISLOCATED WORKER ACTIVITIES

1 WorkSource Centers/ America's Job Centers of California (AJCC)

EWDD administers funding for a number of full-service WorkSource Centers / America's Job Centers of California (AJCC) in the City of Los Angeles that provide a full range of assistance to job seekers and employers. Job seekers receive career counseling, job listings, labor market information, training referrals, and other employment-related services. Employers can avail themselves of business services such as recruiting, posting job vacancies, human resources services, and customized training.

WorkSource Center Contractors: ***(pending System Redesign and Procurement)***

Boyle Heights/ELA: Managed Career Solutions, SPC.
South Valley: Arbor E&T Equus Workforce Solutions
West Adams: Asian American Drug Abuse Program, Inc.
Vernon Central / LATTC: Coalition for Responsible Community Development
Sun Valley: El Proyecto del Barrio, Inc.
Northeast Los Angeles: Goodwill Industries of Southern California
Northeast San Fernando Valley/Pacoima: Goodwill Industries of Southern California
Watts / Los Angeles: Housing Authority of the City of Los Angeles
West Los Angeles: JVS SoCal
South Los Angeles: UAW-Labor Employment and Training Corp.
Hollywood: Managed Career Solutions, SPC.
Downtown / Pico-Union: Pacific Asian Consortium in Employment
Southeast Los Angeles: Watts Labor Community Action Center
Harbor Gateway: Managed Career Solutions, SPC.

YOUTH ACTIVITIES

2 YouthSource Centers

EWDD administers funding for 14 YouthSource Centers with a focus on high school dropout recovery. All centers offer a full range of education and career pathway assistance services to low-income in-school youth ages 16-21 and out-of-school youth ages 16-24 with barriers such as basic skills deficiencies, status as a foster youth, youth offender, pregnant/parenting youth, homeless youth, or youth with a disability.

YouthSource Center Contractors:

Catholic Charities of Los Angeles, Inc. - South Los Angeles
Catholic Charities of Los Angeles, Inc. (Replaces Regents of the University of California (UCLA) - Central Los Angeles
Coalition for Responsible Community Development - South Los Angeles
El Proyecto del Barrio, Inc. - Van Nuys & North Hollywood
El Proyecto del Barrio, Inc. - Pacoima/North Valley
Goodwill Industries of Southern California - South Valley
Goodwill Industries of Southern California (Replaces Regents of the University of California (UCLA) - West Los Angeles
Los Angeles Brotherhood Crusade, Inc. - South Los Angeles
Managed Career Solutions - Harbor
Para Los Niños - Central Los Angeles
Para Los Niños - East Los Angeles
Watts Labor Community Action Committee - South Los Angeles
LA Youth Opportunity Movement (YOM) - Boyle Heights (East)
LA Youth Opportunity Movement (YOM) - Watts (South)

RAPID RESPONSE ACTIVITIES

3 Rapid Response Activities:

The U.S. Department of Labor designed Rapid Response to provide assistance to employers and employees affected by industry declines, economic dislocations, and natural disasters by quickly maximizing public and private resources to minimize the disruptions on companies, affected workers, and communities that are associated job loss. Rapid Response strategies are conducted by Economic & Workforce Development Department (EWDD) staff, who respond to Worker Adjustment Retraining Notifications (WARNs) issued by employers regarding impending business closures and worker layoffs, and to companies laying off who are not required to file with the State or local officials found via staff research and partner networks. When a layoff is announced, EWDD dispatches its team of Rapid Response Coordinators to make contact with the employer to assess the closure and scope, such as size and date(s) of the scheduled layoff. EWDD staff then develops a plan for delivery of a wide array of reemployment services (such as career counseling, résumé preparation and interviewing skills workshops, job search and job placement assistance, and job training), and information on unemployment insurance, and COBRA/HIPAA/ERISA benefits. These services are provided in collaboration with Employment Development Department, WorkSource Centers, Department of Labor (DOL), and other partners.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) DISCRETIONARY GRANTS - SERVICE PROVIDERS	
4	**Quality Jobs, Equity, Strategy and Training (QUEST) Disaster Recovery National Dislocated Worker Grant (NDWG)**
	The QUEST DWG project works to connect jobseekers with good jobs, elevate equity, and empower America's unemployed and underemployed workers through worker and business engagement. Authorized by the Workforce Innovation and Opportunity Act, this Dislocated Worker Grant temporarily expands the service capacity of dislocated worker programs by providing funding assistance in response to the HHS Public Health Emergency declaration for SARS-CoV-2 (COVID-19) that caused significant job losses. The QUEST NDWG aims to enable individuals adversely affected by the COVID-19 pandemic and the social and economic inequities that the pandemic exacerbated to enter, return to, or advance in high-quality jobs in growth industry sectors.
5	**2024 Severe Winter Storm National Dislocated Worker Grant**
	The Los Angeles area and much of California experienced strong storms in early February from January 31, 2024, through February 9, 2024. A sequence of multiple atmospheric rivers inundated many residents with heavy rain, snow, and flooding. The storms produced road erosion, collapsed hillsides, and debris flow damage to public spaces and essential transportation routes across the state. The program provides temporary job assignments related to clean-up and repair work of storm damage for those areas affected by the storms. This program prioritizes recruitment of displaced workers with a focus on vulnerable populations individuals including, but not limited to, individuals experiencing homelessness or housing insecure Angelenos, justice involved/re-entry, English language learners, and people with disabilities. Other workforce development career services (e.g. development of an Individual Employment Plan, career counseling, specialized assessment, etc.) are provided through WSC co-enrollment.
6	**Farmer John Additional Assistance Grant- WIOA 25% Additional Assistance**
	The Workforce Innovation and Opportunity Act authorizes the Governor to set aside up to 25 percent of the state's Dislocated Worker funds to support California's Rapid Response system and provide Additional Assistance (AA) grants. The AA funds are available exclusively to Local Workforce Development Areas (Local Areas) that experience sudden and large increases of unemployment due to natural disasters, mass layoffs, or other events. These funds are to provide direct services to dislocated workers when local resources are inadequate to meet the demand for increased career and training services in the local America's Job Centers of California. The March 2023 closure of the Farmer John meat processing plant impacted approximately 2,500 workers in the Los Angeles region. Many of these workers face barriers to finding employment that make them vulnerable to long-term unemployment and low-wage jobs. The Farmer John AA Grant program has provided workforce development career services and supportive services to workers impacted by the closure of the Farmer John plant, Cargill plant, Golden West Food Group, 99 Cents Only stores - and workers impacted by the 2025 LA wildfires.
7	**2025 LA Wildfires Disaster Recovery National Dislocated Worker Grant (NDWG)**
	A historic series of fires fueled by damaging winds and low humidity, beginning January 7, 2025, have now become some of the most destructive fires on record for the City of Los Angeles (City). The EWDD coordinated with the County DEO to create a joint strategy to help those impacted across the entire region secure resources to immediately aid in recovery. This NDWG project offers dislocated workers a Temporary Job position to aid in the recovery from the wildfire damage. 'Laborer' and 'Crew Supervisor' positions will cover much of the clean-up and repair activities under the grant. The participants will contribute to making fire and wind damaged areas safe, hospitable, and operational. The grant will also offer a variety of humanitarian assistance positions to help residents access fundamental supports including, but not limited to, food, clothing, shelter, mental health support, and medical aid.
YOUTH SERVICE CORPS FUNDS - SERVICE PROVIDERS	
	The Youth Service Corps initiative represents a key opportunity to invest in LA's young people, provide a clear pathway to viable employment and educational opportunities, and set them up for lifelong success. Building on our efforts under #CaliforniansForAll, funding from the State of California will bolster the capacity of the City of Los Angeles (City) to strengthen our local youth workforce development system and develop the next generation of service leaders. The City will utilize the Youth Service Corps program model to 1) recruit high-need young people for paid work experience; 2) develop career pipelines for early exploration and training; and 3) place Corps members in roles that address critical service needs in their communities. Youth and young adults ages 16-30 are provided with paid work experience to bring critical services to disadvantaged communities in Los Angeles, while accessing on-the-job training, professional development, and supportive services to help them along the way. In the process, young job seekers are connected to high-quality workforce programs that will assist them in their transition to adulthood, college, and work life. As a result of their participation, youth will be more likely to enroll in school, maintain stable employment, and access careers in public service, while increasing their independence, earning potential, and ability to thrive in the world.
8	**Angeleno Corps**
	Angeleno Corps is a 10-month program that provides 18- to 30-year-olds with the opportunity to gain work experience through service learning, pursue their education, and receive up to a $1,000 monthly stipend. 400 participants complete their service at a community-based organization in one of six areas: Education and Child Care; Health, Climate, and Environmental Justice; Immigration Assistance; Nutrition and Food Justice; Technology and Digital Assistance; or Housing Rights Advocacy.
9	**Automotive, Warehouse, and Toolroom Internships**
	The Automotive and Warehouse Toolroom Internships provide ~150 hours of on-the job training to 10 high school or community college students, ages 16-30. Created as a potential pathway opportunity into City employment, students are paid City minimum or above to participate in a 9-week internship with the City's General Service Department and, if successful, will receive a certificate of completion that details the competencies acquired at the end of the program. Additionally, depending on the number of positions available, students would have an opportunity to interview for an exempt City position. Partners: General Service Department [Lead Agency], LAUSD Career Technical Education Division, Los Angeles Community College District.

10	**Clean LA**
	Clean L.A. is a 12-month, full-time employment program for 50 young adults between the ages of 18-30 to help clean and green the City of Los Angeles as a pathway to a full-time career. The program focuses on employing job-seeking Angelenos to perform community beautification and street clean-up services in areas of the city with the greatest need.
11	**Early Childhood Education Student Advancement**
	The Early Childhood Education Student Advancement Program is an internship and mentorship program for students enrolled in a post-secondary educational institution majoring in the child development (or closely related) field. One hundred (100) students between the ages of 18-30 will receive training in child behavior and psychology, communication, and problem-solving, along with one-on-one mentorship support and leadership development.
12	**City Pathways**
	This project consists of a 12-month internship program for LA-area LACCD and CSU students. Participants are placed in City Departments to explore career pathways within the City.
13	**City Pathways for Youth**
	The City Pathways for Youth program provides 75 young people between the ages of 16-30 years old with the opportunity to learn about careers in the City of Los Angeles' Recreation and Parks Department. Interns are placed at recreation centers and park sites across the city, working alongside recreational and maintenance professionals to create a welcoming environment for the local community. They receive hands-on training and supervision to support afterschool programs, sports/recreation programs, and other community engagement activities. Participants earn City minimum wage or above and can work up to 750 hours under a flexible, part-time schedule. The program also serves as an entryway into City employment for youth interested in public service.
14	**LA Community Composting & Food Recovery**
	Participants in this opportunity work to prevent food destined for landfills from becoming waste and distribute the food to food bank organizations to help reduce greenhouse gas emissions, improving public health and the environment—particularly in disadvantaged and low-income communities.
15	**LA RISE Youth Academy- Youth Service Corps**
	The LA:RISE Youth Academy serves individuals 18 to 30 years of age who are experiencing homelessness or are at-risk of experiencing homelessness. Participants will be linked to education, subsidized employment and employment services, and social well-being services while permanent housing is being established to move them to a future of self-sufficiency and economic mobility.
16	**LA River Rangers**
	L.A. River Rangers provides a 12-month, full-time work opportunity to 40+ young Angelenos with an interest in cleaning, beautifying, and maintaining public areas along the Los Angeles River. Each participant will work alongside a supervisor to carry out various maintenance needs such as native plant care, pavement and path care, and removal of trash and other nuisances. At the conclusion of their time with the program, participants can access employment opportunities with agencies that maintain the LA River.
17	**Student to Student Success**
	The Student to Student Success program offers compensation, skills training, and career exploration to 400 high school students who provide academic support to younger students in their household or at a nearby elementary school. Each S2S tutor will work directly with at least one younger student living in the same household after school and/or on weekends, or will work in-person at a nearby elementary school supporting afterschool programs.
18	**Summer Night Lights**
	The Summer Night Lights Expansion program will hire 80 young people ages 16-30 to coordinate activities at 11 City parks and recreation centers with extended hours to provide youth and families with fun gathering spaces during the summer months. The program aims to provide a safe, welcoming environment in neighborhoods impacted by gang-related violence through extended recreation programming, meals, community activities, employment opportunities, and other resources. SNL interns live within the surrounding community and work with City employees to create programming that addresses the needs and interests of local residents.
19	**Teen Parent Prosper Project**
	The Teen Parent Prosper Program provides part-time employment to 25 pregnant or parenting teens (ages 14-24), combining work experience through the City's YouthSource Centers and wraparound services through the City's FamilySource Centers. Participants will receive paid work experience and enhancement services for up to 600 hours of job training and work experience).
20	**Youth & Community Harvest Internships**
	The Youth & Community Harvest Program offers work experience and professional development to youth and young adults, ages 16 to 30, who are passionate about addressing the issue of food insecurity. Participants will explore career pathways in urban farming, nutrition, and sustainability while gaining exposure to the principles of food waste diversion, composting, and community engagement.
21	**Digital Ambassadors**
	Digital Ambassadors are HACLA resident leaders between the ages of 18-30 who support their communities in addressing the digital divide. Participants assist low-income and senior households with acquiring low-cost internet or digital devices and navigating online resources such as virtual learning, employment opportunities, and telehealth services. Digital Ambassadors complete a minimum of 120 hours training and 280 hours of work experience over six months, and Lead Ambassadors will have the opportunity to work part-time (500+ hours) for a full year. They are trained on community outreach and customer service before being deployed to develop group and individual engagements for HACLA residents and local small businesses.

22	**Operation Flame Wildland Firefighting Academy**
	The Operation Flame Wildland Firefighter Academy will provide general training and work experience to prepare low-income and justice-impacted Los Angeles City residents for entry- level positions in wildland firefighting. Operation Flame Wildland Firefighter Academy will enroll 50 program participants to complete 320 hours of training/work experience preparation during an 8-week period. Upon successful completion of the training program, trainees will receive up to a $4,000 stipend.
23	**Pathways to Childcare**
	The Pathways for Childcare program will provide living-wage career opportunities for early childhood educators while expanding access to licensed child care facilities in Los Angeles. Pathways for Child Care will provide 200-hour child care work experience and training for 60 interns, ages 18 to 30, at City minimum wage or above. All participants will receive training in mandated reporting, CPR for infants and toddlers, and preschool curriculum. Practical experience will be gained in lesson development and classroom management, and interns will attend professional development workshops specific to the child care setting. Upon completion of the training, youth who have also completed units of child care courses may apply for vacant child care positions in the City of Los Angeles.
24	**Senior Hospitality Internship for L.A. Youth**
	The Senior Hospitality Program for Youth in Los Angeles, a collaborative initiative by ACG-Training Management Consulting Inc., AllSumJobs, and Industry Partners, offers 45 young adults aged 16-30 an opportunity to explore, enter, and secure an entry-level position in the hospitality/health care sector through the senior care industry. With a focus on flexible after-school hours, the program provides participants with comprehensive training, work readiness, and hands-on experience, opening doors to various career paths, from kitchen roles to customer engagement and care services, with the potential for rapid career growth and employment opportunities.
25	**Program Evaluation & Project Planning**
	An outside evaluator will gather data to evaluate Youth Service Corps Youth Workforce programs. An evaluation of all funded programs will be presented to the Mayor's Office of Economic Opportunity and the Department, outlining the impact and success of the programs as well as suggestions for improvements.
26	**Marketing: Recruitment & Outreach - HIRE LA Platform / Community Software Solutions Inc.**
	Community Software Solutions (CSS) was procured to create a forward-facing application and enrollment platform for the Youth System. All youth and now employers can apply and input information for EWDD and system providers to review and connect with for work experience and other services. The platform is updated yearly to allow the Department to gather data, make payments to participants, and modify the platform to improve youth and employer engagement with Hire LA's Youth.
27	**State of CA Homelessness Pilot Program / CRCD**
	To be determined.
28	**Hire LA Youth**
	HIRE LA focuses on preparing young adults for the 21st Century workforce. It is designed to provide a starter job, as well as work skills development, financial literacy, career coaching and mentoring, and career exposure, for youth ages 14-30. HIRE LA programming provides youth with the preparedness needed to enter the workforce and sets them on a path of becoming lifetime earners.
	LA CITY PROGRAMS - SERVICE PROVIDERS
29	**Vision Lab/ Digital Inclusion**
	The Vision Lab, a digital inclusion program, will partner with other youth systems and community-based organizations to provide technology-based courses and mentorship to youth and adults in Los Angeles, and will prepare participants with the skills necessary to pursue technical careers. For aspiring entrepreneurs, the Vision Lab program will offer entrepreneurship training to youth and adults. The goal is to support aspiring entrepreneurs in developing projects to close the digital divide. The third component of Vision Lab is the Small Business Modernization project, which focuses on the delivery of community workshops and the partnering of trained program participants to support small businesses' transition to operating in the digital world.
30	**Cash for College**
	The Cash for College (CFC) campaign is designed to expand access to education and career opportunities for low-income youth. This initiative is intended to integrate CFC activities in the YouthSource System to ensure access to CFC activities for WIOA program-enrolled youth. Project services are coordinated through a contract with Unite-LA. Primary services include: * Provision of 2-day Cash for College Convention or equivalent virtual event(s) * Targeted outreach to YouthSource participants to ensure attendance of 500 WIOA-enrolled youth at the Cash for College Convention. * Facilitation and recruitment of YouthSource contractors to be "pick-up" sites for the College & Career Convention. * Provision of Cash for College workshops during the fall and winter * Providing information for FAFSA financial aid workshops to all YouthSource Contractors. * Ensuring that WIOA program-enrolled youth participate in the Cash for College financial aid workshops.
31	**Gang Injunction Curfew (GIC) Settlement (LARCA 2.0)**
	The City of Los Angeles is investing up to $30 million in its workforce development system as part of the class action settlement in the case of Rodriguez v. City of Los Angeles, 11-CV- 01135-DMG over four years (June 1, 2017 – December 27, 2021). The settlement was approved by the court in March 2017. Job training, educational and employment services will continue to be made available exclusively to the class members of the settlement.

32	**Hire LA**
	Hire LA focuses on preparing youth ages 14-24 and, in some cases, based on funding streams up to 30-years-old for the 21st-century workforce. Hire LA's Youth is envisioned as a program in which youth build on experiences year-by-year and have progressive work, education, and social-emotional development. To accomplish this the system is tiered. Every participant is assessed on previous work experiences, career readiness, and barriers to employment during the enrollment process. Each Youth Program Provider and Employer is also assessed and categorized along a level or tier - Entry, Emerging, or Advanced Level. Youth are then matched with quality services that honor previous work experiences and skills. Participants receive workplace training and work placement that support their work-readiness skills growth. Program participants move along a continuum of services with new opportunities and varying intensity of services at each level as they learn about career pathways and gain valuable workforce skills. This approach allows youth to be appropriately matched to necessary services and work experiences that are aligned to their interests and experiences, and for them to move along a coherent career pathway based on their needs and aspirations. Hire LA is funded by multiple sources and provides work experience, work skills development, financial literacy, career coaching and mentoring, and career exposure. It is an umbrella for multiple work experience program types from state, city, county, and private funding sources.
33	**Los Angeles Regional Initiative for Social Enterprise (LA:RISE)**
	Initially funded in 2014 by a U.S. Department of Labor Workforce Innovation Fund (WIF) grant, LA:RISE brings together social enterprises, workforce agencies, retention specialists, and employers to help individuals experiencing homelessness or at risk of homelessness to re-enter and succeed in the workforce. Participants receive transitional employment at a social enterprise along with WorkSource Center counseling, support, and training they need to succeed in the workplace. Under the LA:RISE initiative, individuals progress from transitional, subsidized employment, to bridge, unsubsidized and/or competitive employment in the open labor market.
34	**Day Laborer Program**
	The Day Labor Resource Center Program provides an immigrant integration model, creates educational opportunities to transition day laborers away from temporary employment, links to various community resources, and increases public safety by providing fixed hiring sites in designated areas of the City where persons can safely congregate to solicit employment from residents and businesses seeking day labor.
35	**Summer Youth Employment Program (SYEP)**
	The Summer Youth Employment Program (SYEP) has been a vital component of the Youth Workforce System for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14-24 have the opportunity to earn a paycheck while developing foundational workplace skills and a connection to the labor force. These funds promote the development of youth by implementing the YSCs mission of promoting youth achievement by working with families and community partners to create opportunities for youth ages 14-24 to reach their education, employment, and personal development goals. In partnership with local community-based organization, this program is a vocational, educational, career, and social support system that emphasizes the talents and capabilities of the community's youth and families. This program serves in-school and out-of-school youth and provides recruitment, assessment, case management, job preparation, internships, career counseling, job placement, leadership development, and educational placement in a client-centered, individual approach.
36	**Youth Jobs Training Programs - CD 7**
	Funding will be used to pilot a new sidewalk training program in Council District 7. Participants will receive classroom training and work experience.
	LA COUNTY GRANTS - SERVICE PROVIDERS
37	**JJCPA Probation**
	Juvenile Justice Crime Probation Act (JJCPA) youth are justice involved youth referred by the County Probation Department via specified probation protocols. JJCPA youth may be incarcerated or released and under probation department supervision. The JJCPA program seeks to provide employment opportunities and barrier mitigation services to LA County youth offenders.
38	**LA County Probation - Project Invest**
	The Los Angeles County Probation Department and the Department of Economic Opportunity developed the INVEST program and provides funding to two (2) of the City's WorkSource Centers. The City currently contracts with the Coalition for Responsible Community Development and Goodwill Industries of Southern California. Project INVEST was created to establish a multidisciplinary approach to rehabilitation and job attainment for reentry populations throughout Los Angeles County. The program includes education and skills development, employment retention strategies, system navigation, intervention, leveraging countywide economic and workforce development initiatives and the creation of a rehabilitation and career attainment support team that includes the probation officer.
39	**LA County Other Underserved Youth / LAUSD PSA**
	These funds, provided by the County of Los Angeles to EWDD, fund the LAUSD Office of Student Health and Human Services to serve as partner collaborator for America's Job Centers of California (AJCC) in identifying out-of-school youth, with emphasis on probation, foster and homeless youth, for targeted services. LAUSD Pupil Service Attendance (PSA) Counselors, through an on-site support, work with the County's AJCCs and its Case Managers to provide participants with academic assessments, access to all LAUSD education programs, specialized educational activities, and support programs.
40	**Youth at Work-OUY - Work Base Learning**
	Other Underserved Youth (OUY) are youth 14-24 years old who identify themselves as Lesbian, Gay, Bisexual, Transgender or Queer and/or Questioning (LGBTQ+). OUY youth also include youth that are homeless, low-income youth, youth that reside in a high poverty area, youth receiving free or reduced lunch, or CalFresh benefits eligible. The City of Los Angeles receives OUY funds from LA County to provide OUY youth with services that focus on job readiness, financial literacy, and paid work experience. As youth enrolled in a County-funded program they have the opportunity to participate in the County Youth Bridges Program, which exposes youth to careers with the County of Los Angeles.

41	**LA COUNTY WIOA Formula**
	The City receives funds from the County of Los Angeles to provide employment and training services to residents in the Pacoima/North Valley area of the Los Angeles County LWDA.
42	**Youth at Work-CalWork**
	LA County approved funding to provide youth, 14-18 years old, and up to 19 for parenting youth (CalLearn), with work-based learning that provides classroom work-readiness instruction, career exploration, and on-the-job work experience. The program serves low and moderate-income youth, emphasizing youth from CalWORKs families, probation youth, and foster youth. Services focus on job readiness, financial literacy, and paid work experience. County-funded youth may participate in the County Youth Bridges Program, which exposes youth to careers with the County of Los Angeles.
43	**Regional Equity Recovery Partnership (RERP)**
	RERP represents an acceleration and deepening of the existing Regional Plan Implementation efforts and will support and invest in partnerships attempting to add high road approaches to existing sector strategies and career pathway programs. “High Road” is a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity, and a clean environment. In its effort, the City in partnership with Los Angeles Community College District will assist city's residents in navigating the pathways available through the LACCD's career training/education systems.
	OTHER GRANTS/FUNDS- SERVICE PROVIDERS
44	**Bank of America**
	The program targets at-risk youth ages 14-24 who have multiple barriers to employment. It is funded through the generous support of Bank of America and provides youth with paid work experience in the communities of Watts and Boyle Heights. Bank of America provides $120,000 to support youth co-enrolled in WIOA and other youth who may be ineligible for other Hire LA funding streams.
45	**Department of Rehabilitation (DOR)**
	EWDD, through the California Employment Development Department for the Disability Access, Equity, and Inclusion (DAEI) grant, will partner with California DOR and Managed Career Solutions (MCS), to improve workforce development services to people with disabilities (PWDs) across the City of Los Angeles. Tailored employment and training services will be provided to 140 unique PWDs, including work-based learning. PWDs will have access to a comprehensive network of partner services, case management for needs and barrier assessment, and Social Security Benefits Counseling. The program will provide an assigned Disability Services Navigator to help them access resources services they need to remit barriers and ultimately gain unsubsidized employment.
46	**Environment Protection Agency (EPA) CRCD**
	To be determined pending grant agreement with EPA.
47	**EWDD SYEP**
	Funds for the Summer Youth Employment Program (SYEP) administered by the City managed Youthsource Centers.
48	**Prison 2 Employment**
	The P2E Initiative aims to strengthen linkages between the state workforce and corrections systems and local WorkSource Center hubs to improve the reintegration of formerly incarcerated and justice-involved individuals back into society and the labor force. The P2E 2.0 program provides workforce development services, support services, paid work experience, and more via WorkSource Center Hubs throughout the region.
49	**Returning Citizens Housing Stability Pilot Project**
	DOL Funding will pilot a new workforce program that will provide workforce training, subsidized employment, and housing services.
50	**DOL Vision Lab Community Projects**
	The Vision Lab Project consists of several program features including offering technology-related programming that will support individuals who live in or develop business ideas to address the digital divide; youth tech workforce development and digital literacy programs; as well as support local businesses who are challenged to operate in the digital economy.
51	**DOL Peer Homeless System Navigation (PHSN) Program**
	DOL grant awarded to the Youth Development Department (YDD) in June 2024 to implement the PHSN Program. In partnership with EWDD, this allocation will fund a workforce development service provider (from the WorkSource or YouthSource System) to serve as the employer of record .The PHSN Program will hire and train forty (40) low-income community college students to serve as peer navigators (program participants) for other low-income, housing-insecure, and/or transition-age youth. The PHSN Program participants will support other youth by facilitating connections and referrals to support services, such as job training, academic support, housing assistance, financial stability aid, mental health resources, public assistance services, and other basic needs support services.
	OTHER SUPPORTING ACTIVITIES & CONSULTANTS
52	**WDB Innovation Fund**
	The WDB Innovation Fund supports effective program designs by providing capital needed to ensure their success. Funding for these programs is based on analysis of outcomes, evidence of success, learning that addresses key gaps in knowledge within the field, sustainability and scalability. WIOA emphasizes incumbent worker training, career pathways, services to vulnerable populations and individuals with barriers to employment.
53	**Annual Plan Design Consultant**
	Funding will be allocated to support the graphic design of the Annual Plan.
54	**Audit Fees/Fiscal Training**
	For CPA and other professional consulting services to assist EWDD with fiscal monitoring reviews and special audits of selected service providers and provide technical assistance. For attendance of EWDD fiscal staff to various fiscal training events related to grant regulations, financial management standards, audit topics, etc.

55	**Invoice Automation Platform - Launchpad GMS**
	Funding for Launchpad to develop a customized EWDD Grants Management System (GMS) to automate contracting, budget and expenditure plans, invoicing and grants reporting processes.
56	**Customer Relations Management System - Launchpad**
	Funds will be used to develop a new and efficient database, which includes a "customer relation management database" ("CRM"), to support the layoff aversion program, rapid response, and employer engagement.
57	**Cash for College**
	The Cash for College (CFC) campaign is designed to expand access to education and career opportunities for low-income youth. This initiative is intended to integrate CFC activities in the YouthSource System to ensure access to CFC activities for WIOA program-enrolled youth. Project services are coordinated through a contract with Unite-LA. Primary services include: * Provision of 2-day Cash for College Convention or equivalent virtual event(s) * Targeted outreach to YouthSource participants to ensure attendance of 500 WIOA-enrolled youth at the Cash for College Convention. * Facilitation and recruitment of YouthSource contractors to be "pick-up" sites for the College & Career Convention. * Provision of Cash for College workshops during the fall and winter * Providing information for FAFSA financial aid workshops to all YouthSource Contractors. * Ensuring that WIOA program-enrolled youth participate in the Cash for College financial aid workshops.
58	**Crossroads/Policy Conferences and Forums**
	Funding for Crossroads symposia at which WDB members, elected officials, and workforce development professionals engage in critical discussions regarding services to vulnerable populations. These serve as the basis for development of workforce development policies and programming in the City of Los Angeles.
59	**Customer Satisfaction Surveys/ Program Evaluation**
	Consultant to conduct program evaluation and customer satisfaction surveys, on site and by telephone, and data analysis for the following: • Adult participants at WorkSource Centers • Youth participants at YouthSource Centers • Partners at WorkSource and YouthSource Centers
60	**Hire LA Platform/ Community Software Solutions Inc.**
	This activity will fund the cost of annual maintenance for the HIRE LA's Youth Automated Registration Platform. Funds allocated will allow for Cloud-based hosting, bandwidth, backup, Cloud data storage and retention, Security monitoring, technical monitoring, Cyber coverage ($20 million limit), and routine page modifications and updates. This platform serves as the programmatic landing page for all youth interested in participating in HIRE LA's Youth, the City's premier youth-centered year-round workforce development program.
61	**HIRE LA's Youth 16-24**
	HIRE LA focuses on preparing young adults for the 21st Century workforce. It is designed to provide a starter job for youth ages 16-24. HIRE LA is funded by City GF and used to provide work experience, as well as work skills development, financial literacy, career coaching and mentoring, and career exposure. HIRE LA programming provides youth with the preparedness needed to enter the workforce and sets them on a path of becoming lifetime earners.
62	**HIRE LAX Support**
	The Construction Training Stipend Program provides local residents with free, 8-week, union-recognized construction training through HireLAX Construction Training Program and the Maxine Waters MC3 Construction Worker Program. Participants receive hands-on instruction, supportive services, and may qualify for stipends based on performance. The programs address employment barriers and prepare individuals for union apprenticeships and long-term careers in construction.
63	**Hire LA Steering Committee - YDD**
	Funds to the YDD to support the relaunch and management of the Hire LA’s Youth Steering Committee.
64	**Intensive Transitions**
	Continues funding of the Intensive Transitions project, which supports youth offenders returning from probation camps by linking them to education and employment opportunities through the YouthSource System. The project has functioned as a component of the larger LA Youth Opportunity Movement (LAYOM) Program. Services include anger management training, individual counseling, parent education, after-school tutoring, and community service. The case management program has shown an increase in successful completion of probation, reduced recidivism, community service, and restitution.
65	**Inside Safe Job Connector Program/ CRCD**
	As part of the Mayor's Inside Safe Initiative, launched in December 2022, this program will fund Job Connectors across the Workforce Development System to assist up to recently housed individuals connect to a job through on of the City's Adult of Youth employment centers. Job connectors will support the integration of WDS programs with housing and homeless services systems of care.
66	**I-Train**
	Funding for the South Bay Workforce Investment Board to act on WDB’s behalf to accept applications for the State Eligible Training Provider List (ETPL), determine eligibility for potential training providers, conduct investigations into complaints against training providers, and to provide periodic reports to the EWDD on the performance of ETPL providers.
67	**Labor Outreach Navigator / Miguel Contreras Foundation**
	Funding will pilot a new partnership with the Miguel Contreras Foundation to connect WorkSource and YouthSource participants with employment opportunities with the Los Angeles County Federal of Labor partners.

68	**LA Performs**
	Continue to fund the online performance management system for the Workforce Development System. This system provides valuable information for measuring agencies' performance and for developing an annual evaluation of their program performance. It is a powerful analytical tool, allowing multi-level filtering of performance data to analyze results by various demographic groups. Contract with Future Work Systems, LLC, to a) continue hosting and maintaining the LA Performs website, which is used for managing and reporting performance metrics; and b) provide LA Performs training as needed.
69	**LA Valley College Sector Strategy Center**
	Funding to operate the Los Angeles Valley College Sector Strategy Center within the LA Valley College Campus to provide WIOA related services to local city residents. The portal has linked higher education and workforce development to meet the dynamic labor force demands of the region's growing industries. The programs offered through this portal offer a connection to LAVC's existing training academies centered on the Biotech, Manufacturing, and Transportation sectors. This WorkSource Center portal is operated by Managed Career Solutions, SPC.
70	**Labor Market Information - LAEDC**
	Labor Market Information (LMI) is used to research and evaluate industry sector initiatives and high-growth industries in connection with employment and job training. The COVID-19 pandemic-induced job losses, business failures, industry shifts, and overall social and economic changes will have ramifications that will extend beyond the end of the pandemic. An accurate assessment of current LMI enables the Department to tailor its programs to the most current and sustainable career pathways available.
71	**Los Angeles Library System Strategic Partnership**
	EWDD will continue to partner with the City's library system to provide jobseeker services in library branches. This WorkSource Center portal is operated by the Pacific Asian Consortium in Employment (PACE) at the Central Los Angeles Public Library branch.
72	**LAUSD - Pupil Service Attendance (PSA) Counselors**
	LAUSD Pupil Service Attendance (PSA) Counselors collaborate with City YouthSource Center-assigned PSA Counselors to provide a network of resources for participants and support the City's P3 regional efforts. The PSA also serves as a P3 liaison to LAUSD's student services and programs to increase the outcomes of the city's opportunity youth.
73	**Older Worker Strategy - Implementation**
	Ensure systems are in place to implement this plan and hold the City accountable to achieving the goals herein. Create an entity to establish and track all recommendations This may start as a public sector working group for regional Older Adult workforce service providers composed of City, County, and other public agencies including all 7 of the Workforce Development Boards (WDBs) in the region and then transition to a formal commission. Collect and use data on Older Worker demographics, separations, access to training, and advancement to make decisions about resource allocation and programs. Map and develop collective cross-departmental funding schemes to achieve efficiencies and ensure program longevity. Ensure Older Adult needs are considered in strategies developed in other departments' and agencies' strategic plans, budgets, and priorities.
74	**Pierce College Co-Location**
	Funding to operate a WorkSource Center portal at Pierce College to provide workforce development services on campus. This WorkSource Center portal is operated by Equus Workforce Solution.
75	**Program Monitoring Consultant/ New Ways to Work**
	For professional consulting services to assist EWDD with contract compliance and program monitoring reviews of WIOA and other selected service providers and to provide technical assistance.
76	**Promotion and Outreach**
	Provides funding for conducting marketing and outreach efforts, through contracted services, sponsorships, and other methods, for a range of activities including staff trainings, outreach strategizing and planning, business protocol development, media services, development of collateral materials, utilization of social media, direct media buys and other services that will: 1. Increase regional market share recognition and support of jobseekers/dislocated workers, traditionally underserved jobseeker populations, youth, and businesses/employers for the WDB Workforce Development System's WorkSource/America's Job Centers of California, YouthSource and HIRE LA's Youth brands 2. Assist in increasing the number of employer job pledges and overall contributor donations to the HIRE LA's Youth campaign 3. Promote awareness and best practices of the Industry Sector Training Initiatives, the linkage to the Workforce Development System and the connection to local and regional employers and community colleges 4. Assist with promotion and outreach activities related to regional planning efforts 5. Facilitate joint messaging of Workforce Development Board and Economic and Workforce Development Department workforce development promotion and outreach goals and objectives
77	**Rapid Response Layoff Aversion Strategies - LAEDC**
	Layoff Aversion is a required strategy under Rapid Response typically implemented in partnership with economic development and business associations. The intent is to save jobs by offering assistance to companies before layoffs or reductions in force are their only options. To save jobs, a Rapid Response/Layoff Aversion team must be able to identify an at-risk company well in advance of layoffs, secure executive level commitment to work together, assess the needs of the company, and deliver services to address risk factors.
78	**RELAY Institute-CSUN (Formerly P3 Initiatives)**
	Strengthen the capacity of the YouthSource system to provide wraparound services that improve education, employment, and social outcomes specifically for youth who have dropped out, are unemployed, or are homeless. The Institute will build capacity of public and private service providers by increasing their knowledge and analytic capacity by capturing and sharing data, best practices, disseminating innovations, and fostering network.
79	**Reserved for EWDD Program Oversight/Delivery for PY 25-26**
	Funds set aside from multi-year grants for EWDD program oversight and delivery costs for PY 24-25 and PY 25-26 and until the applicable grant's ending date (included in supporting program activity totals above).

80	**Sector Intermediaries**
	To contract intermediaries who will facilitate the implementation of sector strategies as recommended in the Five Year Workforce Development Strategic Plan and other strategic planning efforts conducted during PY 23-24.
81	**Virtual One Stop**
	To fund the development of virtual one stop center(s) to increase access to AJCC system services.
82	**Workforce Consultants - Misc.**
	Funds to secure consultants as needed to support the workforce delivery system, Adult and Youth AJCC operators or system development.
83	**Youth Small Business Corp**
	To be determined.
84	**Bridge Housing - Harbor Freight**
	To be determined.
85	**Peer to Peer Counseling Initiative**
	Funded by The Youth System, in partnership with the Youth Development Department, the Certified Peer Specialist Demonstration Project trains up to 70 YSC program participants in mental health counseling. The goal is twofold: 1) to develop peer counselors that work with other Youth system program participants in need of mental health services through both group counseling and advocacy and 2) to create an entry point into the mental health and MediCal reimbursable career pathways.
86	**YouthSource Center Youth Council**
	To fund the creation and continuation of 14 site-based councils that bring authentic youth voice to our system. Allows youth to lead and actively participate in creating programmatic successes. Youth Councils must meet quarterly and are expected to build authentic leadership skills.
87	**Rooted to rise LA**
	To be determined.
88	**ECE- Social Impact Collective**
	The Social Impact Collective through the Early Childhood Education and Student Advancement Program (ECE-SAP), was contracted to provide paid internship opportunities, one-on-one mentorship support, quarterly coaching sessions, and financial awards to graduating Los Angeles community college students in the field of child development or a closely related field.
89	**Bureau of Public Works- CFA**
	These funds are pass through dollars for CFA programming being administered by the Bureau of Public Works.
90	**Community Investment for Families Department (CIFD)- CFA**
	These funds are pass through dollars for CFA programming being administered by the CIFD.
91	**General Services Department- CFA**
	These funds are pass through dollars for CFA programming being administered by the General Services Department.
92	**Department of Recreation and Parks- CFA**
	These funds are pass through dollars for CFA programming being administered by the Department of Recreation and Parks.
93	**Youth Development Department- CFA**
	These funds are pass through dollars for CFA programming being administered by the Youth Development Department.
94	**Recruitment and Outreach - CFA**
	These funds are pass through for CFA programming being administered by the Mayor's Office of Economic Opportunity.

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Note:

**These policies are new or were revised to be in conformance with Employment Development Department (EDD) Workforce Services Directives (WSD), U.S. Department of Labor (DOL) Training and Employment Guidance Letters (TEGL) and Training and Employment Notices (TEN), and other federal guidance from the U.S. Office of Management and Budget (OMB) and U.S. Office of Personnel Management (OPM).*

AJCC Branding and Operations

America's Job Center of California[SM] (AJCC) Branding Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
All Workforce Innovation and Opportunity Act (WIOA) funded America's Job Center of California[SM] (AJCC) operators, locally known as WorkSource and YouthSource Centers, must adhere to the City of Los Angeles Workforce Development Board's (WDB) branding policy as well as federal and state requirements regarding co-branding with the U.S. Department of Labor's (USDOL) American Job Centers brand.

BACKGROUND
The WDB's branding policy ensures a consistent image and public service identity to increase the public's awareness of the City's WorkSource and YouthSource networks. The policy also ensures the consistency and integrity of the WorkSource and YouthSource brands as they appear to the public and compliance with Federal and State of California Workforce Development Board's co-branding requirements.

POLICY AND PROCEDURES
All AJCC operators must adhere to the Workforce Development Board's (WDB) branding policy covering the WorkSource and YouthSource brands and must co-brand with the U.S. Department of Labor's (USDOL) American Job Center brand.

Specifically, all AJCC operators shall adhere to the co-branding of "A proud partner of America's Job Center of California[SM] network" as directed through their contractual obligations and any related directive(s).

All AJCC operators shall ensure that logos, taglines, and graphics of all collateral materials, websites, and signage utilized for WIOA programs conform to the AJCC Organizational Identity and Style Guide referenced below, issued by the California Workforce Investment Board effective July 1, 2013.

In addition, for any visual materials created – marketing collateral materials, training, recruitment flyers, articles, press/media releases, etc. – AJCC operators must include the appropriate branding logo (WorkSource or YouthSource) and the City of Los Angeles, the WDB, and the Economic and Workforce Development Department logos.

At all times (including all references, marketing collateral materials, training, and recruitment flyers, articles, press/media releases, social media efforts, and external and internal signage, etc.), branding of the WorkSource or YouthSource Centers shall require naming that states the Center's designated geographical name first (required), with the operator's organization as secondary (optional). Examples: "Northwest Los Angeles WorkSource Center, operated by XYZ Contractor, Inc." or "Central Mid Los Angeles YouthSource Center, operated by ABC Youth Agency, Inc."

To the extent possible and feasible, WorkSource and YouthSource contractors are encouraged to utilize the brochure/flyer templates provided by the Economic and Workforce Development Department.

In addition, all AJCC operators must adhere to the EEO requirements in terms of accessibility language on all websites, collateral materials, and media outreach. For more information on this requirement, refer to the Nondiscrimination and Equal Opportunity Policy.

REFERENCES

- State of California Employment Development Department Workforce Services Information Notice WSIN12-43: New One-Stop Branding- America's Job Center of California Network (March 15, 2013)
- AJCC Organizational Identity and Style Guide, California Workforce Investment Board (July 1, 2013)

*City Partnerships Memorandums of Understanding and EDD Colocation Requirements

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the Workforce Innovation and Opportunity Act (WIOA) Memorandums of Understanding (MOU) for all America's Job Center of California (AJCC) locations for the City of Los Angeles. It provides further guidance on EDD space-sharing requirements, cost-sharing agreements, and leasing arrangements for comprehensive AJCCs.

BACKGROUND
In order to establish a high-quality AJCC delivery system and enhance collaboration amongst partner programs, WIOA requires Local Boards to develop MOUs with all AJCC required partners in their Local Area. All MOUs are required to contain assurances that the MOU would be reviewed and updated every three years with an annual review of and, if necessary, amendments to the Infrastructure Funding Agreements (IFA) and Other System Costs Budget.

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

POLICY AND PROCEDURES
WIOA requires that a MOU be developed and executed between the Local Board and AJCC partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

Development of a Memorandum of Understanding
Each MOU should act as a functional tool as well as a visionary plan for how the Local Board and AJCC partners will work together to create a unified service delivery system that best meets the needs of their shared customers.

The three major components of each MOU are as follows:
1. Shared Customers
2. Shared Services
3. Shared Costs

Shared Customers and Services
The Local Board and AJCC partners should start the negotiations with a discussion around each partner's customers and services. This can help to inform the discussion of how best to serve the Local Area's population through effective partnerships, referrals, and cross-training staff. It is important to clearly delineate the responsibilities of each MOU partner when it comes to helping plan, develop, and implement the local AJCC system. Each partner should be helping to strengthen partnerships across WIOA programs in order to have an effective system that meets the needs of all local customers.

Shared Costs
Under WIOA, each AJCC partner that carries out a program or activities within an AJCC must use a portion of the funds available for their program and activities to help maintain the AJCC delivery system, including proportionate payment of the infrastructure costs of the AJCC. If a determination is made that a partner is receiving benefit from the AJCC, the amount of funds each AJCC partner must contribute must be based on their proportionate use of the AJCC(s). When determining each partner's proportionate share, Local Boards must remain in compliance with the federal statute authorizing each partner's program as well as Uniform Guidance.

Establishing IFA Budgets
In order to best meet the needs of the Local Area and all partners, flexibility is given to the Local Areas to agree to individual IFAs, a network IFA, or a combination of individual and network IFAs. Developing a combined budget based on a network of AJCCs may make financing infrastructure costs among partners easier since it does not require each partner to contribute to each individual AJCC, so long as each partner's total contribution is still equal to their overall proportionate share. Combining budgets cannot change the distribution of costs in any way, costs must be still attributable to each partner equally, and in accordance with the agreed upon cost sharing methodology.

Whichever option is selected, all partners must agree to the budget and cost allocation methodology. They must also meet the standards of proportionate use and relative benefit and comply with federal cost principles. If an affiliate or specialized AJCC only has one MOU partner within the AJCC, they are not required to negotiate the IFA as there are no cost sharing partners. However, the Local Boards and partners may choose to include affiliate and specialized AJCCs with only one colocated partner if they are participating in a network IFA.

The IFA budgets include, but are not limited to, all non-personnel costs that are necessary for the physical operation of the AJCC such as: rent, utilities and maintenance, equipment, technology, and non-marketing common identifier expenses. Every AJCC infrastructure budget must also have an "Access and Accommodation" line item for ensuring physical and programmatic access to the AJCC by individuals with disabilities.

Determining Benefit Received by Partners
Local Boards must first determine whether an AJCC partner is receiving benefit from the AJCC or system. If a benefit is received, the AJCC partner's proportionate share of infrastructure costs must be calculated in accordance with Uniform Guidance and based on a reasonable cost allocation methodology, whereby infrastructure costs are charged to each partner in proportion to their use of the AJCC(s). All costs must be allowable, reasonable, necessary, and allocable (WIOA Joint Final Rule Section 678.715). Partners who are physically colocated in the AJCC(s), whether full-time or part-time, are considered to receive a direct benefit that is allocable, therefore, they must contribute their proportionate share towards the infrastructure costs.

Reconciliation of AJCC Partner Contributions
The Local Board is responsible for ensuring that all of the AJCC infrastructure costs are paid according to the provisions of their signed MOUs. The estimated proportionate share of costs for each partner are based on budgeted expectations. Until the actual costs are known, and the usage and benefits are calculated, each partner's true proportionate share of cost will be unknown. Therefore, all AJCC partner contributions, regardless of the type, must be reconciled on a regular basis (e.g., monthly or quarterly), comparing expenses incurred to relative benefits received. The reconciliation process is necessary in

order to ensure that the proportionate share each partner program is contributing remains consistent with the cost methodology, is up to date, and in compliance with the terms of the MOU. The MOU must include a reconciliation schedule, identify who will be responsible for the reconciliation, and include the names and/or titles of partners who will be approving the reconciliation.

Local Funding Mechanism vs State Funding Mechanism
One of the hallmarks of WIOA is an increased emphasis on local control. By initiating negotiations via a local funding mechanism, it allows for decision making to be kept at the local level. However, if a Local Board is unable to complete IFAs with all of its AJCC partners, then the State Funding Mechanism (SFM) will be triggered and the State must then determine the required contributions of each AJCC partner.

If a Local Area is unable to reach agreement regarding joint infrastructure costs with any of their AJCC partners, they must notify their Regional Advisor by April 1 annually to trigger the SFM. A signed agreement is not required by April 1, but negotiations must be on track to have a completed and signed IFA by June 30 in order to avoid triggering the SFM. Once the notification has been received, the California Workforce Development Board (CWDB) will initiate a process to determine each AJCC partner's contributions to infrastructure costs in the Local Area for that program year under the SFM. The process will include all appropriate state level authorities to enact the SFM.

Timeline
The MOUs are required to include their duration, amendment procedures, and an assurance to update not less than once every three years. The MOUs must be amended anytime there are significant changes to the shared customers, services, and/or costs. The reviews should ensure accurate, up-to-date information regarding funding, delivery of services, additional partners, and any changes in the signatory official of the Local Board, CEO, or AJCC partners. If an MOU gets amended, the Local Board shall notify their Regional Advisor of the amendment and approvals. To allow for state monitoring and policy developments, all MOUs are to be effective on the same three-year schedule each time. For this cycle, the City of Los Angeles shall renew its MOUs with all strategic partners before the effective date of July 1, 2025 through June 30, 2028.

EDD Space-Sharing Requirements
An executed space-sharing agreement must be in place for comprehensive AJCCs prior to the occupancy of EDD Wagner-Peyser (W-P) staff or other state partners providing services on a workforce partner's premises. The most common types of space sharing agreements are a Standard Lease, a Standard Sublease, or a Space Use Permit.

- State Standard Lease - used to document occupancy and rent exchange when state staff occupies space in a privately owned or partner owned facility.
- State Standard Sublease - used to document occupancy and rent exchange when W-P staff occupies space in a privately leased or partner leased facility. Because a sublease is subject to the authority of an executed master lease, the sublease duration cannot exceed eight years or the duration of the master lease, whichever is shorter.
- Space Use Permit - an agreement that allows EDD staff to occupy office space free of charge for the purpose of housing temporary, part-time, seasonal staff, or other very small operations where entering a lease is not practical.

When negotiating a lease or a sublease it is also important to consider the AJCC partner's funding stream (e.g., EDD cannot enter a four-year lease with an AJCC partner whose funding expires in two years).

Should delays in executing an agreement result in unfunded costs, EDD will pay retroactively for use of space once a lease has been executed, where appropriate and with agreed-upon backdated terms. Before renewing or entering a new lease, federal and state laws mandate several key requirements be verified and validated before a state employee can occupy space in the leased facility. Such requirements are as follows:

- Americans with Disabilities Act (ADA) Accessibility Survey Requirements – All leased space must meet the ADA and California Building Code requirements. To verify compliance, the AJCC partner holding the master lease must request and submit a completed DGS Accessibility Survey Checklist (ADA Checklist) ensuring that any identified ADA deficiencies are corrected before colocation occurs. The ADA Checklist can be completed by any of the following:
    - State of California Licensed Architect
    - Certified Access Specialist (CAS)
    - International Code Council (ICC) Accessibility Inspector or Plans Examiner
- Seismic Requirements – All state-occupied facilities must meet the "substantial life safety" seismic performance standard, verified through an initial Seismic Screening Checklist executed by the DGS state space planner.
- Asbestos Requirements – Buildings constructed before 1979 must be certified in writing that they are free of hazards from asbestos-containing material. The certification must be provided by an industrial hygienist certified by the American Board of Industrial Hygiene or an Environmental Protection Agency Asbestos Hazard Emergency Response Act Certified Inspector. Buildings constructed after 1979 need only submit a photocopy of the Occupancy Certificate issued by the city or county building department.
- Lead Requirements – Buildings built before 1980 must be certified as free of hazard from lead-containing materials. Paint chip samples must be collected by a California Department of Public Health (CDPH) Lead Certified Project Designer for laboratory analysis to determine lead content.
- Security Requirements – The EDD requires its partners to provide a safe and secure work environment for all employees at a colocated facilities. AJCCs will be required to adhere to site-specific security measures, subject to final lease negotiations. Examples of possible security measures that may be required include:
    - Unarmed Security Guards
    - Controlled access within the work area
    - Panic hardware and panic buttons
    - Security camera systems
    - Security window tinting

Technical assistance, forms, or additional questions regarding requirements should be directed towards local EDD W-P management.

Comprehensive AJCCs colocating or seeking to colocate with EDD staff can have the EDD contribute towards the cost of verifying and validating compliance with colocating requirements as follows:

- ADA requirements – centers required to complete an ADA survey for an EDD sublease may receive a 50 percent reimbursement, up to a maximum of $4,999.
- Security Requirements - the EDD can contribute towards shared security costs either through the sublease operating expenses or within the infrastructure cost sharing agreements.

REFERENCES

- WIOA (Public Law 113-128) Section 121

- EDD Directive WSD23-06 - WIOA Title III W-P Colocation Requirements, Issued March 12, 2024. https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsd23-06.pdf
- EDD Directive WSD18-12 – WIOA Memorandums of Understanding https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsd18-12.pdf
- DOL Training and Employment Guidance Letter (TEGL) No. 16-16: One-Stop Operations Guidance for the American Job Center Network (January 18, 2017)

Limited English Proficiency Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and sets standards for the City of Los Angeles Workforce Development System (WDS) and other agencies serving Limited English Proficiency (LEP) individuals to ensure meaningful and timely access to Workforce Innovation and Opportunity Act (WIOA) funded programs and services.

For this purpose, no one will be denied access to information, services, or resources throughout the WDS because of their limited proficiency in the English language or be subjected to unreasonable delays in the receipt of such services. A person can qualify as LEP if they are an adult or out-of-school youth, who has a limited ability to read, write, speak, or understand English, and a) whose native language is a language other than English; or b) who lives in a family or community environment where a language other than English is the dominant language.

BACKGROUND
WIOA requires programs receiving Federal financial assistance, to take reasonable steps to ensure meaningful access to their programs and activities by LEP persons. Denial of equal access to federally funded programs and activities based on national origin, including LEP is strictly prohibited. This policy is pursuant to Section 188 of WIOA; Title VI of the Civil Rights Act of 1964; Executive Order 13166 "Improving Access to Services for Persons with Limited English Proficiency;" the Dymally-Alatorre Bilingual Services Act; and the U.S. Department of Labor (DOL) Training and Employment Guidance Letter 26-02.

POLICY AND PROCEDURES
Language Assistance Plan
The Workforce Development System (WDS) through its WorkSource and YouthSource Centers must develop a language assistance plan that is annually updated and submitted to the EWDD's LEP Coordinator by July 15th of each year for the upcoming program year. Failure to comply will impact contract compliance. The contents of the Language Assistance Plan must at a minimum consist of the following elements:

- LEP Language Assessment Survey
- LEP client policy
- Current demographics showing the number of LEP individuals requiring language assistance during the prior program year
- Description of language assistance tools (e.g., "I Speak" Identification Cards)
- List of vital documents available for dissemination to LEP persons
- Updated information identifying staff who are bi-lingual or multi-lingual. The Centers have two primary ways to provide language services: oral interpretation, either in person or via a telephone interpretation service, and written translation. The correct mix of language assistance services should be based on demographic data reflected in the LEP Assessment, and on what is both necessary and reasonable.
- Local outreach efforts to increase LEPs' awareness of available resources.

LEP Assessment

As the first key to ensuring meaningful access, each agency in the WDS will conduct a thorough annual assessment of the languages spoken by customers and potential customers in the communities it serves. In addition to identifying the current LEP makeup of the service areas, the Workforce Development System will also examine a) whether existing LEP resources and tools are adequate, and b) what improvements are needed to outreach to LEP populations that might be underserved relative to their proportion in the service area. An LEP Questionnaire to collect this data shall be emailed by the City to all WSCs and YSCs by June 1st.

For the WDS to properly assess the significant LEP population, the Workforce Development Board (WDB) promotes the use of the DOL's four factors to determine the language needs of an area:

- The number or proportion of LEP persons served or encountered in the eligible service population--the greater the number or proportion of LEP persons in a language group, the more language services needed;
- The frequency with which LEP individuals come in contact with the program higher frequency requires more services;
- The nature and importance of the program, activity, or service provided by the recipient; and
- The resources available to the recipient and costs – larger recipients with larger budgets must provide a higher level of language services.

1. In assessing the first factor, the WDS should consider any temporary but significant changes in the community's demographics. For example, in some communities, the population swells during peak vacation periods or seasonal influx for agricultural or manufacturing employment purposes.
2. The second factor, frequency of contact, should be considered by the WDS should in the light of areas or neighborhoods that may have concentration of LEP individuals. In such cases, even if the overall number of LEP persons in the area is low, the frequency of contact may be higher.
3. The third factor should be considered by the WDS in the context of how the services available in the area impact the lives of its target population. The more important the program, or the greater the possible consequences of the contact for LEP individuals, the more likely the language assistance services will be necessary.
4. The fourth factor should be considered by the WDS in promoting service quality and service integration that provide a seamless system with a responsive and comprehensive array of services.

Translation of Vital Documents:

The language assistance plan should incorporate a plan to translate "vital" written materials into the languages that were identified through the LEP assessment. DOL has acknowledged the difficulty in identifying vital documents. However, the federal register states that "meaningful access" must be granted to all individuals. Thus, vital documents could include:

- Applications to participate in a Workforce Innovation and Opportunity Act (WIOA) program, activity, or services.
- Written tests that do not assess English language competency, but test the competency for a particular license, job, or skill for which English language proficiency is not required.
- Consent and compliance forms.
- List of partners at a Center and services provided.
- Letter containing important information regarding participation in a program or activity.

- Notices pertaining to the reduction, denial, or termination of services or benefits and of the right to appeal such actions.
- Notices that require a response from beneficiaries.
- Information on the right to file complaints of discrimination.
- Information on the provision of services to individuals with disabilities.
- State wage, hour, safety, health enforcement, and information materials.
- Notices advising LEP persons of the availability of free language assistance.
- Other marketing and outreach information.

Additionally, all translated documents must be reviewed for accuracy. Even though certified translators are not required, the WDS should have mechanisms in place to verify the accuracy of the translated document.

Interpreter Requirements:
At a minimum, all interpreters used by the WDS must meet the following requirements:

- Demonstrated proficiency in both English and another language.
- Fundamental knowledge in both languages of any specialized terms or concepts pertinent to the Center's program or activity.
- Sensitivity to the LEP person's culture.
- Demonstrated ability to convey information in both languages accurately, and if possible, use staff trained in the skills and ethics of interpreting.

There may be cases where interpretation services are offered to the LEP person and are declined. In such cases the LEP person may request the use of a family member or friend as an alternative. It would then appropriate for the Center to use this person to assist in the provision of services. However, the use of such a person should not compromise the effectiveness of services or breach confidentiality. In these cases, the Center should have a competent bilingual staff member observe the communication and interpretation to ensure the accuracy of the information being translated. The Center must also document in the LEP person's file using the offer of an interpreter, the refusal of free language assistance services, and the witnessing of the communication using "Interpreter Services Statement" form. Consistent with U.S. DOL's federal register guidance, the WDB has adopted the following hierarchy of methods to meet LEP needs as needed:

- Ensuring the WDS hire multilingual staff.
- Paid interpreters that are on staff.
- Paid outside interpreters.
- Telephone interpreter lines.
- Community volunteers-trained in both interpretation and in WIOA programs.
- Children, family members, friends, and/or strangers should not be used as interpreters except in emergency circumstances or when the LEP person decides to use them after being advised of free and competent interpreters being available.

LEP Customer Flow:
After the Center identifies an LEP customer's primary language through a language needs assessment, this information should be documented in the case files, preferably using a language identification form such as the Oral and Written Language Designation Form. The choice of whether to use the LEP individual's primary language for oral or written communication is the customer's choice.

Effective February 20, 2018, the required LEP questions were added to the individual registration form in CalJOBS. Beginning on January 3, 2019, it is required that each WorkSource Center records the LEP and preferred language of each applicant, registrant, participant, and terminee. (EDD Information Notice WSIN17-30, April 2, 2018)

The WDS will serve LEP individuals in their service delivery areas and ensure that LEP customers are offered meaningful and equal access to WIOA services. Each Center must be able to describe and document how LEP customers receive services. This will be subject to review by the City's LEP Coordinator and reported to the WDB. Furthermore, as the WDB develops new sector initiatives and other training programs, Vocational English as a Second Language (VESL) training should be incorporated in these programs to increase LEP customer participation. The WDB is committed to designing programs to ensure that limited English speakers are included in skills training as well as bridge programs. Moreover, the WDS shall leverage resources to increase training opportunities in other languages where available.

Monitoring and Oversight

Both WDS and City staff will be responsible for monitoring the quality of services to LEP persons. The WDS must annually evaluate its language assistance plan to keep information current on the LEP makeup of its service area, the communication needs of LEP customers, whether assistance offered is meeting the needs of such persons, whether staff is knowledgeable about policies and procedures and how to implement them, and whether sources of, and arrangements for, assistance are still current and viable. Oversight of the plan should include obtaining the LEP persons' feedback in these areas. Monitoring and evaluation of the WDS for compliance with Civil Rights legislation will be incorporated in the regular monitoring processes.

The City's evaluation of the WDS's efforts in serving LEP customers will be measured through the DOL 4-factor analysis and through the following activities:

- Outreach and enrollment activities.
- Surveys of customers, clients, and advocates to determine customer satisfaction.
- Periodic assessment of current data and local demographics.
- Review of the effectiveness of agency policies and practices describing services to LEP individuals.
- Review staff capacity by determining in-house linguistic resources, recruiting, and hiring bilingual or multilingual employees and promote continuing education to enhance staff ability to serve LEP clients.
- Review of the agency's protocol in receiving and responding to complaints by customers.

REFERENCES

- Section 188 of the Workforce Innovation and Opportunity Act
- Federal Register: Vol. 79, No. 220, Guidance on the prohibition against National Origin Discrimination Affecting Persons with Limited English Proficiency (November 28, 2014); and Vol. 65, No. 159, Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency" (August 11, 2000)
- Title VI and VII of the Civil Rights Act of 1964
- Dymally-Alatorre Bilingual Services Act, California Government Code Section 7290-7299.8
- WSD 17-03: Limited English Proficiency (August 11, 2017)
- TEGL 28-16, Change 2: Best Practices, Partnership Models, and Resources Available for Serving English Language Learners, Immigrants, Refugees, and New Americans (January 18, 2017)

*Priority of Service Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding priority of service for individuals who are basic skills deficient, low-income individuals, recipients of public assistance, and/or veterans served with Workforce Innovation and Opportunity Act (WIOA) Adult funds.

BACKGROUND
WIOA requires that funds allocated to a Local Area for Adult employment and training activities must follow priority of service guidelines, which state that priority of service is to be provided to individuals who are basic skills deficient, low-income individuals, and recipients of public assistance for career individualized services and training services.

Adult priority of services *does not* apply to the WIOA Dislocated Worker program. Under WIOA, only Individualized Career* and Training Services* are subject to the priority of service requirement as outlined in 20 CFR Section 680.600. The requirement does not apply to Basic Career Services.

WIOA includes Jobs for Veterans' State Grants (JVSG) as a required partner program, which requires that JVSG staff be integrated in states' workforce delivery systems. Formula grants are provided to enable comprehensive AJCCs to hire dedicated staff that provide individualized services to veterans. Veterans and eligible spouses receive priority of service for all DOL-funded programs amongst all participants. These requirements must still be applied in accordance with guidance issued by the DOL and State of California Employment Department (EDD) Workforce Services Directive Priority of Service (Veterans) – Final – Directive Template.docx (ca.gov) (WSD) 19-04.

WIOA encourages cooperation across partner programs to help make certain the workforce system is prioritizing individuals most in need. AJCC partners may do this via cross-training with other programs, an integrated technological case management system, community-based partnerships, and enhanced outreach strategies.

**Please reference the definition section of this policy for additional information on Individualized Career and Training Services.*

POLICY AND PROCEDURES

Definitions
For purposes of this policy, the following definitions apply:

Individualized Career Services – Individualized career services are subject to priority of service, and consist of the following:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include the following:
    - Diagnostic testing and use of other assessment tools.
    - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers.
- Group and/or individual counseling and mentoring.
- Career planning (e.g. case management).
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term prevocational services.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

Training Services – Training services are subject to priority of service, and consist of the following:

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

For AJCC staff who enter participant data into CalJOBS, these program services are tracked in CalJOBS using the appropriate CalJOBS activity codes.

Basic Skills Deficient – An individual that is unable to compute or solve problems; or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society (Reference WIOA Section 3[5]). Criteria used to determine whether an individual is basic skills deficient includes the following:

- Lacks a high school diploma or high school equivalency and is not enrolled in post- secondary education.
- Enrolled in a Title II Adult Education/Literacy program.

- English, reading, writing, or computing skills at an 8.9 or below grade level.
- Determined to be Limited English Skills proficient through staff-documented observations.
- Other objective criteria determined to be appropriate by the Local Area and documented in its required policy.

Case Notes – Paper or electronic statements by the case manager that identifies, at a minimum, (1) a participant's status for a specific data element, (2) the date on which the information was obtained, and (3) the case manager who obtained the information. If case notes are used as a documentation source, the case notes must provide an auditable trail back to the source of information verified. The case manager does not need to keep a hard copy of the information verified in the participant's case file.

Example: A case manager verifies an individual is basic skills deficient by viewing school records, specifically, enrollment in a Title II Adult Education/Literacy program. The case notes must include auditable information, such as the name of the school and the date of enrollment, which could allow an auditor/monitor to later retrieve this information. The case manager would not need to keep a hard copy of the school record in the participant's file (TEGL 06-14, Attachment A).

Low-Income – An individual that meets one of the four criteria below:

1. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance For Needy Families (TANF), program supplemental security income program, or state or local income-based public assistance.
2. In a family with total family income that does not exceed the higher of the following:
    a. The poverty line.
    b. 70 percent of the Lower Living Standard Income Level.
3. A homeless individual.
4. An individual with a disability whose own income does not exceed the income requirement but is a member of a family whose total income does.

Public Assistance Recipient – An individual that receives federal, state, or local government cash payments for which eligibility is determined by a needs or income test (Reference WIOA Section 3[50]).

Self-Attestation – When a participant states his or her status for a particular data element, such as low income, and then signs and dates a form acknowledging this status. The key elements for self-attestation are (1) the participant identifying his or her status for permitted elements, and (2) signing and dating a form attesting to this self-identification. The form and signature can be on paper or in the Local Area management information system, with an electronic signature (TEGL 23-19, Attachment II). Note that be is not to be used as the primary method of gathering documentation to verify data elements. Self-attestation as a documentation source is only to be used when the preferred options of paper documentation or third-party corroboration are not available.

Veteran – A person who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes. This definition includes Reserve units and National Guard units activated for Federal Service and does not include full-time active duty performed by National Guard personnel who are mobilized by State authorities.

Note that the definition of veteran for Priority of Service differs from the definition of veteran that applies to the reporting of Wagner-Peyser services and for JVSG program eligibility. The definition of eligible veteran that requires the individual to have more than 180 days of active service still applies to Wagner-Peyser reporting and to JVSG program eligibility, but does not apply to Priority of Service in DOL-funded employment and training programs.

Priority of Service Requirement
AJCC Operators must ensure that written copies of local priority of service policies are maintained at all service delivery points and, to the extent practicable, posted in a way that makes it possible for members of the public to easily access them.

Veteran Priority of Service Requirements
AJCC Operators are required to provide priority of service to veterans and eligible spouses for all WIOA, JVSG, and Wagner-Peyser funded activities, including technology–assisted activities.

Priority of service means that veterans and eligible spouses are entitled to take precedence over non-covered persons in obtaining employment, training, and placement services. More specifically, a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person.

In implementing priority of service, AJCC Operators must ensure veterans and eligible spouses receive basic career services and individualized career services before other non-covered individuals. Additionally, they must ensure veterans and eligible spouses receive priority on waiting lists for training slots and are enrolled in training before non-covered persons. However, once a non-covered participant is enrolled in a workshop or training class, priority of service is not intended to allow a veteran or eligible spouse to bump the non-covered participant from that class or service.

AJCC Operators must ensure that veteran and eligible spouses are identified at the point of entry, given an opportunity to take full advantage of priority of service and are aware of their entitlement to priority of service, such as: Disabled veteran's Outreach Program (DVOP) specialist services; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services. At AJCCs where a DVOP specialist is available, all incoming customers must be screened and for potential referral to DVOP specialists. If a specialist is unavailable, staff should inform the customer of the opportunity to make an appointment to see the DVOP specialist and/or be seen by other staff.

An online system may be used to screen customers for eligibility for DVOP services. In such instances, a process must be applied to ensure a DVOP specialist does not receive more participant referrals than they have the capacity to serve.

AJCs should support DVOP participants through:

- Case conferencing, also known as integrated case management.
- Including Local Veterans' Employment Representatives (LVER) in business service team meetings
- Request periodic updates from LVERs on veteran employment opportunities.
- Have other staff present information at training events for JVSG staff.
- Establish and maintain and shared local resource directory for all program staff.

- Recognize and highlight veteran-friendly local employers at job fairs and other community events, and leverage those opportunities to introduce employers and program staff.

For comprehensive information regarding DVOP Specialist responsibilities, expected duties, and definitions of populations eligible for DVOP services, refer to the Department of Labor's Training and Employment Guidance Letter No. 03-24 at https://www.dol.gov/agencies/eta/advisories/tegl-03-24.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134€(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
2. Individuals (other than veterans and eligible spouses) who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Priority populations established by the Governor and/or Local Workforce Development Board
5. Other individuals not included in WIOA's priority groups.

Income Eligibility Requirements and Veterans

When determining eligibility for programs that have a statutory requirement to serve low-income individuals, many types of military service-related income are exempt. For a comprehensive list of exempt incomes, see WSD24-15, Priority of Service for Veterans and Eligible Spouses at https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsd24-15.pdf. For additional guidance on providing priority of service to veterans through the Workforce Services Directive, please reference Priority of Service (Veteran–) - Fin–l - Directive Template.docx (ca.gov) EDD WSD19-04.

Coordination with Homeless Veterans' Reintegration Program (HVRP)

HVRP is an employment-focused competitive grant program that awarded funds for organizations to assist veterans experiencing homelessness overcome employment barriers. HVRP grant recipients may refer participants to the local AJC, and AJC staff are encouraged to refer veteran participants who may be at risk of or are experiencing homelessness to local HVRP grant recipients, which can be found using the grantee search tool at https://nvtac.org/active-hvrp-grants/.

Additional Priority Groups

Local Workforce Development Boards (Local Boards) may establish additional priority groups for their Local Area (e.g., residents of the Local Area, individuals with disabilities, ex-offenders, homeless, etc.). If any additional priority groups are established, they should be identified in the local policy.

Benchmark Percentage of Priority of Service Populations

Each agency will be required to ensure that 75 percent of participants receiving individualized career and training services in the Adult program are from at least one of the priority groups mentioned above in the "Priority of Service Requirement." Agencies are recommended to strengthen internal systems and seek outside partnership to ensure priority populations are reached (TEGL 07-20).

The Local Area and WorkSource Center priority of service rate is calculated based on the number of participants exited from the program who are identified as a priority population and received an individualized career or training service during their period of participation. This number is divided by

the total number of participants exited from the program who have received an individualized career or training service.

Documentation
Local Areas may use the following sources of documentation to verify whether an adult participant qualifies for priority of service under WIOA:

PRIORITY OF SERVICE	
Priority of Service Criteria	**Acceptable Documentation** (Only the documentation sources listed below may be used.)
1. Basic Skills Deficient	• School Records • A referral or records from a Title II Basic Adult Education program or English Language Learner program • Results of academic assessment • Case notes* • Self-Attestation* *If an individual is an English Language Learner (ELL) and basic skills deficient, then a signed application is sufficient to document ELL/basic skills deficient. However, if the participant is basic skills deficient and NOT ELL, then a case note and/or assessment is needed.*
2. Low Income	• Alimony agreement • Award letter from veteran's administration • Bank statements • Compensation award letter • Court award letter • Pension statement • Employer statement/contact • Family or business financial records • Housing authority verification • Pay stubs • Public assistance records • Quarterly estimated tax for self-employed persons • Social Security benefits • Unemployment Insurance documents • Self-attestation* • Copy of Authorization to Receive Cash Public Assistance • Copy of Public Assistance Check • Public Assistance Eligibility Verification • For Youth Participant Only: Case Note Documenting Living in a High Poverty Area

3. Recipient of Public Assistance	• Crossmatch with public assistance database • Copy of authorization to receive cash public assistance • Copy of public assistance check • Medical card showing cash grant status • Public assistance records • Refugee assistance records • Public Assistance Eligibility Verification • TANF • TANF Period of Benefit Receipt Verification • Referral Transmittal from TANF • SSI/SSDI Receipt of Benefits Verification • Referral Transmittal from Social Security • Administration • SSI/SSDI Eligibility Verification • SNAP Eligibility Verification • Documentation of Food Stamp Benefit Receipt • Referral Transmittal from SNAP
*Please reference the definition section of this policy for additional guidance on case notes or self-attestation being used for documentation purposes.	

For reporting and statistical purposes, document all barriers of employment to accurately measure populations served within the City's workforce development system.

REFERENCES

- WIOA (Public Law 113-128) Sections 3 and 134
- Title 20 Code of Federal Regulations (CFR) WIOA Final Rule, Sections 680.150, 680.600, 680.610, 680.650
- Training and Employment Guidance Letter (TEGL) 7-20 (PDF), Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program (November 24, 2020)
- TEGL 23-16, Guidance for Validating Required Performance Data Submitted by Grant Recipients of U.S. Department of Labor (DOL) Workforce Programs (June 18, 2021)
- TEGL 19-16, Guidance on Services Provided Through the Adult and Dislocated Worker Programs Under the WIOA and the Wagner-Peyser Act Employment Services (ES), as Amended by Title III, Under the WIOA Final Rule (March 1, 2017)
- Labor's Training and Employment Guidance Letter No. 03-24, Jobs for Veterans' State Grants (JVSG) Program Reforms and Roles and Responsibilities of American Job Center (AJC) Staff Serving Veterans (August 13, 2024)
- EDD Workforce Services Directive (WSD) 19-09, Strategic Co-Enrollment – Unified Plan Partners (February 12, 2020)
- WSD23-02, 70 Percent LLSIL and Poverty Guidelines for 2023 (August 22, 2023)
- WSD19-04, Priority of Service for Veterans and Eligible Spouses (September 11, 2019)
- WSD24-06, Adult Program Priority of Service (November 8, 2024)
- WSD22-15, WIOA Data Validation Source Documentation (June 27, 2023)
- WSD24-15, Priority of Service for Veterans and Eligible Spouses (February 14, 2025)

Services and Referrals to Victims of Human Trafficking Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance on the procedures AJCC staff should take when recognizing characteristics of human trafficking and providing comprehensive services, as employment is an essential step to integrating victims of human trafficking back into society.

BACKGROUND
Trafficking in persons affects millions of individuals worldwide. Individuals may be lured into trafficking networks through false promises of good working conditions and high pay as domestic, factory and farm workers, childcare workers, wait staff, salesclerks, models, or other occupations, while others are kidnapped. Many victims of trafficking may remain undetected because strategies used by the perpetrators isolate victims and prevent them from coming forward. Additionally, many victims of trafficking do not self-identify and may be unaware of resources and services that are available to assist them. The DOL plays a role in the U.S. Government's efforts to combat human trafficking. These methods include:

- Identifying and seeking restitution for unpaid labor performed by victims of trafficking.
- Providing training and employment services to victims of trafficking who qualify for those services and helping them to become self-sufficient.
- Funding research and technical assistance to combat the worst forms of child labor overseas.
- Maintaining lists of goods, including their countries of origin that are made using forced labor or forced child labor.

POLICY AND PROCEDURES
America's Job Center of California/WorkSource Center staff is being asked to review and recognize the characteristics of human trafficking and refer those individuals to the proper authorities and resources, provide employment and training services, and offer information and referral to other wraparound services or law enforcement.

Definitions
Section 103(8) of the TVPA defines the term "severe forms of trafficking in persons" as:

- Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
- The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Employment is an essential step in integrating victims of trafficking into society, and therefore, America's Job Center of California/WorkSource Center Staff is reminded that they can assist trafficking victims in the following ways, as applicable:

1. Recognize the characteristics of victims of trafficking and refer individuals to proper authorities and resources:
Many victims of trafficking do not self-identify. It is important for America's Job Center/WorkSource Center staff to recognize the characteristics of potential victims of trafficking and refer them to the

proper authorities and resources. The following are ways in which to identify potential victims of trafficking:

- The potential victim does not possess identification and/or travel documents.
- The potential victim appears to be coached on what to say to law enforcement and immigration officials.
- The potential victim was recruited for one purpose and forced to engage in some other job.
- The potential victim's salary appears to be being garnished to pay off a smuggling fee. (Note: Paying off a smuggling fee alone is not considered trafficking.)
- The potential victim appears to have been forced to perform sexual acts.
- The potential victim does not appear to have freedom of movement.
- The potential victim and/or his or her family have been threatened with harm if the victim attempts to escape.
- The potential victim has been threatened with deportation or law enforcement action.
- The potential victim has been harmed or deprived of food, water, sleep, medical care, and/or other life necessities.
- The potential victim cannot freely contact friends or family.
- The potential victim is a juvenile engaged in commercial sex.
- The potential victim is not allowed to socialize or attend religious services.

For information about hotlines that frontline staff can call to get help for potential victims, refer to the U.S. Department of State's trafficking hotline list at https://www.state.gov/domestic-trafficking-hotlines/ If an individual is under immediate threat or states that they are in danger, staff should call 911.

2. Provide employment and training services:
United States citizens or lawful residents who are victims of trafficking can receive the same America's Job Center of California/WorkSource Center services that are provided to the general public under WIOA. Specifically, Section 188(a)(5) of WIOA further prohibits discrimination against certain non-citizens and indicates that participation in programs, activities, and receiving funds shall be available to citizens and nationals of the U.S., lawfully admitted permanent resident aliens, refugees, and parolees, and other immigrants authorized by the Attorney General to work in the U.S. Also, this is discussed under Section 107(b) of the TVPA where it is indicated that certain foreign nationals are also eligible for WIOA services. This includes:

- Victims of a severe form of trafficking in persons, or
- Individuals granted a nonimmigrant "T" visa.

The T non-immigrant Status (T visa) is available to individuals who are, or have been victims of human trafficking, and protects these victims of human trafficking by allowing them to remain in the U.S. to assist in an investigation or prosecution of human trafficking. Additional information about T visas and the Department of Health and Human Services (HHS) certification process can be found in TEGL 19-01 Change 1. Individuals who are granted T visas from the Department of Homeland Security are also eligible for WIOA I services.

For purposes of being eligible for WIOA services, as a victim of a severe form of trafficking:

- Individuals 18 years of age or older must have been subjected to an act or practice described in the definition of "severe forms of trafficking in persons" and have received a letter of certification issued by the HHS 22 U.S.C. § 7105(b)(1).
- Children under 18 years old who have been subjected to a severe form of trafficking need not be certified by HHS to be eligible for services; instead, HHS issues Letters of Eligibility to victimized

children of trafficking. As with any participant, they must meet all applicable program eligibility requirements to receive WIOA services.

Employment and training services for victims of trafficking should follow the same procedures and case management processes as given to other America's Job Center of California/WorkSource Center customers. However, in the case of victims of trafficking, services may need to be tailored and adapted to match the particular needs of this population. For instance, victims of trafficking may have Limited English Proficiency (LEP), criminal records (e.g. prostitution), or limited resumes.

Victims of trafficking who have LEP will likely require referrals to courses in English as a Second Language (ESL) to enhance job readiness. America's Job Center of California/WorkSource Center staff should work with local training providers and community colleges to find ESL course offerings, as needed. The TEGL 26-02 ("Publication of Revised Guidance Regarding the Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons") and TEN 14-05 ("Release of On-Line Training Resources and Census Data on Limited English Proficiency Individuals in Local Workforce Areas and a translatable Glossary of Workforce Terms") provide some resources and guidance on working with LEP persons.

3. Offer information and referral to other wraparound services and/or law enforcement:
In most cases, victims of trafficking will approach America's Job Center of California/WorkSource Centers toward the end of their rehabilitation process and will have already been working with other nonprofit organizations and governmental agencies.

If the victim has not yet received services, it is important for America's Job Center of California/WorkSource Center staff to be aware of this and utilize local resources and service providers, particularly non-profit organizations that provide services to trafficking victims, in servicing the victim. Service providers for trafficking victims can also refer or accompany their clients to the nearest America's Job Center of California/WorkSource Center when they are ready for employment and training services.

A description of available services for victims of trafficking can be found here https://oag.ca.gov/human-trafficking/help If no local service providers are known, the (NHTRC) at 1-888-373-7888 can help determine best steps for assisting the individual.

REFERENCES

- Department of State. *Trafficking in Persons Report: 20th Edition* (June 2020). www.state.gov/reports/2021-trafficking-in-persons-report/

WDB and EWDD Support of Grant Applications Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy serves as a guide for organizations requesting letters of support from the City of Los Angeles Workforce Development Board (WDB) and/or the Economic and Workforce Development Department (EWDD) for workforce-related grants. Additionally, this policy provides specific parameters that the WDB and EWDD will utilize in making determinations to provide those letters.

BACKGROUND
The City of Los Angeles WDB and EWDD receive requests for letters of support, partnership agreements, and/or memorandums of understanding (MOU) for various workforce-related grant applications. There may be instances when the WDB and EWDD will compete for the same grant opportunity along with the organization(s) requesting the letter of support, partnership agreement, or MOU. On occasion, multiple organizations may seek the same grant opportunities and related support. This policy is intended to set parameters in determining under which circumstances the WDB and EWDD letters of support, as well as the level of commitment, should be provided.

POLICY AND PROCEDURES
A Requester must request the support letter to the Resource Development Unit (RDU) staff by written correspondence (via email) **a minimum of ten business days in advance** to allow staff sufficient time to review the request, coordinate with WDB and/or executive staff to ensure the proposal is in alignment with the WDB and EWDD's mission**.**

The requestor must detail and demonstrate the intent to collaborate with the WDB and WDB-supported organizations (i.e. Workforce Development System, YouthSource, Economic Development), as appropriate. In addition, the request must include the following information:

- Grantor Agency, Program Name, and Nature of the Grant
- Time period of Grant (including an evaluation period)
- Intention for collaboration with the WDB
- Proposed funding amount
- Proposed Grant partners
- Program Design
- Program Abstract or Executive Summary

The RDU will be responsible for processing and tracking letters of support. Upon the receipt and review of the required grant abstract or executive summary, RDU will obtain the necessary approvals to release the letter of support. EWDD letters of support will be signed by the General Manager or designee. WDB letters will be signed by the Executive Director or designee.

The WDB and EWDD will provide letters of support to organizations submitting workforce related grant applications, (including occasions when the City may be submitting competing applications) only under the following circumstances:

- If the City is included as a partner in the proposal with an intent to enter into a formal MOU reflecting the partner roles/responsibilities, and the proposer is a current contractor within the City's Workforce Development System.

- If the proposer is not a current contractor, then the Requestor's proposed program design should reflect integration with the City's Workforce Development System.
- The Administrative and/or Fiscal lead on the grant must be an organization that is in good standing with the City of Los Angeles, State of California, and/or any Federal Agencies.

As a supporter of and/or partner in the proposer's grant application, the WDB and EWDD will request successful awardees to report back regarding the status of the grant and proposed program as soon as notification is made by the funder.

Worker Displacement Prohibition Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the prohibition on replacing of regular employees with Workforce Innovation and Opportunity Act (WIOA) participants, and against infringing on the promotional opportunities of currently employed individuals. This policy applies to Local Workforce Development Areas and other recipients of WIOA funds.

BACKGROUND
WIOA Section 181(b)(2) states the general prohibitions against displacing current employees and against impairing existing contracts for services and collective bargaining agreements. Additionally, WIOA Section 181(b)(3) states the prohibitions against replacing laid-off employees with WIOA participants and against using WIOA participants to replace employees who have been terminated with the intent of replacing them. Section 181(b)(3) of WIOA further prohibits infringement on the promotional opportunities of currently employed workers. Further information and clarification regarding federal requirements for ensuring that WIOA participants do not displace other employees can be found in 20 CFR Section 683.270(a) through (c). Finally, 20 CFR Section 683.270(d) provides that regular employees and program participants alleging displacement may file a complaint under applicable WIOA grievance procedures.

POLICY AND PROCEDURES
Participants in programs and activities authorized under WIOA Title I may not displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of the date of participation).

Participants in programs and activities authorized under WIOA Title I may not prohibit the impairment of existing contracts for services or collective bargaining agreements. When a program or activity authorized under WIOA Title I would be inconsistent with a collective bargaining agreement, the appropriate labor organization and employer must provide written concurrence before the program or activity begins.

A WIOA participant may not be employed in, or assigned to, a job if any of the following is true:

- Any other individual is on layoff from the same or any substantially equivalent job.
- The employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with the WIOA participant.
- The job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers as of the date of the participation.

Regular employees and program participants alleging displacement may file a complaint under the applicable grievance procedures found in WIOA Section 181(c) and 20 CFR Section 683.600. Contractors are required to establish and maintain procedures for participants and other interested parties to file grievances and complaints alleging violations of WIOA Title I requirements as outlined in WSD18-05.

REFERENCES

- WIOA (Public Law 113-128) Sections 181(b)(2) and (3)
- Title 20 *Code of Federal Regulations* (CFR) Section 683.270
- Workforce Services Directive WSD18-05, Subject: *WIOA Grievance and Complaint Resolution Procedures* (September 4, 2018)

WorkSource Center Customer Flow

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance to the City of Los Angeles Workforce Development System, and establishes the procedures for AJCC Operators, locally known as WorkSource Centers, to ensure that customers can access self-directed services and, if determined eligible under the Workforce Innovation and Opportunity Act (WIOA), can access Career and Training Services.

In conjunction with the customer, each WorkSource Center (through its Integrated Services teams, which are comprised of a WorkSource Center and co-located partners such as the Employment Development Department (EDD), and/or a Los Angeles Unified District (LAUSD) Navigator, and/or other strategic partner staff) shall consider the entire array of career and training services available under WIOA when determining which services to provide.

BACKGROUND
The WIOA Adult and Dislocated Worker formula programs, in coordination with Wagner-Peyser (WP), are pivotal pieces of the one-stop delivery system, which is the foundation of the workforce system. The system provides universal access to career services to meet the diverse needs of adults and dislocated workers. The adult and dislocated worker programs are required partners of the one-stop delivery system. Under WIOA, adults and dislocated workers may access career services and training services. WIOA provides for a workforce system that is universally accessible and customer centered. WIOA provides career and training services at nearly 2,500 nationwide one-stop centers. Training is supported through a robust Eligible Training Provider List (ETPL), composed of entities with a proven capability of securing quality employment outcomes for participants. WIOA also provides enhanced access and flexibility for work-based training options, such as Registered Apprenticeship (RA), on-the-job training, customized training, and incumbent worker training.

POLICY AND PROCEDURES

WorkSource Customer Flow:
Services received by a WIOA client will vary, based on his/her particular needs, informed choice, availability of funds, and resources. Determination of necessary career and training services shall be determined through individual assessments completed by Integrated Service Delivery (ISD) teams and shall not be based on receiving prior services.

Both mandatory and voluntary partners shall participate at the WorkSource Centers to provide the services that are required as mandated by law. The career services to be provided by each partner shall be outlined in a memorandum of understanding, which will include cost and resource sharing. Access to career services shall be seamless as a result of a well-designed integrated service strategy and includes all the partners of a WorkSource Center.

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

- Greeting and orienting customers to WSC programs and services.
- Conducting initial jobseeker skills and needs assessment to determine appropriate services.
- Referring jobseekers to, as applicable:

- CalJOBS registration for self-directed services.
- WSC Orientation and Enrollment (if determined eligible under WIOA).
- Collecting data for CalJOBS registrations.

CalJOBS Enrollment
All WSC program participants seeking services at a WSC, whether self-directed or staff-assisted, must be directed to CalJOBS.ca.gov to complete registration. CalJOBS provides WSC participants access to online employment services, including labor market information, job placement and training services.

WSC Services & WIOA Registration
When jobseekers receive a WIOA Service other than self-service or information-only activities, and have met eligibility determination requirements, the individuals must be registered into WIOA. Additionally, EO data must be collected on all individuals being considered for WIOA Title I financially assisted aid, benefits, services, or training. The Welcome Team staff shall refer jobseekers to the following career services:

- WSC Orientations;
- Initial Assessment;
- WSC workshops, which may include job clubs; resume preparation; interview techniques; and job search skills.

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

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

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

Program Services
Career Services – WIOA authorizes that "career services' for registered adult and dislocated worker participants. There are three types of "career services" as follows:

- Basic Career Services
- Individualized Career Services
- Training Services

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

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

Training Services
Training services can be critical to the employment success of many adults and dislocated workers. There is no sequence of service requirement for "career services" and training. This means that a one-stop operator or one-stop partner may determine training is appropriate regardless of whether the individual has received basic or individualized career services first. Under WIOA, training services may be provided if the one-stop operator or one-stop partner determine, after an interview, evaluation or assessment, and career planning, that the individual meets the following criteria:

- Is unable or unlikely to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.
- Has the skills and qualifications to successfully participate in the selected plan for training services.
- Is unable to obtain grant assistance from other sources to pay the costs of such training, including state funded training or Pell grants, or requires WIOA assistance in addition to other grant sources including Pell grants.
- Is a member of a worker group covered under a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination. If the petition is certified, the worker may then transition to TAA approved training. TAA requires that the participant receives an IEP (Activity Code 205) prior to enrolling them in TAA training activity codes. If the petition is denied, the worker will continue training under WIOA.
- Is determined eligible in accordance with the state and local priority system in effect for Adults under WIOA sec. 134(c)(3)(E) if training services are provided through the Adult funding stream.
- Selected a program of training services that is directly linked to the employment opportunities in the Local Workforce Development Area (Local Area) or the Regional Planning Unit, or in another area to which the individual is willing to commute or relocate.
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

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

Below is a list of services for reference			
Basic Career Services (Self Service)	**Individualized Career Services**	**Training Services**	**Follow-Up Services**
(CalJOBS registration required)	(Full WIOA registration required)	(Full WIOA registration required)	Job Search
Determination of Eligibility to receive Assistance under Title I	Staff assisted job search & placement assistance, career counseling	Occupational skills training	Referral to Supportive Services available in community
Outreach, intake (which may include WPRS referrals) & orientation to One Stop Center	Follow-up services, including counseling regarding the workplace	On the Job Training	Case Management
Initial assessment of skill levels, aptitudes, abilities & need for additional assistance	Staff assisted job referrals (such as testing & background checks)	Workplace training & cooperative education programs	Additional Career Planning & Counseling
Employment statistics	Staff assisted job development (working with employer & job seeker)	Private sector training programs	Peer Counseling
Information, job listings, job skill requirements for job listings & information on demand occupations	Staff assisted workshops and job clubs	Skill upgrading & retraining	Needs Related Payment
Performance information on Eligible training providers	Comprehensive & specialized assessment, e.g. diagnostic testing, interviewing	Entrepreneurial training	Information about additional educational opportunities
Performance information on the local One-Stop System	Full development of Individual Employment Plan (IEP)	Adult Education in combination w/training	
Information on filing for Unemployment Insurance (UI) Self- determined eligibility	Short-term pre-vocational services	Job readiness training	
Information on referral to supportive services	Individual counseling & career planning	Customized training	
Assistance in establishing eligibility for welfare-to-work activities and for other training and education programs	English Language acquisition		

Resource room	Financial Literacy Services		
Internet browsing (job info and training search)			
Internet accounts			
Talent referrals (informational, e.g. talent scouts, labor exchange referrals of resumes without further screening)			
Workshops and job clubs			

Follow-Up Services

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

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

REFERENCES

- Training and Employment Guidance Letter (TEGL) No.19-16: Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules (March 1, 2017)
- Training and Employment Guidance Letter (TEGL) No.10-16, Change 2: Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Core Programs (September 15, 2022
- EDD WSD 19-06: CALJOBS ACTIVITY CODES (December 27, 2019)
- EDD WSD20-10 - CalJOBS Participant Reporting (April 8, 2021)
- EDD WSD18-03 - Pathway to Services, Referral, and Enrollment (August 29, 2018)
- EDD WSD15-14 - WIOA Adult Program Priority of Service (January 22, 2016)
- EDD WSD16-05 - WIOA Closeout Requirements (July 29, 2016)
- EDD WSD14-04 - WIA Title I Eligibility (September 25, 2014)

YouthSource Center Customer Flow Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy describes the sequence of activity for a youth accessing Workforce Innovation and Opportunities Act (WIOA) services through the City's YouthSource Center (YSC) system.

BACKGROUND
WIOA places a priority on the delivery of services to out-of-school youth. WIOA stipulates that not less than 75 percent of allotted youth funds be used to provide out-of-school youth with workforce activities. Since 2012, the YouthSource system has focused on re-engaging dropout youth through its partnership with the Los Angeles Unified School District (LAUSD) Office of Pupil Services, which collaborates with the YouthSource system to identify out-of-school youth and target them for services. Additionally, over the last few years, the system has expanded its priority of services to include additional disconnected youth (i.e., homeless, justice-involved, and foster youth) ages 16 to 24, who have barriers to accessing education, employment, housing, and overall well-being services.

A key tenet of the YouthSource System is the collaboration and alignment of resources. As a Federal Performance Partnership Pilot (LAP3) designee, the YouthSource system works with local partners and internal systems of support to increase high school graduation, college acceptance, and employability and employee placement of its participants. With a focus on youth with multiple barriers, the YouthSource System seeks to collaborate with public and private agencies whose values, goals and objectives are aligned. In order to accomplish the vision that all youth in Los Angeles are connected to education and employment, YouthSource Centers are required to collaborate, partner, and cooperate with the system partners.

The YSC program will have an intensive focus on dropout recovery and re-engagement, eventually preparing youth to be college and/or career ready. Youth with the highest barriers to employment will receive the services necessary to meet their education and career goals, and out-of-school youth will be provided effective plans for returning to school and/or employment.

The YSC program will emphasize identifying individual participant needs, developing customer-centered objective assessments, setting out individual service strategies, and utilizing intensive case management practices and follow-up services linked to a participant's education and career needs and interests, thereby meeting the objectives of the program and of the participants themselves, ultimately leading to them successfully completing the program.

At a minimum, YouthSource service providers are deploying the following program components:

- Outreach and Recruitment
- Info sessions
- WIOA Eligibility Determination
- Education/Needs Assessment and Intake
- Program Suitability Assessment
- WIOA Eligibility Determination
- Development of Individual Service Strategy/Plan
- Provision of Services

- Reassessment, as needed
- Minimum of 12 months of Follow-up services

Youth participants entering the City's YouthSource Centers (YSC) come from direct recruitment, outreach, referrals including the LAUSD dropout list and truancy diversion project, self-referred youth ("walk-ins"), and other youth and community-based organizations such as the City FamilySource Centers.

POLICY AND PROCEDURES
YouthSource Centers (YSC's) employ proven recruitment strategies that include community events, outreach, and engagement of youth within the City planning area of service. YSC's develop strategies tailored to the target population and outreach efforts reflect the demographics of the planning area served. Referrals to YSCs are made through multiple sources including partner agencies, LAUSD, direct YSC outreach & recruitment, and self-referrals/ walk-ins.

YouthSource Centers maintain a regular weekly schedule of general information sessions at which potential enrollees may obtain information about the YSC's WIOA-funded and non-WIOA funded services as well as auxiliary services. YSC's offer a pre-screening process which includes overviews of available program services, eligibility requirements, program expectations and performance outcomes.

The LAUSD PSA shall serve as mandatory outreach partners to all YSCs to identify and access potential youth participants. YSC staff, working in conjunction with the LAUSD PSA Counselor, will determine school status of youth to be served: In-School Youth (ISY) or Dropout/Non-Dropout Out-of-School youth (OSY). A minimum of 75% of youth enrolled in the YouthSource system must be out-of-school youth as defined by WIOA. Dropout youth are returned to school or to an alternate high school diploma/diploma equivalency program; in-school youth remain in school.

During the assessment process, if the youth is found to need any immediate services such as Mental Health or housing, those needs will be addressed through the YSC's resources or through the LAP3 network of resources prior to examining the youth's suitability for WIOA services. Utilizing modern technology, YSC staff will determine program eligibility based on WIOA eligibility criteria. Youth who are ineligible or choose not to enroll in the YSC/WIOA program are referred to non-WIOA resources via the YSCs system of support (LAP3) (i.e. WorkSource Center, YouthBuild, LAUSD Support Services Educational Options, FamilySource Center, community colleges and community-based organizations). Youth committed to participating in YSC WIOA activities complete the eligibility determination process and, if eligible, the enrollment process. Enrollment of youth participants will include the following: a) collection of core identification and demographic information; b) orientation to the youth program; and c) expectations regarding program participation.

Eligible youth are enrolled in the WIOA program and complete additional objective assessments to identify their academic levels, skill levels, career interests, and service needs. YSCs are required to conduct a comprehensive assessment of eligible youth in the following categories: a) Educational – to measure academic performance and cognitive abilities, b) Vocational/Occupational – to measure employment-related interests, values and goals, and vocational aptitude; and c) Psycho-social – to measure cognitive abilities, behavior, and social/emotional health.

Utilizing the identified objectives, an Individual Service Strategy (ISS) that addresses the youth's needs and goals and is directly linked to WIOA youth performance indicators is developed with the YSC case manager. Taking the objective assessment into account, the ISS will identify career pathways that include

education and employment goals, and appropriate achievement objectives and services. Services provided to the youth will include, as appropriate, activities leading to attainment of a secondary school diploma or equivalent, preparation for post-secondary educational and training opportunities, strong linkages between academic instruction and occupational education, preparation for unsubsidized employment opportunities, and effective connections to employers.

Youth will meet with the assigned case manager on a regular basis to review their progress toward attainment of their high school diploma and/or for guidance toward achieving their educational goals and/or employment goals. The case manager works with the youth to establish an educational plan that includes both traditional and alternative school programs as well as alternatives to the high school diploma. In addition, the youth may participate in work readiness workshops that will prepare youth to achieve employment objectives.

WIOA-related activities shall not be imposed on In-School Youth during normal school hours. WIOA program-related activities shall not interfere with or replace In-school Youth participants' regular academic requirements.

Youth and YSC staff are to maintain regular communication and the service strategy is reassessed periodically and updated as needed as the youth progresses toward completion of planned activities and attainment of program outcomes. In addition, YSCs must ensure participants are placed in safe education, training, and work locations. Completion of services is linked to performance outcomes. An Exit and Follow-up Strategy is developed with the youth, and upon completion of planned services, a strategy for the required 12-month follow-up period is developed and executed. YSC shall provide services and support, as needed.

All services provided from enrollment to exit and through follow-up for both WIOA enrolled and non-WIOA enrolled youth are to be entered into the CalJOBS^{SM}, data collection system, and any additional tracking system prescribed by the City.

REFERENCES

- EDD WSD17-07 - WIOA Youth Program Requirements (January 16, 2018)
- EDD WSD20-09 - Youth Service Eligible Provider List (March 12, 2021)

CalJOBS Data and Performance Reporting

CalJOBS℠ Correction Request Form (CCRF) Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the CalJOBS℠ Correction Request Form (CCRF). Separate forms have been developed for WorkSource and YouthSource Centers. All WorkSource and YouthSource Centers are required to use their respective CCRFs to enable participant data to be changed or updated in the CalJOBS system.

BACKGROUND
WIOA Title I Adult, Dislocated Worker, Youth, National Dislocated Worker Grant Subrecipients, and Employment Development Department (EDD) Workforce Services Branch (WSB) staff are required to report participant information via the CalJOBS℠ system. Managers, staff, and LA City Management Information System (MIS) Administrators have the ability to change active participant data. After 30 calendar days, the CalJOBS℠ system does not allow certain areas of the participant record to be changed or updated by managers, staff, or LA City MIS Administrators. The CCRF is a tool to be used to correct data key entry errors and other circumstances that are beyond the control of staff.

POLICY AND PROCEDURES
The CCRF is intended to maintain data integrity, promote consistent and accurate data in the DOL Quarterly and Annual reports, and enable performance to be properly calculated.

Data within the program application cannot be updated or changed once the individual becomes a participant in the program. It is the staff's responsibility to ensure that all application data is accurate **prior** to enrolling an individual. The only time a program application can be updated is when additional program eligibility is being determined. Only new data associated with that program eligibility can be added to the application.

WorkSource/YouthSource Centers, LA City MIS and WSB staff must ensure records are updated within 30 calendar days of the activity's Projected End Date/Scheduled Date to avoid a "System Closed" completion status. Once the activity becomes "System Closed," the data cannot be changed or updated. Activities with a "System Closed" status are **included** in performance calculations.

A participant's application is system-exited after 90 calendar days of inactivity *across all programs* within CalJOBS℠, and when no new activity has been scheduled for the participant in CalJOBS℠. If services (except post-program/follow-up services) need to be provided to an applicant who has been system-exited, the application intake process will have their new enrollment counted separately in performance calculations.

If any data needs to be added or changed after 30 days, the CCRF must be completed and submitted to the LA City MIS Administrator. Any requests associated with data beyond 90 days will be reviewed on a case-by-case basis and may not be approved.

The State Program Reporting and Analysis Unit (PRAU) will review the request and analyze the overall impact of the proposed change, especially with respect to current WIOA performance outcomes. Each request will be considered on a case-by-case basis contingent upon the detailed reasons listed, and the

supporting documentation provided. If additional information is required, the PRAU will email the requestor for clarification. The requestor must reply to the PRAU message within seven calendar days, or the request may be denied. The reply must include the entire email stream and all attachments.

If the CCRF is approved, the PRAU will make the request changes and respond to the WSB office or the LA City MIS Administrator. It is the requestor's responsibility to verify that the changes made by the PRAU are accurate. If the CCRF is denied, the PRAU will notify the LA City MIS Administrator or WSB office and explain the reason(s) for the denial.

SUBMISSION PROCEDURES

The CCRF requires: 1) Participant Information; 2) Requestor Information; 3) WorkSource Center Information; 4) Reason for Correction

- Participant Information
  This section of the form includes: Participant Name; User ID; Date; State ID; and WIOA App Number.
- Requestor Information
  This section of the form includes: Requested By; Phone Number; Email Address.
- WorkSource Center Information
  This section of the form lists all WorkSource Centers and also includes: a) Other Office Location; b) Program.
- Reason For Correction
  Ample space is provided to describe or detail the reason or reasons for data correction.

All data fields should be completed, and it should be ensured that a participant's full Social Security Number is **not** included. Any request without a detailed reason or explanation as to why the change needs to occur will be denied**.** All applicable documentation must accompany the request.

REFERENCES

- WIOA (Public Law 113-128)
- Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 10-16, Change 1 Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III, and Title IV core Programs
- EDD Directive WSD 18-02, Data Change Request Form

Electronic Signature Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures to collect participants' electronic signatures when in-person appointments are not possible or when an individual submits an electronic Application. This Policy applies to all contractors and Partner Staff utilizing the CalJOBS℠ system and governs all uses of electronic signatures regarding enrollments recorded in CalJOBS℠.

BACKGROUND
To remove barriers and offer individuals more straightforward access to WIOA services, the State has enhanced the CalJOBS℠ system to capture remote electronic applicant signatures. An electronic signature is an acceptable substitute for a wet signature on any CalJOBS℠ system document or correspondence. Center staff can email or text applicants for a signature using their mouse. The applicant receives an email or text with a PDF application, allowing them to use a mouse to sign and send their signature back to the Center.

POLICY AND PROCEDURES
A signed program application is required for all WIOA and Agency Defined Program participants enrolled in CalJOBS℠. An electronic signature for eligibility documentation may be obtained by using the CalJOBS℠ Remote Electronic Signature feature. There are two methods to capture an electronic signature. The first is the Manual method, which allows the staff or the participant to sign using the computer mouse. The second is the Message method which sends a signature request to the client by email or text. This feature may be used when in-person appointments are not possible. The electronic signature must remain accessible for the entire retention period of the record to which the program is associated.

E-SIGNATURE SUBMISSION PROCEDURE
The following three procedures are recommended for e-signatures for staff using the CalJOBS system.

1. Electronic signatures are captured on the WIOA Application, Remote Electronic Signature Section. From there, click on the Staff Signature/Capture Signature Link. Center Staff will use the mouse for their signature and create a message with a PDF application to request their electronic signature.
2. To create the message and PDF, click the Applicant Signature/Capture Signature Link and select the message option. Center staff can use either text or email a link to the applicant. When applicants get the text or email, they can click on the link and use their mouse to create their electronic signature.
3. Individuals will get confirmation in the CalJOBS℠ message center informing staff that the participant signed the application.

Regardless of the method for implementing e-signatures, each method should support the following functions: maintain confidentiality, authenticity, and integrity of the record from origination through the entire program process.

REFERENCES

- EDD INFORMATION NOTICE WSIN 20-31, CalJOBS℠ System Upgrade to Version 20

*Participant Reporting Requirements Policy & Performance Guidance

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides the guidance and establishes the procedures regarding the Workforce Innovation and Opportunity Act (WIOA) six primary indicators of performance and applies to all WIOA Title I subrecipients and National Dislocated Worker Grant (NDWG) project operators. All WIOA-funded contractors are required to report individual participant data via CalJOBS^{SM}. The City of Los Angeles requires daily data entry to ensure that the single common record is maintained according to federal requirements. Data cannot be modified more than 30 days in arrears.

BACKGROUND
The State of California Employment Development Department (EDD) is required by federal regulations to submit accurate participant reports and validated individual participant data to the Department of Labor (DOL) on a quarterly and annual basis. The data entered into the CalJOBS^{SM} system is used to calculate the WIOA Primary Indicators of Performance, create Quarterly Performance Reports, and the WIOA Annual Report. As part of this reporting requirement, the DOL requires coordination and co-enrollment between WIOA Title I and Title III core and partner programs to ensure a common record is maintained for each participant served with the funding streams.

The DOL utilizes this data to assess the effectiveness of the state and local area subrecipients in achieving positive outcomes for individuals served under the core and non-core programs. The WIOA six core programs include Title I Adult, Dislocated Worker, and Youth programs; Title II administered by the California Department of Education (CDE); Title III Wagner-Peyser; and Title IV Vocational Rehabilitation (VR) program. The non-core programs that are included in this policy are Jobs for Veterans State Grants (JVSG), National Dislocated Worker Grants (NDWG), and Trade Adjustment Assistance (TAA).

POLICY AND PROCEDURES
To provide consistent and accurate reports, workforce staff are required to capture information on all individuals and employers served, and the services provided to them; this includes individuals served only with self-service activities. Participant data should be entered and updated daily. Notwithstanding daily entry, all WIOA-funded agencies must enter WIOA individual participant data into CalJOBS^{SM} within 30 days from the date of service to ensure a common record and where appropriate, and a common exit is to be maintained at all times. The data cannot be modified in the CalJOBS^{SM} system more than 30 days in arrears. Participant records, including all required WIOA forms and eligibility documentation, case notes, and supporting documentation for training activities, will be maintained in the participant's CalJOBS^{SM} profile.

Definitions
The following definitions are needed to understand WIOA performance when using federal funds, and the mechanisms for calculating the six primary indicators of performance.

Reportable Individual – An individual who engages with the workforce development community but does not meet the requirement to be a program participant. A reportable individual is someone who demonstrates an intent to use program services and meets one or more of the following criteria:

- Provides identifying information

- Accesses the self-service system only
- Only received information-only services or activities

Reportable individuals are not included in the calculations for performance. However, certain information about reportable individuals is required to be reported in quarterly and annual WIOA reports. Collecting and reporting information allows for accurate representation of the number of individuals engaged with the workforce system.

Example – An individual comes to an America's Job Center of California℠ (AJCC) to use the computer for a job search and declines any staff-assisted services. However, the individual accepts a labor market information handout. Since this individual only engaged in self-service activities, they are a reportable individual.

Date of Participation – The actual begin date of the first clock-restarting service, as referenced in CalJOBS Activity Codes (WSD24-05), an individual receives in non-Youth programs. For the Youth program, the youth must receive all four required components (eligibility determination, assessment, individual service strategy development, and receipt of a program element) to begin a period of participation. Once all four required components are received, other Youth services can be received.

Note – The date in the CalJOBS application's Participation tab may not be the same as the Date of Participation. The Participation tab can be created with a non-clock restarting activity, but the actual begin date of the first clock-restarting service will trigger the participation date.

Participant – A reportable individual who has received services other than self-service activities and has satisfied all applicable programmatic requirements to receive program services. The definition of participant varies slightly between programs:

1. Adult, DW, Wagner-Peyser, JVSG, NDWG, and TAA Participant
   An individual becomes a participant in the program when they complete the following:
   - Meet the definition of a reportable individual.
   - Satisfy all applicable program requirements for the provision of services, including an eligibility determination.
   - Receive any training service, individualized career service, or staff-assisted basic career service, disaster relief employment (for NDWG participants only), and/or any trade payments funded by TAA (for TAA participants only).

   Staff should ensure all individuals have met applicable program requirements for the provision of clock-restarting services, including eligibility determination, prior to the receipt of a clock-restarting service.

   Example – An individual who is already registered in CalJOBS goes to an AJCC. The AJCC staff completes the Title I Adult application and provides a community service referral. The individual then attends a job search workshop and receives an objective assessment from staff. Since this individual provided identifying information, was deemed eligible for the Title I Adult program, and received at least one staff-assisted service, the individual is a participant. Staff should make sure all individuals are deemed eligible before providing a staff-assisted service, such as a referral.

2. Youth Participant
   An individual becomes a participant in the Youth program when they complete all of the following:
   - Meet the definition of reportable individual.
   - Satisfy all applicable program requirements for the provision of services:
     - Eligibility determination.
     - An objective assessment.
     - Development of an individual service strategy.
   - Receive one of the 14 WIOA Youth program elements, as defined in TEGL 10-16, Change 3, Attachment 7, Table B.

   Example – An individual goes to an AJCC, or a Youth Provider and staff determines they are eligible for the Youth program. The individual then receives an objective assessment, study skills training, and develops an individual service strategy. Since this individual has been determined to be program eligible, received an objective assessment and a program element, and developed an individual service strategy, the individual is a participant.

If an individual fails to meet one or more of the items needed to be a participant, the individual will be reported as a reportable individual and will not be included in performance calculations.

Note – Participants who exit the program without an exclusionary exit are included in performance. NDWG participants who only receive disaster relief employment will not be included in performance.

Period of Participation – The period of participation begins when an individual becomes a participant in a program and ends on the participant's date of exit from the program. A new period of participation is counted each time a participant re-enters and exits the program (even if the exits occur in the same program year [PY]). An example illustrating periods of participation and its relation to each performance indicator can be found in TEGL 10-16, Change 3, Attachment 5 and Attachment 6.

Exit – The date of exit is the last date of service. There are four different types of exits:

1. *Date of Exit – Participant*: An exit occurs when the participant has not received program services for 90 consecutive calendar days, and no additional future services are scheduled. The program exit date is applied retroactively after 90 days to the last service's actual end date. Follow-up services, self-services, information-only services or activities, and supportive services do not delay, postpone, or affect the date of exit.
2. *Date of Exit – Reportable Individual*: Reportable individuals are not considered participants in a program, so they do not "exit." However, the date of exit for reporting purposes is determined as follows: Individual does not become a participant; Individual is served with only self-service and/or information-only services; or 90 days elapsed since being identified as a reportable individual, and the individual has not received additional self-service, information-only services, or activities during the 90-day time frame. Once the above criteria are met, the date of exit is applied retroactively to the last day of receipt of self-service and/or information-only services or activities. This methodology is used to ensure reportable individuals do not remain in the system indefinitely.
3. *Common Exit*: A common exit happens when a participant is enrolled in multiple DOL-administered programs, and the following occurs: They have not received clock-restarting

services for at least 90 consecutive calendar days from any DOL-administered programs to which the common exit policy applies; and no future services are scheduled except for self-service, information-only activities, or follow-up services.

4. *Exclusionary Exit*: An exclusionary exit occurs when a participant is not included in one or more performance calculations because they exit the program due to not receiving services for one or more of the following reasons: has become incarcerated or becomes a resident at a facility providing 24-hour support, such as a hospital or treatment center; has received medical treatment that is expected to last longer than 90 days; becomes deceased; is a member of a military reserve unit and is called to activity duty for at least 90 days; or is in foster care and exits the program due to moving outside the subrecipient's area (only applies to the Youth program).

WIOA Primary Indicators of Performance

WIOA strives to ensure federal investments in employment and training programs are evidence-based, data-driven, and accountable to participants and taxpayers. A way WIOA strives to accomplish this is by requiring the core programs to report on common performance indicators. Under section 116(b)(2)(A) of WIOA, there are six primary indicators of performance, which all six core WIOA programs report on:

A. **Employment Rate – 2nd Quarter After Exit:** The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit).

B. **Employment Rate – 4th Quarter After Exit:** The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit) .

C. **Median Earnings – 2nd Quarter After Exit:** The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

D. **Credential Attainment:** The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

E. **Measurable Skill Gains:** The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:
   - Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level.
   - Documented attainment of a secondary school diploma or its recognized equivalent.
   - Secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards; .

- Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training.
- Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

F. **Effectiveness in Serving Employers:** California measures effectiveness in serving employers through Retention with the same employer. The Retention with the Same Employer measure determines if WIOA core programs are serving the state's employers by improving employee workforce skills and reducing employee turnover. The state must report Retention with the Same Employer in the second quarter and fourth quarter after exit, and calculate it based on wage data for participants who are in the fourth quarter after exit. To be included in the calculation, a participant must have a wage record match with the same employer State Tax ID number for the second and fourth quarters after exit, or supplemental wages with the same Federal Employer Identification Number (FEIN) in the second and fourth quarters after exit. The Effectiveness in Serving Employers indicator is reported as a shared indicator across all core programs. The EDD will coordinate with Title II and Title IV to submit the state's unduplicated, aggregated annual results for all six core programs.

The standardization of WIOA indicators of performance introduces the ability to "share" performance across core and non-core programs, which enables multiple programs to take credit for co-enrolled participants. For example, if a participant is co-enrolled in Title I Dislocated Worker and TAA programs, both programs can take performance credit for the recognized credential obtained from attending training funded by TAA. For Title I programs, subrecipient staff should enter performance information (i.e., credentials, MSG, etc.) received through other core programs into CalJOBS to ensure performance credit is received. Additionally, up to three Local Workforce Development Areas (Local Areas) can share performance for a participant that is co-enrolled across Local Areas.

Note – All performance measures (for both participants and employers) are quantified by the data that is entered into CalJOBS. Therefore, it is mandatory that all performance related data (i.e., activity codes, MSGs, credentials, etc.) are entered accurately. If data in CalJOBS is incorrect, staff should follow the guidance outlined in the CalJOBS Correction Request Form (CCRF) Policy.

CalJOBS Activity Codes Dictionary & CalJOBS Activity Codes and Performance Crosswalk
For a reference of the CalJOBS Activity Codes Dictionary, please see Attachment I below. For a reference on CalJOBS activity codes impacting WIOA performance related to Credential Attainment and Measurable Skill Gains, please see Attachment II below.

REFERENCES

- EDD Workforce Services Directive (WSD) 24-05: CalJOBS^{SM} Activity Codes (October 10, 2024)
- WSD 24-07: Performance Guidance (November 26, 2024)
- WSD 20-10: CalJOBS^{SM} Participant Reporting (April 8, 2021)
- TEGL 14-18: Aligning Performance Accountability Reporting, Definitions, and Policies Across Workforce Employment and Training Programs Administered by the U.S. DOL (March 25, 2019)
- TEGL 11-19, Change 2: Negotiations and Sanctions Guidance for the Workforce Innovation and Opportunity Act (WIOA) Core Programs (January 6, 2025)
- TEGL 10-16, Change 3: Performance Accountability Guidance for WIOA Core Programs (June 11, 2024)

Attachment 1: CalJOBS^{SM} Activity Codes Dictionary

Participant Activity Codes

Activity Code	Activity Code Name and Definition
002	**Self-Service AJCC Employment and Workforce Information Services** This activity is system generated when an individual accesses self-service activities or workforce information available in CalJOBS. Workforce information includes topics, such as: local performance, availability of supportive services, filing claims for unemployment compensation, and performance and program cost information of training providers.
004	**Self-Service Information on Training Providers/Performance Outcomes** This activity is system generated when an individual accesses information regarding training providers and/or how the local area is performing on local performance measures in CalJOBS.
005	**Self-Service Labor Market Research** This activity is system generated when an individual accesses labor market information in CalJOBS. Labor market information includes: information on state and local labor market conditions; industries, occupations, and characteristics of the workforce; employer wage and benefit trends; short and long-term industry and occupational projections; worker supply and demand; area businesses' identified skill needs; job vacancies' survey results; workforce availability; business turnover rates; job creation; and job identification of high-growth and high-demand industries.
006	**Self-Service Job Search through CalJOBS** This activity is system generated when an individual conducts an online job search using CalJOBS at an America's Job Center of California (AJCC) resource room, partnering agency, home, library, or other physical location.
06M	**Self-Service Job Search through Mobile App** This activity is system generated when an individual conducts a job search through the CalJOBS mobile application using a smartphone, tablet or other electronic device at an AJCC resource room, partnering agency, home, library or other physical location.
007	**Self-Service Initial Résumé** This activity is system generated when an individual prepares his/her CalJOBS résumé at an AJCC resource room, partnering agency, home, library, or other physical location.
008	**Self-Service Résumé: Update and Additions** This activity is system generated when an individual revises his/her résumé on CalJOBS using an AJCC resource room, partnering agency, home, library, or other physical location.
010	**Tracking Co-funded Services** This activity is to indicate that a reported activity code is co-funded by multiple funding streams. A case note must be added to indicate which activity was co-funded by which funding streams. For more information, refer to the CalJOBS Activity Code Directive.
050	**Information on DI or PFL** An individual was provided general information on how to apply for Disability Insurance (DI) or Paid Family Leave (PFL), where to locate the nearest DI office, or any other information related to DI or PFL. Referred to Other Federal/State Assistance (140) should be utilized if the individual is referred to Disability Insurance because of an objective or initial assessment.

051	**Information on Social Services Programs** An individual was provided general information about programs administered by the Department of Social Services including, but not limited to: CalWORKS, CalFresh, CalFresh E&T, and General Assistance. Referred to Other Federal/State Assistance (140) should be utilized if the individual is referred to a program because of an objective or initial assessment.
052	**Information on other Public Assistance Programs** An individual was provided general information about public assistance programs (not including Social Services programs, DI, or PFL). Referred to Other Federal/State Assistance (140) should be utilized if the individual is referred to a program because of an objective or initial assessment.
053	**Information on AJCC Core or Partner Programs** An individual was provided general information at an America's Job Centers of California (AJCC) core or partner programs. The appropriate referral activity code should be used if the individual is referred because of an objective or initial assessment.
080	**Complaint Process Information** A participant was informed of the grievance and complaint procedures established by the Local Area or EDD staff, either through self-service or by a staff member.
089	**Self-Service Informed of Veteran Priority of Service** This activity is system generated when a veteran self-identifies at the time of registration in CalJOBS. A pop-up window informs the Veteran of the Priority of Service policy.
090	**Self-Service Skills Self-Assessment** This activity is system generated when an individual completes a CalJOBS self-assessment tool designed to inform and educate him/her about his/her employment strengths and weaknesses.
094	**NFJP – Outside Agency** A client has received related assistance services from an agency other than Employers' Training Resource.
097	**NFJP – In House** A client has received related assistance services from Employers' Training Resource.
101	**Orientation** An individual attended an orientation informing him/her of the information and services available through the AJCC delivery system. This includes, but is not limited to Veteran Orientation, WIOA Orientation, and Local Office Orientation.
102	**Initial Assessment** AJCC staff conducted an initial assessment of a participant's skill level, aptitude, abilities, interests, and supportive service needs.
103	**Provision of Information on Training Providers/Performance Outcomes** AJCC staff provided an individual with readily available information on training providers that did not require staff's assessment of the individual's skills, education, or career objectives.
105	**Job Finding Club** A participant attended an organized activity that provided instructions on résumé writing, application preparation, interviewing skills, and/or job lead development, and included a period of structured application where participants attempted to secure employment.
106	**In Program "Follow-Up"** This activity applies to a participant who is enrolled in a program but has not soft exited. This code includes, but is not limited to the following: 1. AJCC staff met with a participant for the provision of supportive services.

	2. Contacting the participant on a regular or intermittent basis to discuss progress in training or career services. AJCC Staff met with participant to collect documentation related to MSGs and/or Credential attainment. 3. Contacting the participant and/or his/her employer on a regular or intermittent basis to offer assistance with work-related issues following job placement. 4. AJCC staff phone call or letter offering to visit employee and/or employer following job placement. Note: This is an administrative activity or housekeeping activity code and is not a service to the participant.
107	**Provision of Labor Market Information** AJCC staff provided a participant with readily available information on labor market information that did not require staff assessment of the participant's skills, education, or career objectives. Examples include: state and local labor market conditions; industries, occupations and characteristics of the workforce; area businesses' identified skill needs; employer wage and benefit trends; short and long-term industry and occupational projections; worker supply and demand; and job vacancies survey results. This service may also include local employment information, such as workforce availability; business turnover rates; job creation; and job identification of high-growth and high-demand industries.
108	**Referred to WIOA Services (not training)** A participant was referred to WIOA Title I Career Services.
109	**Referred to Community Resource** AJCC staff—via phone call, email, or other means of direct contact—initiated a referral to a community resource on behalf of a participant.
110	**Attended Rapid Response** A participant took part in Rapid Response activities subsequent to his/her program participation.
112	**Job Fair** AJCC staff provided a participant with information regarding an upcoming job fair (e.g., physical address, date, and time) to assist the participant in locating employment opportunities. This activity code can also be used if a participant attended a job fair hosted or sponsored by the AJCC.
114	**Job Referral: Federal Contractor Job Listing (FCJL)** A special disabled, campaign, or recently separated veteran was referred to a job opening listed by an employer as a Federal Contractor.
115	**Résumé Preparation Assistance** An AJCC staff provided one-on-one instruction on résumé and cover letter formats, and assisted in the development of one or both. *AJCC staff assisting a participant by inputting a participant's résumé into CalJOBS does not constitute as Résumé Preparation Assistance.
117	**UI General Information** An individual filed or re-opened an online Unemployment Insurance (UI) claim, certified for benefits, or contacted the UI Branch using a smartphone, tablet, or other electronic device at an AJCC, a partnering agency, or other physical location. The individual required minimal or no AJCC staff assistance.

118	**UI Claims Assistance** A participant who requested, or a claimant that self-identified as having barriers, such as limited English proficiency or disabilities, received meaningful assistance in filing a UI claim from a knowledgeable AJCC staff trained in how to file a UI claim; verify UI certification, benefits, and claim status; or make appointments. If the assistance is provided remotely using technology, it must be technology that enables trained staff to provide the assistance, e.g., live Web chat, video conference applications, and other one- on-one means.
119	**Financial Aid Assistance** A participant received meaningful assistance from knowledgeable AJCC staff in exploring and/or establishing eligibility for financial aid assistance for training and education programs not covered under WIOA.
120	**Use of AJCC Resource Room** An individual used the services and/or equipment in the AJCC resource room. This definition also includes a staff member providing an individual with information or instruction on how to access the resource room's tools and equipment.
121	**Job Referral: Job Outside CalJOBS (non-Federal)** AJCC staff referred a participant to a job opening that was neither listed in CalJOBS, nor by a federal department or agency.
122	**Job Referral: Federal** AJCC staff referred a participant to a job opening listed by a federal department/agency, or other entity under the jurisdiction of the U.S. Office of Personnel Management. This definition does not include referrals to a Federal Contractor.
123	**Job Development Contacts** AJCC staff assisted a participant by working with both the employer and participant. Activities include, but are not limited to: securing the participant a job interview (either in-person, telephone, email, or U.S. Mail inquiry) for a job opening not currently listed on file; or contacting a union or employer on behalf of a particular participant. Referrals to governmental and/or local public agencies for a currently advertised job listing (all sources) are not considered a valid Job Development Contact. Job Development Contacts through U. S. Mail inquiries must include a cover letter introducing the client(s) and explaining the enclosed application(s)' purpose.
124	**Received Bonding Assistance** AJCC staff designated to provide bonding services, verified participant and employer bonding eligibility and completed the required steps to provide an at-risk, or hard-to- place participant with a fidelity bond. These steps include, but are not limited to the following: 1. Confirming the participant's CalJOBS registration is complete 2. Verifying participant has a firm job offer and the legal right-to-work 3. Completing EDD's Fidelity Bonding Certification Request 4. Completing EDD's Fidelity Bonding Employer Confirmation Letter 5. Submitting bonding requests to the WSD’s Bonding Coordinator
125	**Job Search and Placement Assistance** AJCC staff provided a participant job search and placement assistance and, in appropriate cases, career counseling, including the provision of information on in-demand industry sectors and occupations, and nontraditional employment.

126	**Tax Credit Eligibility Determination (includes WOTC)** AJCC staff determined if a participant qualified as a member of the Work Opportunity Tax Credit (WOTC) target group and, if so, assisted the participant in completing the applicable forms, including, but not limited to: IRS 8850 (Pre-screening Notice and Certification Request), RTA 9061 (Individual Characteristics Form), and ETA 9154 (Youth Self-Attestation Form).
130	**Proficiency Testing** AJCC staff tested a participant's ability to read, write and speak in English, and to compute and solve problems at the proficiency level necessary to function on the job, within the participant's family, and in society.
131	**Testing as Requested by Employer** AJCC staff conducted employer-required participant testing.
132	**Résumé Writing Workshop** AJCC staff provided a résumé writing workshop to two or more participants in need of résumé writing assistance and/or cover letter format, and assistance in the development of one or both. *This definition does not include Résumé Preparation Assistance (115).
133	**Job Search Workshop** AJCC staff provided a job search workshop to two or more participants instructing them on résumé writing, application preparation, interview skills, and job lead development. This definition does not include Job Finding Club (105), Résumé Preparation Assistance (115), Résumé Writing Workshop (132), Workshop (134), or UI-mandated events (147, 149 or 194).
134	**Workshop** AJCC staff provided two or more participants instruction relative to employment. This definition does not include Job Finding Club (105), Résumé Preparation Assistance (115), Résumé Writing Workshop (132), Job Search Workshop (133), or UI-mandated events (147, 149 or 194).
135	**Referred to Mentorship** Staff referred a participant to a mentoring program.
140	**Referred to Other Federal/State Assistance** A participant was referred to other Federal/State Assistance, which may include, but is not limited to: Supplemental Nutrition Assistance Program (SNAP) benefits, Temporary Assistance for Needy Families (TANF), health insurance assistance, child support assistance, tax preparation support, and/or any other Federal or State assistance programs.
147	**Personalized Job Search Assistance Workshop (PJSA)** A UI claimant(s) attended a Personalized Job Search Assistance (PJSA) session. PJSA activities include, but are not limited to, entering a résumé in CalJOBS, inquiring about the claimant's search for work, providing information on AJCC services, assisting with job search via CalJOBS or other methods, providing specific labor market information, and referring to other AJCC services as appropriate.
159	**Referred to NFJP: WIOA 167 Grantee** A participant was referred to a National Farmworker Jobs Program Grantees, WIOA 167 to receive one or more of the services which is included, but not limited to receive assistants in job training, job placement assistance, affordable housing assistance, English Classes, energy services, criminal justice services, citizenship and immigration aid, food, healthcare, childcare assistance, disability and rehabilitation services.

160	**Referred to JVSG Services: SBE** AJCC staff referred a participant to Jobs for Veterans' State Grants (JVSG) services due to identification that the participant has significant barriers to employment.
161	**Referred to JVSG Services: TSM** AJCC staff referred a participant to JVSG services due to identification that the participant being identified as a Transitioning Service Member (TSM) is in need of individualized career services.
162	**Referred to JVSG Services: Medical or Caregiver** AJCC staff referred a participant JVSG services due to identification that the participant is wounded, ill, or injured located in a military treatment facility. This activity code can also be used for the caregiver of a veteran that is wounded, ill or injured.
164	**Referred to VA Services: 9/11 GI Bill** AJCC staff referred a participant to Veterans Affairs (VA) services for Post-9/11 GI Bill benefits.
165	**Referred to VA Services: Montgomery Bill** AJCC staff referred a participant to VA services for Montgomery GI Bill benefits.
166	**Referred to VA Services: GI Bill and Montgomery Bill** AJCC staff referred a participant to VA services for both the Post-9/11 GI Bill, and to the Montgomery GI Bill benefits.
167	**Referred to VA Services: Other** AJCC staff referred a participant to VA services for services other than Post-9/11 GI Bill or Montgomery GI Bill benefits. Services may include referrals for PTSD, TBI treatment, and substance abuse assistance.
169	**Referred to VA Services: VR&E Program** Staff referred a participant to the VA for Vocation Rehabilitation and Employment (VR&E) program services.
179	**Job Referral: Outside Web-Link** A participant obtained a job referral for employment through a CalJOBS' auto-spidering link.
180	**Supportive Service: Child/Dependent Care** A participant received assistance with child care or dependent care that enabled him/ her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
181	**Supportive Service: Transportation Assistance** A participant received assistance with transportation that enabled him/her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.

182	**Supportive Service: Medical** A participant received assistance with medical services that enabled him/her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
183	**Supportive Service: Incentives/Bonuses** A participant received an incentive or bonus that enabled him/her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. This definition does not include Needs-Related Payments (326). Service must be provided according to the approved Local Area policy for Incentives and Bonuses. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
184	**Supportive Service: Temporary Shelter** A participant received assistance with temporary shelter that enabled him/her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a staff-assisted career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
185	**Supportive Service: Other** A participant received assistance that was necessary to enable the individual to participate in career services or training activities. This activity code should only be used if no other Supportive Service codes apply. This activity code requires staff to document the type of service provided in a case note. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
186	**Supportive Service: Seminar/Workshop Allowance** A participant received an allowance to attend an employment-related seminar or workshop. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
187	**Supportive Service: Job Search Allowance** A participant received an allowance to purchase items necessary for conducting a successful job search. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.

188	**Supportive Service: Tools/Clothing** A participant received assistance with employment-related attire or tools for the purpose of obtaining employment. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
189	**Supportive Service: Housing Assistance** AJCC staff provided and/or arranged for a participant to receive housing that enabled him/her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
190	**Supportive Service: Utilities** AJCC staff provided and/or arranged for a participant to receive assistance with his/her utilities that enabled him/her to participate in career services or training activities. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
191	**Supportive Service: Educational Testing** A participant received financial assistance to take a high school equivalency test, or an exam for an occupation certification or credential for the purpose of obtaining employment. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
192	**Supportive Service: Post-Secondary Academic Materials** A participant received assistance with books, fees, school supplies, and other necessary supplies for students enrolled in post-secondary education classes. Supportive services may be made available to any adult or dislocated worker participating in Title I career services (not including follow-up services) or training activities. *This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity.
194	**Reemployment Services and Eligibility Assessment (RESEA)** A UI claimant attended a Reemployment Services and Eligibility Assessment (RESEA) workshop, and received services which may include, but are not limited to: UI eligibility assessment, orientation of AJCC services, provision of labor market information, registration in CalJOBS, development of a reemployment plan, and referral to other AJCC services.
195	**RESEA Additional Mandatory Career Service** AJCC staff provided an Unemployment Insurance claimant with a mandatory Reemployment Services and Eligibility Assessment (RESEA) Subsequent Service. The participant must have already completed the initial RESEA. This activity code must be used in conjunction with an approved

	RESEA subsequent service code, as listed in the most recent RESEA Internal Administrative Notice (IAN).
197	**Supportive Services: Stipend** A participant received a fixed payment for participation in a training or other workforce activity that requires substantial regularly scheduled time commitment. Stipends are a form of financial support paid to a participant to help cover the costs associated with living expenses, travel, and/or materials needed to be successful in training or other workforce activities. For more information on Stipends, refer to WSD23-08.
200	**Individual Counseling** AJCC staff, in a one-on-one setting, provided a participant counseling and vocational guidance to assist the participant in achieving employment goals, and to make decisions regarding employment and/or training opportunities.
201	**Group Counseling** AJCC staff, in a group setting, provided a participant counseling and vocational guidance to assist the participant in achieving employment goals, and to make decisions regarding employment and/or training opportunities.
202	**Career Guidance/Planning** AJCC staff provided a participant information, materials, suggestions, and/or advice to help a participant make occupational or career decisions.
203	**Objective Assessment** AJCC staff conducted a comprehensive, specialized assessment of skill levels and service needs of a participant. The assessment may include diagnostic testing or other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
204	**Interest and Aptitude Testing** AJCC staff tested a participant's aptitude to determine whether the participant has the necessary skills and qualifications to achieve his/her employment goals, or successfully participate in a selected program of training services.
205	**Development of IEP/ISS/EDP** AJCC staff and a participant jointly developed an ongoing strategy to identify the participant's employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to be able to achieve his/her employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives.
206	**Referred to Registered Apprenticeship Program** AJCC staff referred a participant to an apprenticeship program approved and recorded by the U.S. Department of Labor's Employment and Training Administration, Bureau of Apprenticeship Training, or a California state-recognized apprenticeship agency or council, such as the California Department of Industrial Relations, Division of Apprenticeship Standards.
207	**Referred to Job Corps** AJCC staff referred a participant to the WIOA Title IC Job Corps program.
208	**Referred to Other Federal Training (non-WIOA Title IB)** Staff referred a participant to a training program supported by the federal government, such as TAA, Adult Education or Vocational Rehabilitation. This definition does not include referrals to Job Corps (207), or WIOA Title IB funded training (211).

209	**Referred to State and Local Training (non-WIOA)** Staff referred a participant to a training program funded with monies from state and/or local agencies. This definition does not include referrals to WIOA Title IB funded training (211).
210	**Referred to Educational Services (non-Federal/State/Local)** AJCC staff referred a participant to a service provider funded with monies other than federal, state or local agencies monies, to receive educational services leading to the completion of the participant's educational goals. These services include, but are not limited to, tutoring, study skills training, and instruction.
211	**Referred to WIOA Title IB Training** AJCC staff referred a participant to a training program funded under WIOA Title IB. This definition does not include Referred to Registered Apprenticeship Program (206).
213	**Mentorship** AJCC staff referred a participant to a mentoring program. The participant was paired with a mentor experienced in one or more areas that would benefit the participant. The mentor shared their knowledge, wisdom, and experience with the participant, and facilitated learning through instructing, coaching, sharing experiences, modeling and advising. The mentorship could include a contract for learning and should last for a specified period of time.
214	**Adult Literacy, Basic Skills or GED Preparation** AJCC staff referred a participant to a course of basic academic instruction and/or basic education services below the post-secondary level to increase the participant's ability to read, write and speak in English, and to perform mathematics, or other necessary activities, to obtain a secondary school diploma or its recognized equivalent; and, to transition to post-secondary education and training.
215	**Short-Term Prevocational Services** A participant is receiving short-term, prevocational services, including the development of learning, communication, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare the participant for unsubsidized employment or training.
216	**Out-of-Area Job Search Assistance** AJCC staff assisted a participant with an out-of-area job search. The assistance was deemed appropriate based upon the participant's assessment, and/or the participant's individual employment plan.
217	**Relocation Assistance** AJCC staff provided financial assistance to relocate in order to accept employment, as provided by local policy.
218	**Referred to Internship** AJCC staff referred a participant to an internship opportunity. The internship was deemed appropriate based upon the participant's assessment, and/or the participant's individual employment plan.
219	**Work Experience** A participant took part in a planned, structured learning experience that took place in a private, for-profit, nonprofit, or public sector workplace for a limited time period. Work experience may be paid or unpaid, as appropriate. A WIOA-funded paid internship may also be included in this activity, as appropriate. This activity does not include Referred to Internship (218), Pre-Apprenticeship Training (224), or Transitional Job (320).

221	**Financial Literacy Education** A participant received financial literacy services that support the ability to do one or more of the following: 1. Create household budgets, initiate savings plans, and make informed financial decisions about education, retirements, home ownership, wealth building, or other savings goals. 2. Manage spending, credit, and debt, including credit card debt, effectively. 3. Increasing awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy (and how to correct inaccuracies in the reports and scores), and their effect on credit terms. 4. The ability to understand, evaluate, and compare financial products, services, and opportunities. Address the particular financial literacy needs of non-English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials.
222	**English Language Learner (ELL)** A participant received English as a second language service or training. ELL services are provided to a participant whose primary language is not English. Services are designed to increase the English language proficiency of the participant so they can attain training and/or employment success.
224	**Pre-Apprenticeship Training** The participant enrolled in a Pre-Apprenticeship (PA) program that has a documented partnership with at least one Registered Apprenticeship program. The PA's training and curriculum must be based on industry standards, approved by the documented Registered Apprenticeship partner(s), and prepare the individual with the skills and competencies needed to enter one or more Registered Apprenticeship program(s). This activity code requires staff to provide justification in CalJOBS under case notes.
226	**Reading and/or Math Testing** AJCC staff tested a participant's reading and math skill levels and competencies.
227	**Disaster Relief Employment/Temporary Job (NDWG only)** Staff enrolled an eligible participant in disaster relief employment. The temporary job will provide immediate employment and wages. Clean-up and repair work will be performed on public and/or private non-profit lands. *This service is only available to eligible National Dislocated Worker Grant participants.
300	**Occupational Skills Training (Approved ETPL Provider)** The participant enrolled in a California (CA) Eligible Training Provider List (ETPL) training program designed to provide the technical skills necessary to perform a specific job or group of jobs. All Occupational Skills Training services must have an Occupational Code (ONET Code) that indicates the type of training being provided. The Industry Code (NAICS Code) is not required.
301	**On-the-Job Training (OJT)** A participant took part in paid training while engaged in productive work in a job. The training (a) provided knowledge or skills essential to the full and adequate performance of the job; and (b) provided reimbursement to the employer for up to 50% of the participant's wage rate for extraordinary costs of providing the training and additional supervision related to the training; and (c) was limited in duration appropriate to the occupation for which the participant was being trained, taking into account the training's content, the participant's prior work experience, and service strategy, as appropriate.

302	**Entrepreneurial Training (Approved ETPL Provider)** A participant attended entrepreneurial skills training that included, but was not limited to, the elements of starting and operating a small business, business plan development, securing financing, general business law concepts, employee management, and the understanding of marketing concepts.
304	**Customized Training** A participant enrolled in an employer's customized training program. The training was designed to meet the specific requirements of an employer (or a group of employers); was conducted with a commitment by the employer to employ the participant upon successful completion of the training; and for which the employer paid a significant portion of the cost of training, as determined by the Local Board in accordance with WIOA. Customized training may be provided when the following criteria are met: 1. The participant is not earning a self-sufficient wage as determined by Local Board policy. 2. The above paragraph's requirements are met. 3. The customized training relates to on-the-job training contracts for employed workers, or other appropriate purposes identified by the Local Board. Note: All training services must have provider and program information, including an ONET Code that indicates the occupation of the participant’s employment goal.
305	**Skills Upgrading and Retraining (Approved ETPL Provider)** A participant was provided training to upgrade his/her skills, and/or to retrain.
306	**WIOA Prerequisite Trainings (Approved ETPL Provider)** A participant enrolled in the required prerequisite training/coursework prior to entry into an institution's approved training program.
307	**Pre-Apprenticeship Program w/Occupational Skill Training (Approved ETPL Provider)** The participant enrolled in a Pre-Apprenticeship (PA) program that has a documented partnership with at least one Registered Apprenticeship program. The PA's training and curriculum must be based on industry standards, approved by the documented Registered Apprenticeship partner(s), and prepare the individual with the skills and competencies needed to enter one or more Registered Apprenticeship program(s). In addition, the pre-apprenticeship program provides occupational skills training that leads to an industry-recognized certificate, credential, or license upon completion. If the pre-apprenticeship training does not provide occupational skills training that leads to an industry-recognized certificate, credential, or license, the Pre-Apprenticeship Training (224) activity code should be utilized.
308	**Incumbent Worker Training** The participant participated in an incumbent worker training designed to meet the needs of an employer or group of employers in an effort to help avert potential layoffs, or for the employee to obtain the skills necessary to retain employment, such as increasing the skill levels of employees so they can be promoted within the company and create backfill opportunities for less-skilled employees.
312	**Placed in Federal Training (includes TAA and WIOA)** AJCC verified that a participant enrolled in a federal government supported training program, such as a WIOA-funded project or TAA program designed to provide the technical skills necessary to perform a specific job or group of jobs. This definition does not include Placed in Job Corps (311), or Apprenticeship Training (325).

	*This service functions as an indicator that a client is enrolled in training elsewhere and might be part of one of the performance measures due to shared performance. This activity code does not place someone in the Measurable Skill Gains and/or Credential Measure.
313	**Placed in State and Local Trainings (non-TAA, non-WIOA)** AJCC staff verified that a participant entered a state and/or local agency-funded training program. In this instance, staff should select the activity code's co-enrolled training code option. This definition does not include Job Corps (311) or Placed in Federal Training (312). *This service functions as an indicator that a client is enrolled in training elsewhere and might be part of one of the performance measures due to shared performance. This activity code does not place someone in the Measurable Skill Gains and/or Credential Measure.
315	**Tracking for Non-WIOA Training** Staff may use this activity code to track the Actual Begin and Actual End Dates of a participant's training program tracked via activity code 312 Placed in Federal Training (includes TAA and WIOA) or 313 Placed in State and Local Training (non-TAA, non-WIOA).
321	**Transitional Job** The participant has barriers to employment, is chronically unemployed, or has an inconsistent work history, and has been placed by the AJCC in subsidized, time-limited work within the public, private, or nonprofit sector. The participant must concurrently receive comprehensive employment and supportive services. Transitional jobs are designed to assist participants with establishing a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention in unsubsidized employment.
322	**Job Readiness Training** A participant received training regarding the skills necessary to be successful in the workplace. The training provided the participant with specific occupational competencies needed to perform specific tasks on the job. These competencies include, but are not limited to: how to communicate in an office environment, how to function as part of a team, and how to work in a deadline-driven workplace. This code must be applied in conjunction with one of the following codes: 1. Occupational skills training, including training for nontraditional employment (300) 2. On-the-job training (301) 3. Incumbent worker training (308) 4. Programs that combine workplace training with related instruction, which may include cooperative education programs (321) 5. Private sector operated training programs (320) 6. Skill upgrading and re-training (305) 7. Entrepreneurial training (302) 8. Transitional jobs (321)
323	**Workplace Training & Cooperative Education (Approved ETPL Provider)** A participant attended a training program that combined workplace training with related instruction. This definition includes cooperative education programs.
324	**Adult Education with Training Services (Approved ETPL Provider)** A participant, in consultation with an employment counselor, enrolled in Adult Education that incorporates an Occupational Skills Training program selected from the CA ETPL that confers industry-valued skills in priority industry sectors, and is paid for with a pre- approved Individual Training Account. The participant must also be enrolled in one of the following activities: 300, 301, 302, 305, 306, 320, 323, 325, 330, 346, or 416.

325	**Apprenticeship Training (Approved ETPL Provider)** A participant enrolled into a Registered Apprenticeship Program listed on the CA ETPL.
326	**Supportive Service: Needs-Related Payments (Training)** An unemployed Adult or Dislocated Worker participant received a needs-related payment(s) for the purpose of enabling him/her to participate in training services. In order to qualify for needs-related payments, the participant must also be unemployed, not qualified or ceased to qualify for unemployment compensation, and be enrolled in a training services under WIOA. Note: The maximum level of needs-related payments must be established by the Local WDB.
327	**Supportive Service: Training Allowance** The participant received an approved training allowance required in conjunction with his/her original training or education. The training allowance may be utilized to pay for training-related applications, tests, and certifications. For example, a participant with a nursing degree received a training allowance for CPR training.
328	**Occupational Skills Training (non- ETPL provider)** A participant attended training designed to provide the technical skills necessary to perform a specific job or group of jobs. The training provider was not on the CA ETPL. This code cannot used for formula ITAs.
330	**Local Board Determination Training** A participant enrolled in a training program that can bypass the CA ETPL upon the determination of the Local Workforce Development Board (LWDB) for reasons, such as higher education, lack of providers, barriers to employment, etc. This activity code requires staff to provide justification in CalJOBS under case notes.
346	**Out-of-State Training Provider other ETPL (Requires Case Note to indicate other State's ETPL)** A participant was enrolled with a provider headquartered outside of California, and who does not have an in-state training facility. Provider must be listed on another state's ETPL. This activity code requires staff to provide justification in CalJOBS under case notes.
400	**Youth Summer Employment** A Youth participant participated in a summer worksite learning experience which provided direct linkages between academic and occupational learning.
406	**Tutoring, Study Skills Training & Instruction** A Youth participant received tutoring, study skills training, instruction, and evidence- based dropout prevention and recovery strategies to complete secondary school diploma requirements; or its recognized equivalent (including a recognized certificate of attendance or similar document with individuals with disabilities); or for a recognized post-secondary credential.
407	**Financial Literacy Education** A Youth participant completed Financial Literacy coursework that Include one or more of the following: 1. Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions; 2. Support participants in learning how to effectively manage spending, credit, and debt, including student loans, consumer credit, and credit cards; 3. Teach participants about the significance of credit reports and credit scores; what their rights are regarding their credit and financial information; how to determine the accuracy of a credit report and how to correct inaccuracies; and how to improve or maintain good credit;

	4. Support a participant's ability to understand, evaluate, and compare financial products, services, and opportunities and to make informed financial decisions; 5. Educate participants about identity theft, ways to protect themselves from identify theft, and how to resolve cases of identity theft and in other ways understand their rights and protections related to personal identity and financial data; 6. Support activities that address the particular financial literacy needs of non- English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials; 7. Support activities that address the particular financial literacy needs of youth with disabilities, including connecting them to benefits planning and work incentives counseling; 8. Provide financial education that is age appropriate, timely, and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings; or 9. Implement other approaches to help participants gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality, age-appropriate, and relevant strategies and channels, including, where possible, timely and customized information, guidance, tools, and instruction.
408	**Youth Internship (Unpaid)** A Youth participated in an unpaid internship in the private, for-profit, nonprofit, or public sector.
409	**Youth Job Shadowing** A Youth participated in a job-shadowing experience in the private, for-profit, nonprofit, or public sector. Job shadowing is a work experience option that is a temporary, unpaid exposure to the workplace in an occupational area of interest to the participant. Youth witness firsthand the work environment, employability and occupational skills in practice, the value of professional training, and potential career options. A job-shadowing experience can be anywhere from a few hours, to a day, to a week or more.
410	**Leadership Development Services** A Youth participated in leadership development opportunities that encourages leadership development, responsibility, confidence, employability, self-determination, and other positive social behaviors. Activities may include: 1. Exposure to postsecondary educational possibilities; 2. Community and service learning projects; 3. Peer-centered activities, including peer mentoring and tutoring; 4. Organizational and team work training, including team leadership training; 5. Training in decision-making, including determining priorities and problem solving; 6. Citizenship training, including life skills training such as parenting and work behavior training; 7. Civic engagement activities which promote the quality of life in a community; or 8. Other leadership activities that place youth in a leadership role such as serving on youth leadership committees, such as a Standing Youth Committee.
411	**Adult Mentoring** Youth participant participated in an adult mentoring activity. Adult mentoring must last at least 12 months and be a formal relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee. Mentoring may include workplace mentoring where the local program matches a youth participant with an employer or employee of

	a company. Group mentoring activities and mentoring through electronic means are allowable as part of the mentoring activities, but at a minimum, the local youth program must match the youth with an individual mentor with whom the youth interacts on a face-to-face basis. Local programs should ensure appropriate processes are in place to adequately screen and select mentors. While DOL strongly prefers that case managers not serve as mentors, case managers are allowed to serve as mentors in areas where adult mentors are sparse.
412	**Objective Assessment** AJCC staff conducted an objective assessment of the Youth participant's academic levels, skill levels, and service needs, which included an assessment of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs for the purpose of identifying appropriate services and career pathways. Assessments must also consider a youth's strengths rather than just focusing on areas that need improvement.
413	**Development of Individual Service Strategies (IEP/ISS/EDP)** AJCC staff developed individual strategies for the Youth participant that are directly linked to one or more performance indicator, and that identified career pathways that included education and employment goals, including, when appropriate, nontraditional employment, appropriate achievement objectives, and appropriate services that took into account the Youth's Objective Assessment.
414	**Basic Skills Training** A Youth participant, whose English, writing, and/or computing skill level was at or below the eighth grade level, received basic skills training that included reading, writing, mathematic, problem solving, and interpersonal skills training that enabled the Youth to communicate in English, use math, or obtain a high school diploma or GED (if applicable), to become eligible for post-secondary education or training, and to develop into a productive, employable citizen. *Youth must receive 412 and 413 prior to enrolling in this activity.
415	**Enrolled in Alternative Secondary Education** A Youth participant was enrolled, during participation, in an Alternative Education program, i.e., a separate program within a K – 12 public or charter school that was established to serve and provide a Youth, whose needs are not being met in a traditional school setting, an educational alternative. *Youth must receive 412 and 413 prior to enrolling in this activity.
416	**Occupational Skills Training (Approved ETPL Provider)** An Out-of-School Youth participant aged 16-to-24, was enrolled in occupational skills training that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields, and that aligned with an in-demand industry sector(s) or occupations in the Youth's local area. The training must be outcome-oriented and focused on an occupational goal specified in the individual service strategy, be of sufficient duration to impart the skills needed to meet the occupational goal; and lead to the attainment of a recognized postsecondary credential. Provider must be on the CA ETPL. *This activity code should not be used for In-School Youth. Youth must receive 412 and 413 prior to enrolling in this activity.
417	**Comprehensive Guidance and Counseling** A Youth participant was provided one or more of the following: 1. Activities leading to secondary school diploma attainment, or its equivalent; preparation for post-secondary and training opportunities; 2. Strong linkages between academic instruction and occupational education that lead to the attainment of recognized post-secondary credentials;

	3. Preparation for unsubsidized employment opportunities; 4. Effective connections to employers, including small employers, on in-demand industry sectors and occupations within the Youth's local and regional labor markets; or 5. Drug and alcohol abuse counseling, mental health counseling, and referral to partner programs as appropriate. If referring a Youth to necessary counseling that cannot be provided by the local Youth program or its service providers, the local youth program must coordinate with the organization it refers to in order to ensure continuity of service. *Youth must receive 412 and 413 prior to enrolling in this activity.
418	**Adult Education (GED)** A Youth participant (not enrolled prior to participation) enrolled in a high school diploma equivalency program to qualify for one of the three U.S. Department of Education, Office of Post-Secondary Education's recognized high school equivalency certificate programs: 1) General Educational Development (GED) Test provided by the GED Testing Service; 2) the High School Equivalency Test (HiSET), provided by Educational Testing Services; or 3) the Test Assessing Secondary Completion (TASC) provided by CRB/McGraw-Hill. *Youth must receive 412 and 413 prior to enrolling in this activity.
419	**Supportive Services: Incentive Payment** A participant received a payment for recognition and achievement directly tied to work experience, education, and training. This definition does not include Needs-Related Payments (326). Service must be provided according to the approved Local Area policy for Incentives and Bonuses. For more information about Incentives and Bonuses, refer to WSD23-08. This service must be provided in conjunction with a staff-assisted career service or training service. Service dates for the supportive service must be within the dates of the staff-assisted career service or training service.
421	**Enrolled in Post-Secondary Education** A Youth participant possessing a high school or a GED diploma enrolled in a post- secondary program that provided the skills, education and/or training for an in-demand occupation or industry, and grants recognized credentials or degrees. *Youth must receive 412 and 413 prior to enrolling in this activity.
424	**Entrepreneurial Skills Training** A Youth enrolled in Entrepreneurial training that included the planning, starting and operating of a small business. Training includes, but is not limited to, the entrepreneurial- associated skills of initiative, self-direction, calculated risk taking, adaptability, seeking out and identifying business opportunities and innovative solutions; risk assessment, budget development; resource forecasting; the ability to analyze capital acquisition options and their corresponding trade-offs; and how to effectively market oneself and one's ideas. *Youth must receive 412 and 413 prior to enrolling in this activity.
425	**Work Experience (Paid)** A Youth participant took part in a paid, planned, structured learning experience that took place in a private, for-profit, nonprofit or public sector workplace for a limited period of time. The experience included such elements as: employability skills instruction or generic workplace skills; exposure to various aspects of an industry; progressively more complex tasks; the integration of basic academic skills into work activities, work adjustment, and other transition activities; entrepreneurship; and service learning. This definition does not include: Unpaid Youth Internship (408), Youth Job Shadowing (409), Unpaid Work Experience (426), Paid Internship (427), or On-the-Job Training (428). *Youth must receive 412 and 413 prior to enrolling in this activity.

426	**Work Experience (Unpaid)** A Youth participant took part in an unpaid, planned, structured learning experience that took place in a private, for-profit, nonprofit or public sector workplace for a limited period of time. The experience included such elements as employability skills instruction or generic workplace skills; exposure to various aspects of an industry; progressively more complex tasks; the integration of basic academic skills into work activities, work adjustment, and other transition activities; entrepreneurship; and service learning. This definition does not include: Unpaid Youth Internship (408), Youth Job Shadowing (409), Paid Work Experience (425), Paid Internship (427), or On-the-Job Training (428). *Youth must receive 412 and 413 prior to enrolling in this activity.
427	**Internship (Paid)** A Youth participant took part in a paid internship in the private, for-profit, nonprofit, or public sector workplace for a limited time period. *Youth must receive 412 and 413 prior to enrolling in this activity.
428	**Youth On-the-Job Training** A Youth participant took part in an on-the-job training experience in the private, for- profit, nonprofit, or public sector workplace for a limited time period. *Youth must receive 412 and 413 prior to enrolling in this activity.
429	**Enrolled in Secondary Education Program** A Youth participant enrolled in a secondary education (high school) program during program participation. This definition does not apply to Enrolled in Alternative Secondary Education (415), or Adult Education (418). *Youth must receive 412 and 413 prior to enrolling in this activity.
430	**Youth Occupational Skills Training (Youth Service Eligible Provider List)** A Youth participant attended training designed to provide jobs specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational field and aligns with in-demand industry sectors or occupational in the Local Area. The training must be outcome-oriented and focused on an occupational goal specified in the individual service strategy, be of sufficient duration to impart the skills needed to meet the occupational goal; and lead to the attainment of a recognized postsecondary credential. The training provider must be on the Youth Service Eligible Provider List. *Youth must receive 412 and 413 prior to enrolling in this activity.
431	**Enrolled in Pre-Apprenticeship Training** A Youth participant enrolled in a program or participated in a set of strategies designed to prepare Youth to enter and succeed in a registered apprenticeship program that has a documented partnership with at least one, if not more, registered apprenticeship program(s). *Youth must receive 412 and 413 prior to enrolling in this activity.
432	**Enrolled in Apprenticeship Training** A Youth participant enrolled in a Registered Apprenticeship program. Apprenticeship programs can be sponsored by individual employers, joint employer and labor groups, and/or employer associations. *Youth must receive 412 and 413 prior to enrolling in this activity.

433	**Career Awareness** A Youth participant engaged in activities designed to developed knowledge of the variety of careers and occupational available their skill requirements, working conditions and training prerequisites, and job opportunities across a wide range of industry sectors. *Youth must receive 412 and 413 prior to enrolling in this activity.
434	**Career Exploration** A Youth participant selected an educational path and training, or a job which fits their interests, skills and abilities. *Youth must receive 412 and 413 prior to enrolling in this activity.
435	**Career Counseling/Planning** A Youth participant received advice and support in making decisions about what career paths to take. Career counseling services may include providing information about résumé preparation, interview skills, potential opportunities for job shadowing, and the long-term benefits of postsecondary education and training (e.g., increased earning power and career mobility). *Youth must receive 412 and 413 prior to enrolling in this activity.
436	**Post-Secondary Transition Services** A Youth participant received services that helped him/her to prepare for and transition to post-secondary education and training. These services include exploring postsecondary education options including technical training schools, community colleges, 4-year colleges and universities, and registered apprenticeship. Additional services include, but are not limited to, assisting youth to prepare for SAT/ACT testing; assisting with college admission applications; searching and applying for scholarships and grants; filling out the proper Financial Aid applications and adhering to changing guidelines; and connecting youth to postsecondary education programs. *Youth must receive 412 and 413 prior to enrolling in this activity.
437	**Pre-Apprenticeship Program with Occupational Skills Training (ITA)** The participant enrolled in a Pre-Apprenticeship (PA) program that has a documented partnership with at least one Registered Apprenticeship program. The PA's training and curriculum must be based on industry standards, approved by the documented Registered Apprenticeship partner(s), and prepare the individual with the skills and competencies needed to enter one or more Registered Apprenticeship program(s). In addition, the pre-apprenticeship program provides occupational skills training that leads to an industry-recognized certificate, credential, or license upon completion. If the pre-apprenticeship training does not provide occupational skills training that leads to an industry-recognized certificate, credential, or license, the Pre-Apprenticeship Training (431) activity code should be utilized. *Youth must receive 412 and 413 prior to enrolling in this activity.
438	**Occupational Skills Training (non-WIOA Funds)** A participant attended training designed to provide the technical skills necessary to perform a specific job or group of jobs. The training was funded through non-WIOA funds, and the provider was not on the CA ETPL or the Youth Service Eligible Provider List. This code cannot used for formula ITAs. *Youth must receive 412 and 413 prior to enrolling in this activity.
439	**Education Offered Concurrently w/Workforce Prep and Training** Participant enrolled in an integrated education and training model that teaches workforce preparation activities, basic academic skills, and hands-on occupational skills training within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway. While programs developing basic academic skills, which are included as part of alternative

	secondary school services and dropout recovery services, workforce preparation activities that occur as part of a work experience, and occupational skills training can all occur separately and at different times, this program activity code refers to the concurrent delivery of these services which make up an integrated education and training model. *Youth must receive 412 and 413 prior to enrolling in this activity.
480	**Supportive Service: Child/Dependent Care** A Youth participant received assistance with child care or dependent care which enabled him/her to participate in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
481	**Supportive Service: Transportation Assistance** A Youth participant received assistance with transportation which enabled him/her to participate in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
482	**Supportive Service: Medical** A Youth participant was referred to medical services which enabled him/her to participate in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
483	**Supportive Service: Temporary Shelter** A Youth participant received assistance with temporary shelter that enabled him/her to participate in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
485	**Supportive Service: Other** A Youth participant received assistance that was necessary to enable him/her to participate in activities authorized under WIOA Title IB. This activity code should only be used if no other Supportive Service codes apply. This activity code requires staff to document the type of service provided in a case note. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
487	**Supportive Service: Tools/Clothing** A Youth participant received assistance with employment-related attire or tools for the purpose of obtaining employment. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.

488	**Supportive Service: Housing Assistance** AJCC staff provided and/or arranged for a Youth participant to receive housing assistance that was necessary to enable him/her to participant in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
489	**Supportive Service: Utilities** AJCC staff provided and/or arranged for a Youth participant to receive assistance with his/her utilities that enabled him/her to participant in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
490	**Supportive Service: Educational Testing** A Youth participant received supportive services to take a high school equivalency test, or an exam for an occupation certification or credential. Supportive services can also be provided to a Youth participant with disabilities to assist with participation in certain assessments to ensure equal access and opportunity to participate in a variety of work- based learning activities. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
491	**Supportive Service: Needs-Related Payments** An unemployed Youth participant received a needs-related payment(s) for the purpose of enabling him/her to participate in training. Unlike other supportive services, in order to qualify for needs-related payments, a participant must be enrolled in training. The participant must be unemployed, not qualified or ceased to qualify for unemployment compensation, and be enrolled in a training services under WIOA. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
492	**Supportive Service: Linkages to Community Services** A Youth participant received assistance with linkages to community services that enabled him/her to participate in activities authorized under WIOA Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
493	**Supportive Service: Post-Secondary Educational Materials** A Youth participant received assistance with books, fees, school supplies, and other necessary supplies for students enrolled in post-secondary education classes that enabled him/her to participate in activities authorized under Title IB. *This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 prior to enrolling in this activity.
494	**Supportive Service: Stipend** A participant received a fixed payment for participation in a training or other workforce activity that requires substantial regularly scheduled time commitment. Stipends are a form of financial support

	paid to a participant to help cover the costs associated with living expenses, travel, and/or materials needed to be successful in training or other workforce activities. For more information on Stipends, refer to WSD23-08.
500	**Referred to Job: 150 Days or Greater** The act of referring an active job seeker, or a group of job seekers, to an employer with a job opening that is 150 days or greater in length.
501	**Referred to Job: 4-150 Days in Length** The act of referring an active job seeker, or a group of job seekers, to an employer with a job opening that is 4-150 days in length.
502	**Referred to Job: 3 Days or Less** The act of referring an active job seeker, or a group of job seekers, to an employer with a job opening that is 3 days or less in length.
503	**Negative Referral Result** This code is system generated when the job seeker's referral profile is updated to "Not Hired."
505	**External Job Referral by Staff** AJCC staff referred a participant, or a group of participants, to a job opening that is available through an outside source (not listed on CalJOBS).
589	**Notification of Jobs via Virtual Recruiter** This activity is system generated when staff notify a job seeker of a potential job via Virtual Recruiter.
590	**Notification to Jobseeker of Potential Job** This code is system generated when staff notify job seeker of potential job.

Follow-Up Activity Codes

Activity Code	Activity Code Name and Definition
F01	**Referral to Community Resources** AJCC staff referred a participant to a community resource. This follow-up service was provided to the participant to enable him/her to progress further in education, training, or to retain or obtain employment.
F02	**Referral to Medical Services** AJCC staff referred a participant to medical services. This follow-up service was provided to the participant to enable him/her to progress further in education, training, or to retain or obtain employment.
F03	**Tracking Progress on the Job** AJCC staff tracked a participant's progress on the job, and identified which, if any, additional follow-up services the participant required to progress further in his/her occupation or employment.
F04	**Work-Related Peer Support Group** AJCC staff referred a participant to a work-related peer support group after being placed in unsubsidized employment, education, or training. This follow-up service was provided to the individual to enable them to progress further in their education, training, occupation or retain his/her employment.
F05	**Assistance Securing Better Paying Job** AJCC staff provided a participant assistance in securing a job paying a higher wage.

F06	**Career Development and Further Education Planning** AJCC staff provided a participant additional career planning and counseling. This follow- up service was provided to the participant to enable him/her to progress further in education, training, or to retain or obtain employment.
F07	**Assistance with Work-Related Problems** Staff assisted a participant with a work-related problem, which may have included contacting the participant's employer. This follow-up service was provided to the individual to enable him/her to progress further in his/her occupation, or retain employment.
F08	**Adult Mentoring** A Youth participant received adult mentoring after being placed in unsubsidized employment, education, or training. This follow-up service was provided to the participant to enable him/her to progress further in education, training, or to retain or obtain employment.
F09	**Tutoring** AJCC staff provided or arranged for a Youth participant to receive tutoring. This follow-up service was provided to the participant to enable him/her to progress further in education, training, or to retain or obtain employment.
F10	**Leadership Development** AJCC staff provided and/or arranged for a Youth participant to receive Leadership Development activities. This follow-up service was provided to the participant to enable him/her to progress further in education, training, or to retain or obtain employment.
F12	**Supportive Service: Transportation** AJCC staff provided and/or arranged for a Youth participant to receive transportation assistance that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F13	**Supportive Service: Purchase Work-Related Uniform/Attire** AJCC staff provided and/or arranged for a Youth participant to receive an allowance to purchase work-related uniforms or attire that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F14	**Supportive Service: Purchase Work-Related Tools** AJCC staff provided and/or arranged a Youth participant to receive an allowance to purchase work-related tools that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F15	**Supportive Service: Housing Assistance** AJCC staff provided and/or arranged for a Youth participant to receive housing assistance that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.

F16	**Supportive Service: Utilities** AJCC staff provided and/or arranged for a participant to receive assistance with his/her utilities that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F17	**Supportive Service: Dependent Care** AJCC staff provided and/or arranged for a participant to receive child care or dependent care assistance that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F18	**Supportive Service: Medical** A Youth participant received assistance with medical services that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F19	**Supportive Service: Incentives/Bonus** A participant received an incentive or bonus after being placed in training activities or education. Per TEGL 21-16, allowable work experience expenditures include incentive payments tied directly to the completion of work experience; and employability skills/job readiness training to prepare youth for a work experience. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F21	**Supportive Service: Educational Testing** A Youth participant received financial assistance in obtaining a High School equivalency certificate, a license, or other type certificate that enabled him/her to be successful in employment and/or postsecondary education and training. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.
F22	**Supportive Service: Post-Secondary Educational Materials** A Youth participant received assistance with books, fees, school supplies, and other necessary supplies for students enrolled in post-secondary education classes that enabled him/her to participate in activities authorized under Title IB. *Youth only Per TEGL 19-16 an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.

Employer Activity Codes

Activity Code	Activity Code Name and Definition
E01	**Alien Labor Certification** Under the H-2A program, local AJCC staff developed a hiring agreement with an employer that took into account the local AJCC site's resources, but that did not adversely affect the site's ability to adequately serve other employers. The hiring agreement may not include provisions for AJCC staff to assist the employer in pre- employment activities such as verifying prior employment or obtaining references.
E02	**Americans with Disabilities** AJCC staff contacted an employer that submitted a job posting that appeared to be discriminatory under the *Americans with Disabilities Act* of 1990. In contacting the employer, AJCC provided legal job posting requirements, and informed the employer that unless the job posting's specifications can be legally justified, that the employer's job posting request could not be accommodated.
E03	**CalJOBS Assistance** AJCC staff provided an employer with information regarding CalJOBS, or assisted an employer with registering in CalJOBS.
E04	**Apprenticeship** AJCC staff informed the employer of apprenticeship requirements and explained job order posting access.
E05	**Bonding** The designated AJCC staff person responsible for providing and/or arranging for bonding services, completed the required steps to provide an employer with a fidelity bond for an at-risk or hard-to-place participant. These steps include, but are not limited to, ensuring the employer meets all eligibility requirements, completing the EDD Fidelity Bonding Certification Request, completing the EDD Fidelity Bonding Employer Confirmation Letter, and submitting bonding requests to the Workforce Services' Division Bonding Coordinator.
E06	**CalJOBS External Recruitment** After determining that the CalJOBS job-seeker participant pool did not include qualified individuals for an employer's specific job opening, AJCC staff conducted recruitment efforts to locate qualified individuals. These efforts include, but are not limited to, contacting colleges, trade schools, professional organizations, and other employment and training providers who may have access to individuals with the employer's required skills and qualifications.
E07	**Disability Insurance** An AJCC sponsored a Disability Insurance seminar for employers.
E08	**Employer Advisory Council (EAC)** AJCC staff provided an employer information regarding the Employer Advisory Council, or provided AJCC services to an employer at an Employer Advisory Council event.
E09	**Employer Application Issuance** At the request of an employer, AJCC staff issued the employer's work application to job seekers. Prior to agreeing to issue the employer's work application, the staff member reviewed the work application to ensure compliance with the Department of Fair Employment and Housing pre-employment guidelines.

E10	**Employer Recall** AJCC staff suspended an employer's access to CalJOBS after determining the employer violated Workforce Services' regulations and/or Federal, State, or local employment- related laws. Reasons for access suspension include, but are not limited to: the employer includes discriminatory specifications in the job listing; fails to adhere to Federal, State, or local employment-related laws; misrepresents terms or conditions of employment; causes Workforce Services to receive substantiated formal or informal complaints from job seekers; and posts an invalid job opening, such as one due to a trade dispute.
E11	**Employment Training Panel (ETP)** AJCC staff assisted an employer with information regarding the Employment Training Panel's (ETP) available programs and services, including eligibility requirements, application assistance and programs specific to an employer's business. This definition does not include Training for New Employees (E40), or Training for Current Employees (E41).
E12	**Employment Law** An AJCC sponsored a labor law seminar for employers.
E13	**Employment Taxes** An AJCC sponsored a payroll tax seminar for employers.
E14	**Enterprise Zone (EZ) Tax Credits** AJCC staff identified a potentially eligible job seeker and referred him/her to the nearest Enterprise Zone-certifying agency or Enterprise Zone employer. Staff may not perform eligibility determinations, request documentation, or sign the Enterprise Tax Voucher (DOC EZ1).
E15	**Exclusive Hiring Agreement** AJCC staff established an agreement with an employer that requires all job seekers to apply through CalJOBS.
E16	**Federal Contractor Job Listing** AJCC staff assisted an employer with a federal job contractor job listing. Staff ensured that the federal contractor was properly identified, and that its special employment needs, particularly those relating to qualified veterans' hiring, were met to the fullest possible extent.
E17	**Fraud Reporting** After receiving a job listing from a questionable employer, AJCC staff ensured the request was genuine, and represented an actual job opportunity. Questionable employer examples include employers who require unusual pre-employment action on the job- seeker's part (e.g., a deposit for some alleged service, such as training, transportation, dues, fees, or food and lodging; employers who require monetary deposits or payments), unknown employers who request permission to interview at the AJCC; employers who ask job seekers to be sent to an address that is not a normal place of business (e.g., hotel room), unknown employers who offer to provide transportation to the job site, and employers whose address or job location is vague.
E18	**High Density Unemployment Area Resident** AJCC staff assisted an employer in hiring a high-density unemployment area resident.
E19	**Internship** AJCC staff entered an internship into CalJOBS for an employer, or publicized the internship at the AJCC.
E20	**Job Development Contact** AJCC staff contacted an employer regarding Job Development Contact participation. If the employer is not registered, then staff would need to complete the employer's CalJOBS' registration to collect the employer's information.

E21	**Job Fairs** AJCC staff partnered with an appropriate entity within the community to present and/or participate in a job fair.
E22	**Job Identification Contact** AJCC staff contacted a CalJOBS-registered employer for available job postings.
E23	**Job Listing Assistance** AJCC staff assisted a CalJOBS-registered employer with filling out a job listing form (DE 8203), or AJCC staff completed a job order listing in CalJOBS on behalf of the employer. This service does not include CalJOBS Assistance (E03).
E24	**Job Referrals** AJCC staff advertised or referred an employer's CalJOBS job order to participants.
E25	**Job Shadowing** AJCC staff coordinated a job shadowing experience for a qualified participant with an employer. The employer would like to hire a participant, but would first like the participant to do a job shadowing.
E26	**Labor Market Information** AJCC staff provided an employer with the nation, state, or local area's market information to assist in the employer's business plan expansion, relocation, or future hiring and training needs; or, referred the employer to a labor market information consultant who prepared detailed occupational labor market for the employer.
E27	**Local Planning, Zoning, Permits** AJCC staff provided an employer with Local Planning, Zoning, and Permits information.
E28	**Marketing Package** AJCC staff provided an employer marketing materials containing information regarding EDD services. Materials could include, but are not limited to, DE forms, brochures geared towards the employer, Labor Market Information Fact Sheets, and flyers.
E29	**New Employee Registry** AJCC staff provided an employer with the specific information pertaining to the California New Employee Registry.
E30	**On-the-Job Training** AJCC staff established an on-the-job training contract with an employer. Under the contract, the employer provided occupational training to a WIOA participant in exchange for a specified percentage reimbursement of the participant's wage rate, and received technical assistance from AJCC staff throughout the life of the training contract.
E31	**Older Worker Hiring** AJCC staff conducted outreach efforts to employers highlighting the potential of older works and their contributions to a diverse workforce. The outreach efforts highlighted traits that make older workers ideal candidates for employment, including their reliability, commitment, enthusiasm, and a keen know-how that comes with a lifetime of experience.

E32	**Rapid Response (layoff or closure)** AJCC staff provided rapid response activities in the case of a permanent closure or mass layoff at a plant, facility or enterprise, or a natural or other disaster that resulted in mass job dislocation in order to assist dislocated workers in obtaining reemployment as soon as possible. Rapid response activities include, but are not limited to, establishing on-site contact with employers and employee representatives; providing information and access to available employment and training activities; providing an on-site presentation to employees on when to file for, how to file for, and who qualified for Unemployment Insurance; assisting in establishing a labor-management committee; voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of Dislocated Workers, and obtaining services to meet such needs; providing emergency assistance adapted to the particular closure, layoff or disaster; and providing assistance to the local community in developing a coordinated response and in obtaining access to state economic development assistance.
E33	**Recruitment at AJCC** An employer used an AJCC's facility and scheduling services to screen and interview job- seeking participants.
E34	**Reverse Referral Agreement** AJCC staff established an agreement with an employer that it would provide a handout or poster to encourage job seekers to enroll and enter a résumé in CalJOBS. The rationale for this agreement is that when an employer has openings and lists them in the CalJOBS those job-seekers' résumés can be accessed by the employer. This agreement reduces business interruptions to the employer when there are no openings, and expands the job-seeker participant pool in CalJOBS.
E35	**Résumé Referral** AJCC staff conducted a résumé search to find job-seeking participants' résumés that match an employer's job requirements, and provided those résumés to the employer.
E36	**Career Pathway Programs** AJCC staff informed employers about the Career Pathway programs, located in their local and regional area. This may include inquiring about an employer's interest and/or ability to assist with Career Pathway Programs, including job shadowing, work experience sites, mentoring, speaking engagements, and employer focus groups.
E37	**Targeted Recruitment** AJCC staff coordinated a focused recruitment campaign for a new business venture, or a facility needing a large number of specialized workers.
E38	**Tax Credit Programs** AJCC staff informed an employer about available hiring incentives and tax credits including, but not limited to, the Work Opportunity Tax Credit (WOTC), Empowerment Zone/Renewal Community Tax Incentives, the Disabled Access Credit, and the Architectural and Transportation Tax Deduction. This definition does not include the Veteran Hiring Incentive Program (E43).
E39	**Trade Assistance Act** AJCC staff informed an employer of Trade Assistance Act (TAA) associated programs.
E40	**Training for New Employees** AJCC staff informed an employer of funding available through the Employment Training Panel (ETP) for workforce training programs, and referred it to the ETP website or phone number for additional information.

E41	**Training for Current Employees** AJCC staff informed an employer of funding available through the Employment Training Panel (ETP) for workforce training programs, and referred it to the ETP website or phone number for additional information.
E42	**Unemployment Insurance** AJCC staff sponsored a seminar for employers regarding Unemployment Insurance.
E43	**Veteran Hiring Incentive Program** AJCC staff informed an employer about the Work Opportunity Tax Credit (WOTC) and that "Qualified Veterans" is one of the WOTC target groups that may qualify the employer for a tax credit.
E44	**Welfare Recipient Hiring** AJCC or staff assisted an employer in hiring a welfare recipient.
E45	**Work Experience Programs** AJCC staff coordinated with an employer to provide a participant with a Work Experience Opportunity, and technical assistance throughout the life of the contract. Work Experience is a planned, structured learning experience that takes place in a workplace for a limited time period. It may be paid or unpaid, as appropriate, and may be in the private for-profit sector, the nonprofit sector, or the public sector.
E46	**Workforce Innovation and Opportunity Act (WIOA)** AJCC staff informed an employer of available *Workforce Innovation and Opportunity Act* employer services that include, but are not limited to, customized training, on-the-job- training reimbursement assistance, and training subsidies.
E47	**Work Opportunity Tax Credit (WOTC)** AJCC staff processed an employer's application for Work Opportunity Tax Credit (WOTC) certification. Application processing includes, but is not limited to, ensuring the applicable forms (i.e., IRS 8850 [Pre-screening Notice and Certification Request], ETA 9061 [Individual Characteristics From], and ETA 9154 [Youth Self-Attestation Form]) are accurately completed; conducting an employee background check to ensure the employer received the highest tax credit they are eligible for; inform the employer that the application must be post-marked no later than the 28th calendar day following the new employee's start date; if necessary, sending a request to employer for more information; and sending the employer a certification or denial letter.
E48	**Youth Employment Opportunities** A Youth Employment Opportunity Program (YEOP) Specialist contacted an employer for the purposes of informing the employer about YEOP, and encouraging the employer to hire a Youth participant.
E51	**CalJOBS Suppressed Job Listing Referral** AJCC staff entered a suppressed job listing into CalJOBS, and assisted the employer in filling the opening through either of the following service levels: résumé search service (staff screen and select job-seeking participants and send the résumés of participants who match the job requirements), or mediated staff services (staff screen and select participants and provide them with the employer contact instructions).
E52	**OFCCP Employer Outreach** AJCC staff conducted outreach to a contractor or subcontractor that holds any federal or federally assisted construction contract in excess of $10,000. Services may include assistance with the Office of Federal Contract Compliance Programs (OFCCP) requirements, such as affirmative action and equal employment opportunity.

E54	**Lay-Off Aversion Activities** AJCC staff provided lay-off aversion strategies and activities designed to prevent, or minimize a participant's unemployment. These strategies include, but are not limited to, the following: 1. Ongoing engagement and partnership-building activities with local businesses and community to avert lay-offs, and assist Dislocated Workers in obtaining employment as soon as possible. 2. Provide employers assistance in reduction-in-force management. 3. Fund feasibility studies to determine if the company's operations might be sustained through a buyout or other means. 4. Develop and/or manage incumbent worker programs via connecting companies to state Short-Time Compensation or other programs to prevent layoffs; quickly re-employ Dislocated Workers; business loans for employee skill upgrading, along with other available government and local resources. 5. Establish linkages at the federal, state, and local levels, including the Department of Commerce, state and local resources available for business retention and expansion; partner or contract with business-focused organizations to assess risks to companies and how those risks can be ameliorated; analyses of affected company's suppliers to assess their risks and vulnerabilities. 6. Connect businesses and workers to short-term, on-the-job, or customized training programs, and/or apprenticeships before or after lay-offs to facilitate rapid re-employment. Locally-defined lay-off activities.
E55	**Candidate Pre-Screen (on behalf of employer)** AJCC staff provided an employer, employer association, or other such organization, customized screening and referral of qualified participants; or in addition to Wagner- Peyser services, received customized employment-related services on a fee-for-service basis; and/or was provided business services and strategies that met the workforce investment needs of area employers, as determined by the Local Board, and consistent with the local plan.
E56	**Other Referral (referred to other agency for service)** AJCC staff referred an employer/company to another public agency to obtain services not available through WIOA/EDD/TAA programs.
E57	**Follow-Up with Employer on New Hires** AJCC staff contacted the employer to determine if a hired participant was successful, and to provide as-needed additional assistance to the employer to ensure satisfaction with the business services provided by AJCC staff.
E59	**Follow-Up with Employer on Referred Candidate** AJCC staff contacted an employer via phone, email, or in person to follow-up on a candidate referred by staff to a CalJOBS job listing.
E60	**Employer Networking** AJCC staff provided an employer with information regarding AJCC services in an effort to establish a relationship, or to maintain an existing relationship.
E61	**HR Consultation Services** AJCC staff provided the employer with Human Resource (HR) related services, such as pre-employment testing, background checks and assistance in completing the I-9 paperwork, and providing employers with job and task analysis services, and absenteeism analysis.

E62	**Referral to Community Resource** AJCC staff provided a proactive linkage and referral to community resources that support the employer's workforce needs.
E63	**Veteran Employer Council (VEC)** AJCC staff provided an employer information regarding the Veteran Employer Council (VEC), or provided AJCC services to an employer at a VEC event.
E64	**Small Business Downsizing/Closure Assistance** AJCC staff provided services to a small business that is downsizing or expected to go out of business. Assistance may include onsite visits to provide the employer with information on the available AJCC services for affected employees and referrals to appropriate community resources.
E65	**Engaged In Strategic Planning/Economic Development** AJCC staff engaged in workforce investment strategic planning or business growth and economic development strategic planning. These activities include, but are not limited to, participating in community-based strategic planning; sponsoring employer forums; securing information on industry trends; providing information for the purpose of corporate economic development planning; partnering in collaborative efforts to identify workforce challenges; and developing ways to address those challenges.
E66	**Accessed Untapped Labor Pools** AJCC staff established pipeline activities in partnership with the public workforce system to access untapped labor pools. These activities include, but are not limited to: outreach to youth, veterans, individuals with disabilities, older workers, ex-offenders, and other targeted demographic groups; industry awareness campaigns; joint partnerships with high schools, community colleges, or other education programs to improve skill levels; and programs to address limited English proficiency and vocational training.
E67	**Customized Training** AJCC staff provided publicly funded customized training assistance to an employer.
E68	**Incumbent Worker Training** AJCC staff provided publicly funded incumbent worker training assistance to an employer.
E69	**Follow-Up with Employer on Employer Services** AJCC staff contacted the employer to determine if employer services that were provided by the AJCC were successful.
E70	**Youth Outreach and Marketing Presentation** Staff conducted presentations at entities (e.g., employers, community-based organizations, schools, workforce partners) in the community serving youth on the available EDD and partner youth services and resources as part of the YEOP expansion effort.
E71	**Youth Outreach and Marketing Contact** Staff contacted entities (e.g., employers, community-based organizations, schools, workforce partners) serving youth to schedule an appointment to provide information on the available EDD and partner youth services and resources as part of the YEOP expansion effort.
E72	**DOLVETS Hire Medallion Program (HVMP)** Staff provided information regarding the HVMP that recognizes employers who hire and retain veterans throughout the year and have dedicated resources for their veteran employees.

E73	**Reasonable Accommodation** Provided Employer information on reasonable accommodations that may include, but not limited to, physical change, accessible communication and assistive technologies, modified work tasks, and policy enhancements.
E76	**Regional Sector Partnership Referrals** Staff refer an employer in a priority industry to Industry Sector Partnerships.
E90	**Referred Qualified Applicants** Staff referred client to employer based on their review of the client's resume, skills and qualifications. *This code is system generated at time of client referral.
E92	**Notification to Employer of Potential Applicant** Staff notified client of potential job. *This code is system generated at time of client notification.

Attachment II: CalJOBS^{SM} Activity Codes and Performance Crosswalk

Credential Attainment – A participant is included in this measure if they exited from the program and were in either a postsecondary education or training program (other than OJT or customized training) OR in a secondary education program at or above the 9th grade level without a secondary school diploma or its equivalent. In addition to the activities noted below, inclusion in the measure may also be triggered by the "school status" questions in the application, activity code closure and closure form.

Measurable Skill Gains (MSG) – A participant is included in this measure if they are in an education or training program. In addition to the activities noted below, inclusion in the measure may also be triggered by the “school status” questions in the application, activity code closure, or case closure; co-enrollment in Adult Education, Job Corps, Youth Build or Vocational Education in program entry (from application); OR co-enrollment in partner programs (on the activity code).

#	Activity Code Name	Program Affiliation			Credential Attainment	MSG
		Adult & DW	Youth	TAA		
300	Occupational Skills Training (Approved ETPL Provider)	x		x	x	x
301	On-the-Job Training (OJT)	x		x		x
302	Entrepreneurial Training (Approved ETPL Provider)	x			x	x
304	Customized Training	x		x		x
305	Skills Upgrading and Retraining (Approved ETPL Provider)	x			x	x
306	Prerequisite Training (Approved ETPL Provider)	x		x	x	x
307	Pre-Apprenticeship Program w/Occupational Skill Training (Approved ETPL Provider)	x		x	x	x
322	Job Readiness Training	x				x
323	Workplace Training & Cooperative Education (Approved ETPL Provider)	x			x	x
324	Adult Education with Training Services (Approved ETPL Provider)	x		x	x	x
325	Apprenticeship Training (Approved ETPL Provider)	x		x	x	x
328	Occupational Skills Training (non-ETPL provider)	x		x	x	x
330	Local Board Determination Training	x			x	x
333	Approved Remedial Training for those with GED/HS Diploma			x	x	x
339	Approved GED Training			x	x	x
341	Approved Remedial Training for those with GED/HS Diploma - Approved by other State			x	x	x

346	Out-of-State Training Provider	x			x	x
355	English Language Learner Training			x	x	x
415	Enrolled in Alternative Secondary Education		x		x	x
416	Occupational Skills Training (Approved ETPL Provider)		x		x	x
418	Adult Education (GED)		x		x	x
421	Enrolled in Postsecondary Education		x		x	x
429	Enrolled in Secondary Education Program		x		x	x
430	Youth Occupational Skills Training (Youth Service Eligible Provider List)		x		x	x
432	Enrolled in Apprenticeship Training (Approved ETPL Provider)		x		x	x
437	Pre-Apprenticeship Program with Occupational Skills Training (Approved ETPL Provider)		x		x	x
438	Occupational Skills Training (non-ETPL provider)		x		x	x
439	Education Offered Concurrently w/ Workforce Prep and Training		x		x	x

Personally Identifiable Information (PII) Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
All programs receiving funding under the Workforce Innovation and Opportunity Act (WIOA) must protect all personally identifiable information (PII) and other sensitive information. All WIOA-funded agencies are required to take aggressive measures to mitigate the risks associated with the collection, storage, and dissemination of sensitive data, including PII.

BACKGROUND
As part of its grant activities, the City of Los Angeles Workforce Development System (WDS) may have in their possession large quantities of PII relating to their organization and staff; partner organizations and their staff; and individual program participants. This information is generally found in personnel files, participant data sets, performance reports, program evaluations, grant and contract files, and other sources.

Definitions

- PII – Information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual.
- Sensitive Information – Any unclassified information whose loss, misuse, or unauthorized access to or modification could adversely affect the interest or the conduct of Federal programs or the privacy to which individuals are entitled under the Privacy Act.
- Protected PII and Non-sensitive PII – The United States Department of Labor (DOL) has defined two types of PII: (1) Protected PII and (2) Non-sensitive PII. The differences between protected PII and Non-sensitive PII are primarily based on an analysis regarding the "risk of harm" that could result from the release of the PII.

1. Protected PII is information that, if disclosed, could harm the individual whose name or identity is linked to that information. Examples of protected PII include, but are not limited to, social security numbers (SSNs), credit card numbers, bank account numbers, home telephone numbers, ages, birthdates, marital status, spouse names, educational history, biometric identifiers (fingerprints, voiceprints, iris scans, etc.), medical history, financial information, and computer passwords.
2. Non-sensitive PII, on the other hand, is information that, if disclosed by itself, could not reasonably be expected to result in personal harm. Essentially, it is stand-alone information that is not linked or closely associated with any protected or unprotected PII. Examples of non-sensitive PII include information such as first and last names, e-mail addresses, business addresses, business telephone numbers, general education, credentials, gender, or race. However, depending on the circumstances, a combination of these items could potentially be categorized as protected or sensitive PII.

POLICY AND PROCEDURES
Federal regulations require that PII and other sensitive information be protected. The WDS must secure transmission of PII and sensitive data developed, obtained, or otherwise associated with WIOA funds and must comply with all of the following:

- To ensure that such PII is not transmitted to unauthorized users, all PII and other sensitive data transmitted via e-mail or stored on CDs, DVDs, thumb drives, etc., must be encrypted. The WIOA-funded agencies must not email unencrypted sensitive PII to any entity.
- The City and all WIOA-funded agencies must take the steps necessary to ensure the privacy of all PII obtained from participants and/or other individuals and to protect such information from unauthorized disclosure. All agencies must maintain such PII in accordance with the DOL Employment and Training Administration standards for information security described in this policy.
- The WIOA-funded agencies shall ensure that any PII used during the performance of their agreement with the City has been obtained in conformity with applicable federal and state laws governing the confidentiality of information.
- The WIOA-funded agencies further acknowledge that all PII data shall be stored in an area that is physically safe from access by unauthorized persons at all times.
- The WIOA-funded employees and other personnel who will have access to sensitive/confidential/proprietary/private data (1) must be informed of the confidential nature of such information and of the safeguards required to protect such information; and (2) must be advised that, per federal and state laws, civil and criminal sanctions may be imposed for noncompliance.
- WIOA requires that funded agencies have in place policies and procedures under which their employees and other personnel acknowledge (1) their understanding of the confidential nature of the data, (2) the requirements with which they are required to comply when handling such data, and (3) that they may be liable to civil and/or criminal sanctions for noncompliance with statutory nondisclosure requirements.
- Grantees must not extract information from data supplied by the CalJOBS^{SM} system for any purpose not stated in their contract agreement with the City.
- Access to any PII must be restricted to only those employees who need it in their official capacity to perform duties in connection with the scope of work in the agreement with the City.
- All PII data must be processed in a manner that will protect the confidentiality of the records/documents and is designed to prevent unauthorized persons from retrieving such records by computer, remote terminal, or any other means. Data may be downloaded to, or maintained on, mobile or portable devices only if the data are encrypted.
- The WIOA-funded agencies must permit city, state, and federal staff to make onsite inspections during regular business hours for the purpose of conducting audits and/or conducting other investigations to assure that the WIOA-funded agency is complying with the confidentiality requirements described in this policy.
- The WIOA-funded agencies must retain data only for the period required to use it for assessment and other purposes, or to satisfy applicable Federal records retention requirements, if any. Thereafter, all data will be destroyed, including the degaussing of magnetic tape files and the deletion of electronic data.

SUBMISSION PROCEDURES

- Before collecting PII or sensitive information from participants, the WIOA-funded agencies must have participants sign releases acknowledging the use of PII for grant purposes only.
- Whenever possible, use unique identifiers for participant tracking instead of SSNs. While SSNs may initially be required for performance tracking purposes, a unique identifier could be linked to each individual record. Once the SSN is entered for performance tracking, the unique identifier will be used in place of the SSN for tracking purposes. If SSNs are to be used for

tracking purposes, they must be stored or displayed in a way that is not attributable to a particular individual, such as using a truncated SSN.

- Use appropriate methods for destroying sensitive PII in paper files (i.e., shredding or using a burn bag) and securely deleting sensitive electronic PII.
- Do not leave records containing PII open and unattended.
- Store documents containing PII in locked cabinets when not in use.
- An agency's failure to comply with the requirements identified in this policy, or any improper use or disclosure of PII for an unauthorized purpose, may result in the termination or suspension of the agreement with the City or the imposition of special conditions or restrictions, or such other actions as the City may deem necessary to protect the privacy of participants or the integrity of data.

REFERENCES

- Privacy Act of 1974
- Computer Security Act of 1987
- Title III of the E-Government Act of 2002
- Office of Management and Budget (OMB) M-0615, Safeguarding Personally Identifiable Information
- OMB M-06-19, Reporting Incidents Involving Personally Identifiable Information and Incorporating the Cost for Security in Agency Information Technology Investments
- Executive Order 13402 established the President's Task Force on Identity Thief
- WSD24-13: Local Area MIS Administrator and WSB CalJOBS SPOC Roles and Responsibilities (February 3, 2025)
- WSD24-12: CalJOBS System Access (January 27, 2025)

*WIOA Data Validation

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the Workforce Innovation and Opportunity Act (WIOA) data validation requirements for all America's Job Center of California (AJCC) operators. Data validation contains various activities that ensure the accuracy of quarterly and annual performance reports, protect data integrity, and encourage the timely resolution of data anomalies and inaccuracies. This policy applies to all WIOA-funded programs within all WorkSource and YouthSource Centers and National Dislocated Worker Grant (NDWG) project operators.

BACKGROUND
WIOA provides a historic opportunity to align performance-related definitions, streamline performance indicators, integrate reporting, and ensure comparable data collection and reporting across programs. It also requires the collection and reporting of program-specific data and assesses the effectiveness of programs using performance accountability indicators and performance reporting requirements. Figure 1 below illustrates a high-level overview of the flow of data in the workforce system.

Figure 1



To comply with WIOA regulations, the Employment Development Department (EDD) is required to conduct data validation on program participant files on an annual basis. Data validation is a series of quality assurance techniques established to verify the accuracy, validity, and reliability of data entered into CalJOBS and reported to the Department of Labor (DOL). The establishment of a shared data validation framework that requires a consistent approach across programs ensures all program data routinely and accurately reflects the characteristics and performance of each program. Data validation ensures that all program data routinely and accurately reflects the characteristics and performance of each program. Ultimately, the purposes of validation procedures are as follows:

- Verify the performance data reported by grant recipients to the DOL are valid, accurate, reliable, and comparable across programs.
- Identify anomalies in the data and resolve issues that may cause inaccurate reporting.
- Outline source documentation required for data elements.
- Improve program performance accountability through the results of data validation efforts.

Data validation compares data entered on each program into CalJOBS against source documentation. The EDD utilizes the data validation findings to assess the accuracy of program participant data pulled from CalJOBS and reported to the DOL.

POLICY AND PROCEDURES

To ensure data entered into CalJOBS and reported to the DOL is accurate, Local Workforce Development Areas and EDD staff are required to collect and maintain the applicable source documents for each program participant at the date of program entry, during the period of participation, and after program exit.

Definitions

Data Validation – The series of internal controls that verifies the accuracy, validity, and reliability of data.

Data Element – A standardized unit of information with a unique meaning that is captured in CalJOBS and reported to the DOL.

Source Document – Physical or electronic document(s) or record(s) that supports the data captured in CalJOBS and reported to the DOL.

Data Element Validation (DEV) – The process of using source documentation to confirm the data captured in CalJOBS and reported to the DOL.

Population Size – The total number of participants served in the last four quarters (rolling four quarters) of the Program Year's second quarter WIOA Quarterly Performance Report.

Sample Size – The number of participant case files to be reviewed.

CalJOBS Value – The value captured in CalJOBS for a data element.

Reported Value – The value reported to the DOL for a data element.

Audit Outcome – The outcome after validating the reported value against source documentation.

Error Rate – The frequency of errors.

Single Data Element Error Rate – The percentage of total errors for a specific data element.

Total Program Error Rate – The percentage of total data element errors for a single program.

Data Element Validation

Data Element Validation (DEV) is an annual process that begins in January each year. The process requires collaboration between the Local Areas, EDD Central Office Workforce Services Division, and the Workforce Services Branch (WSB) field divisions. The Data Integrity and Validation Unit (DIVU) within the Central Office Workforce Services Division leads DEV and uses the Local Area Management Information System (MIS) Administrators and WSB CalJOBS Single Point of Contacts (SPOCs) as the primary contact for the process. The following outlines DEV activities:

- Training on DEV requirements are available for all program staff.
- The DIVU hosts a kick-off meeting for all Local Area MIS Administrators and WSB CalJOBS SPOCs in the cohort. This meeting provides an in-depth overview of DEV process, responsibilities, and expectations.
- The Local Area MIS Administrator informs the DIVU how source documents will be provided.
- The sample size for each area's programs is identified, and random samples are pulled.

- DIVU provides MIS Administrators and WSB CalJOBS SPOCs the list of CalJOBS State IDs included in their sample 15 business days prior to beginning DEV. MIS Administrators and WSB CalJOBS SPOCs must ensure participant files are ready for DEV.
- The DIVU conducts DEV on all programs.
- DIVU provides MIS Administrators and WSB CalJOBS SPOCs the preliminary DEV results of each program. Directions on how to correct the identified data errors and the deadline for completing the data corrections is provided.
- The DIVU updates the preliminary DEV results based on corrections made by program staff.
- DIVU provides the final DEV results to the MIS Administrators and WSB CalJOBS SPOCs.
- Technical assistance is provided to areas with an error rate above the threshold.

DEV Source Documentation Access
To facilitate the collection of program files, MIS Administrators and WSB CalJOBS SPOCs are provided the CalJOBS State IDs for their sample(s). MIS Administrator and WSB CalJOBS SPOCs must then provide the source documentation to the DIVU within 15 business days. The source documents can be made available in one of the three following ways:

1. Electronically via the CalJOBS Document Management and Scanning module.
2. Electronically via a secure electronic file sharing system.
3. Physically in a Local Area's office.

WIOA Data Validation Source Documentation
Below is a list of the allowable source documents needed to perform validation on each data element. Most data elements have multiple forms of acceptable source documentation. If there are multiple documents collected for the same data element and the sources conflict, the most objective source document determines if the data is valid and accurate.

The source documentation types include the following:
1. Crossmatch – A crossmatch utilizes supporting evidence for the data element in a database administered by a WIOA core program. The description of the allowable source documentation for each data element identifies the allowable databases.

2. Self-attestation – Self-attestation (also referred to as a participant or applicant statement) occurs when a participant states their status for a particular data element and then signs and dates a form acknowledging this status.

The key elements for self-attestation are as follows:

a) The participant identifies their status for permitted elements.
b) The participant signed and dated a form attesting to this self-identification. The form and signature can be on paper or in CalJOBS with an electronic signature.

Note that self-attestation is not the primary method of gathering documentation to verify data elements. Self-attestation may be used when an item is unverifiable, or it is unreasonably difficult to obtain. The applicant's difficulty in obtaining documentation does not need to entail hardship or suffering to justify using self-attestation.

3. Case Notes – Case notes refer to either paper or electronic statements by the case manager that identify, at a minimum, the following:

a) A participant's status for a specific data element.

b) The date on which the information was obtained.
c) The case manager who obtained the information.

4. Electronic Records – Electronic records are participant records created, stored, or transferred in a form that only a computer can process and are maintained in CalJOBS.

Program staff are required to maintain source documentation as electronic files in CalJOBS. CalJOBS can maintain electronic documents using the CalJOBS Document Management and Scanning module. This module provides a secure, centralized place to manage source documents.

Staff are responsible for ensuring the data in CalJOBS is accurate and timely. If CalJOBS information is incorrect, staff should submit a CalJOBS Correction Request Form to the LA City MIS Administrator Unit.

REFERENCES

- Workforce Services Directive (WSD) 24-16: WIOA Data Validation (March 14, 2025)
- WSD22-15 - WIOA Data Validation Source Documentation (June 27, 2023)
- WIOA (Public Law 113-128) Section 116(d)(5), Section 185(a)(3)(c), and Section 188
- Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), Section 200.334.
- Title 29 CFR Part 97: Retention and Access Requirements for Records (Uniform Guidance), Section 97.42
- Training and Employment Guidance Letter (TEGL) 23-19, Guidance for Validating Required Performance Data Submitted by Grant Recipients of U.S. Department of Labor (DOL) Workforce Programs (June 18, 2020)
- TEGL 7-18, Guidance for Validating Jointly Required Performance Data Submitted under the Workforce Innovation and Opportunity Act (WIOA) (December 19, 2018)

Definitions

Definition of Demand Occupations Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance on "in-demand" industry to ensure America's Job Center of California/WorkSource provider staff, and One-Stop partners, select appropriate training programs for customers of the WIOA system.

BACKGROUND
The term "in-demand industry sector" means: an industry sector that has a substantial current or potential impact because of the high number of job openings or fastest growing occupations within that sector in a given region. These types of jobs lead to economic self-sufficiency and provide increased opportunities for advancement in the state, regional, or local economy, as appropriate; fuel the growth and the stability of feeder and other supporting businesses, as well as the growth of other industry sectors; or an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector, so as to have a significant impact on the state, regional, or local economy.

The determination of whether an industry sector or occupation is in-demand shall be made by the state or local board, as appropriate, using state and regional business and labor market projections, including the use of Labor Market Information (LMI). This information is available online at: www.labormarketinfo.edd.ca.gov

The following are additional sources defining Demand Occupations:

- Los Angeles Economic Development Corporation's (LAEDC) economic research at www.laedc.org http://www.laedc.org/
- The U.S. Bureau of Labor Statistics website at www.bls.gov has available information on occupations, annual and hourly wages, career tracks, etc.
- The WDB may define targeted sectors as demand sectors.
- Other additional labor market resources may be used as long as the following information is presented: a) justification of any determination that a particular job is in a demand occupation; b) documentation of any steps taken in reaching that determination; and c) documentation in the file of the particular customer for whom such determination is made.

POLICY AND PROCEDURES
Individual Training Account (ITA) training services made available to eligible adults and dislocated workers must be directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate. Local Workforce Development Areas (LWDA) therefore need to identify "demand occupations." The demand occupations are subsequently used in determining programs of training services that lead to these employment opportunities.

Definition of Gender Equity Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance to ensure equity for women and girls throughout the City of Los Angeles Workforce Development System. The goal of this policy is to address the inherent set of disadvantages and biases women face in obtaining education and training for and placement in high-wage occupations and professions, and to overcome their multiple barriers to full participation and advancement in the labor market.

Definition of Gender Equity
Equity means fairness of treatment of women and girls in the Workforce Development System (WDS) according to their respective needs. This includes equal treatment to men and boys, or treatment that is different, but equivalent in terms of rights, benefits, obligations, and opportunities.

BACKGROUND
In August 2015, Mayor Garcetti issued an Executive Directive requiring each General Manager or Head of a City of Los Angeles Department to submit and implement a Gender Equity Action Plan 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 underrepresentation.
- Tracks contracts and promotes ways to ensure equal contracting opportunities for women-business enterprises.
- Evaluates City services to discover ways to increase gender equity 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.
- Publishes on the online Gender Equity Dashboard metrics and indicators related to the status of women and girls.

In alignment and support of achieving gender equity, the Workforce Development Board (WDB) will undertake immediate and ongoing efforts to integrate a gender perspective into the design, implementation, delivery, monitoring, and evaluation of services provided through the Workforce Development System that produce greater outcomes for women and girls. Additionally, the WDB will actively collaborate with the City of Los Angeles Commission on the Status of Women on the implementation of this Executive Directive.

POLICY AND PROCEDURES

Data Gathering & Reporting
To establish a baseline to determine whether all City operated workforce development programs and services meet the unique needs of women and girls, the Economic and Workforce Development Department (EWDD) and its workforce development contractors shall provide the following data to the WDB:

- Enrollment numbers for all women and girls by workforce development program.

- Participant characteristics for women and girls enrolled in workforce development programs (e.g., income levels, educational levels, school status, barriers to employment, labor force status, public assistance recipient, veteran, etc.)
- Supportive services provided to women and girls while enrolled in workforce development programs.
- Trainings (e.g., occupational skills, work experience, on-the-job, subsidized wage, etc.) facilitated for women and girls enrolled in workforce development programs.
- Trainings facilitated for women and girls by occupation and industry sector.
- Training resources expended in support of women and girls enrolled in workforce development programs.
- Training completions and training-related job placements of women and girls enrolled in workforce development programs.
- Job placements of women and girls upon completion of workforce development programs.
- Wages (i.e., training and non-training related) achieved by women and girls upon completion of workforce development programs.
- Retention rates for women and girls placed in jobs after completion of workforce development programs.

The above shall be made available to the WDB upon request, as part of its ongoing efforts to evaluate workforce development programs, and at the mid-year and program year's end. Said data will be used to assess the effectiveness of workforce development service delivery to women and girls.

Outreach Efforts/Training and Recruitment Events

The Economic and Workforce Development Department (EWDD) and its workforce development contractors shall ensure that all marketing/ outreach materials, other than those targeting a specific population, be free from gender bias and stereotypes. Marketing/outreach images of gender bias and stereotypes corresponding to certain occupations must be avoided. Recruitment events conducted for the purposes of training enrollments, training referrals, job placements, etc. shall be free of gender bias and stereotypes, as well.

REFERENCES

- Executive Directive #11, "Gender Equity in City Operations," August 2015

*Definition of Good Jobs Policy

EFFECTIVE DATE: JULY 1, 2025

POLICY STATEMENT
This policy defines good jobs and aims to ensure that the distribution of Workforce Innovation and Opportunity Act (WIOA) resources are directed and informed based on job quality. AJCC operators in the City's Workforce Development System should integrate good jobs strategies into its employer partnerships and workforce training. It also defines what constitutes a living wage for Los Angeles.

BACKGROUND
Good jobs are the foundation of an equitable economy that uplifts workers and families and makes businesses more competitive globally. They allow everyone to share in prosperity and support local communities and the entire U.S. economy. Workers know the value of a good job that provides stability and security for them and their families. All work is important and deserving of dignity. Many companies recognize that providing good quality jobs – that make them an employer of choice – creates a clear competitive advantage when it comes to recruitment, retention, and execution of a company's mission. WDS stakeholders and partners can play a role in identifying and promoting good jobs to make the workforce system more equitable and responsive to worker and business needs.

DEFINITION
The Departments of Commerce and Labor have partnered to identify what comprises a good job. These eight principles create a framework for workers, businesses, labor unions, advocates, researchers, state and local governments, and federal agencies for a shared vision of job quality. The WDB and EWDD adopt the following framework to define the characteristics of good jobs.

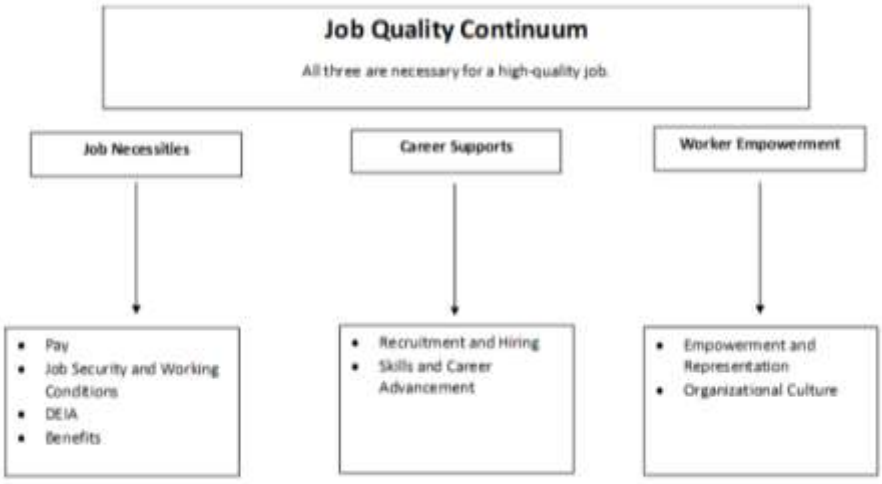
- **Recruitment and Hiring:** Qualified applicants are actively recruited, especially those from underserved communities. Applicants are free from discrimination, including unequal treatment or application of selection criteria that are unrelated to job performance. Applicants are evaluated with relevant skills-based requirements. Unnecessary educational credentials and experience requirements are minimized.
- **Benefits:** Full-time and part-time workers are provided family-sustaining benefits that promote economic security and mobility. These include health insurance, a retirement plan, workers' compensation benefits, work-family benefits such as paid leave and caregiving supports, and others that may arise from engagement with workers. Workers are empowered and encouraged to use these benefits.
- **Diversity, Equity, Inclusion, and Accessibility (DEIA):** All workers have equal opportunity. Workers are respected, empowered, and treated fairly. DEIA is a core value and practiced norm in the workplace. Individuals from underserved communities should not face systemic barriers in the workplace. Underserved communities are persons adversely affected by persistent poverty, discrimination, or inequality, including Black, Indigenous, people of color; LGBTQ+ individuals; women; immigrants; veterans; individuals with disabilities; older adults (55+); individuals in rural communities; individuals without a college degree; individuals with or recovering from substance use disorder; and justice-involved individuals.
- **Empowerment and Representation:** Workers can form and join unions. Workers can engage in protected, concerted activity without fear of retaliation. Workers contribute to decisions about their work, how it is performed, and organizational direction.

- **Job Security and Working Conditions:** Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. They have adequate hours and predictable schedules. The use of electronic monitoring, data, and algorithms is transparent, equitable, and carefully deployed with input from workers. Workers are free from harassment, discrimination, and retaliation at work. Workers are properly classified under applicable laws. Temporary or contractor labor solutions are minimized.
- **Organizational Culture:** All workers belong, are valued, contribute meaningfully to the organization, and are engaged and respected especially by leadership.
- **Pay:** All workers are paid a stable and predictable living wage before overtime, tips, and commissions. Workers' pay is fair, transparent, and equitable. Workers' wages increase with increased skills and experience.
- **Skills and Career Advancement:** Workers have equitable opportunities and tools to progress to future good jobs within their organizations or outside them. Workers have transparent promotion or advancement opportunities. Workers have access to quality employer- or labor-management-provided training and education.

Implementation of these Good Jobs Principles should consider local context and other circumstances, such as employer size. This means that, while a good job may not necessarily reflect all eight principles equally, an employer interested in providing good jobs should demonstrate commitment to and operationalization of these principles. The workforce system should continually engage with employers to increase good job opportunities and help build partnerships that raise job quality in meaningful ways. The system should engage with employers and help them work to create more good jobs no matter where they are in terms of integrating the Good Jobs Principles.

The Attachment I: Sample Job Quality Continuum chart below represents the components of a good job, including what is necessary for a worker to have basic dignity; what career supports help a worker to grow their skills and climb a career pathway; and what worker empowerment opportunities can be embedded into businesses to ensure worker voice is heard and respected. The details of each bullet can change based on local factors, but the broad components of each should exist for a job to be considered a good job.

Attachment I: Sample Job Quality Continuum



POLICY AND PROCEDURES

Job quality expectations are directly related to WIOA. The purpose of WIOA is to help people attain economic self-sufficiency while giving employers opportunities to train, hire, and retain workers. WIOA Section 2(3) declares one purpose of the statute that is: "To improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation." Improving the quality of the workforce and increasing economic self-sufficiency calls for jobseekers to secure good jobs with family-sustaining wages and advancement opportunities. Evidence-based workforce strategies such as career pathways and sector strategies, when appropriately designed and implemented, can increase the quality of jobs that program participants enter and help close equity gaps. The workforce system can design services and develop sector partnerships with employers, educators, labor organizations, and community partners to create good jobs and well-defined career pathways starting from entry-level positions.

Embedding Good Jobs Principles into Workforce Development

As we work towards embedding job quality principles into ongoing workforce development activities, tailored to the economy and community they serve, it will be important for workforce system program staff to be knowledgeable about these Good Jobs Principles, so they can empower workers and employer customers to prioritize job quality.

Below are some best practices the workforce system should implement to ensure job quality discussions occur with jobseekers and potential employers. This is not an exhaustive list of ways the workforce system can integrate the Good Jobs Principles into its services.

Services to Jobseekers, Workers, and Employers

- Inform jobseekers about good jobs. WIOA program staff, grantees, and workforce development partners can help individuals identify quality employment opportunities, understand and navigate benefit options, negotiate pay, and understand their workers' rights and where and how to seek recourse when those rights are violated. AJC workforce programs may also help jobseekers and workers find information about the quality of jobs within an industry, within specific occupations, or with respect to jobs of an individual employer.

- Embed good job discussions in all career services. To improve employment outcomes for program participants, AJC staff should include discussions about job quality as a component of career services. For instance, quality career counseling includes discussions of good job characteristics such as pay, benefits, and career advancement into any career pathways discussion, individualized employment plan, or individualized service strategy. Such discussion is useful at any point in a jobseeker's career.

  For example, workforce development practitioners and other youth workforce development practitioners should work with youth to ensure they are connected to the appropriate work experience or employment opportunity for them, e.g., work experiences that prepare them for a high-wage job, a pre-apprenticeship, or living wage work. Additionally, workforce development practitioners should ensure that women are presented with all employment and training opportunities, including in non-traditional sectors for women. If a participant is already employed but could benefit from better pay and working conditions, AJC and grantee staff can help that individual identify and pursue alternate good job opportunities such as through a Registered Apprenticeship or find training programs convenient for working adults and offer supportive services during training to aid their progress into higher-paying or otherwise good

jobs.

- Ensure jobseekers access needed supportive services to attend necessary training that will lead to a good job. AJC program staff should help connect participants to the supportive services they need to complete training or a Registered Apprenticeship—such as transportation, childcare, and housing support—whether via WIOA or a partner program. This is particularly important to help vulnerable individuals stay in a training program or Registered Apprenticeship, rather than taking a lower-quality job or multiple jobs simply to acquire basic necessities.

- Collect data about job quality for program exiters. Workforce grantees can also collect quality job information through follow-up conversations and feedback processes for participants post-placement, to share their experiences once on the job such as the employer's benefits, pay, and workers' perceptions of worker empowerment, potential career growth with the employer, and compliance with equal opportunity and anti-discrimination laws and guidelines. Grantees or the local WDB may choose to collect this feedback as a component of their participant follow-up services or customer satisfaction surveys.

Services to Employers

- Highlight job quality as a recruitment and retention strategy. WIOA program staff and workforce grantees can also incorporate quality jobs principles into services for businesses, particularly for smaller or medium sized employers that look to AJCs for recruitment and retention strategies. When exploring new ways to increase labor force participation with its hiring and retaining employees, an easy first step is a compare of the cost of turnover versus the cost of increased wages or benefits. The Aspen Institute has created a helpful cost of turnover tool, which provides a framework for employers to calculate the total cost of replacing workers, including both direct and indirect costs of employee separation. This cost analysis makes the case for investing in existing workers, whether directly through pay or via training programs and professional development.

- Assist employers in implementing Good Jobs Principles. Business services representatives can help employers attract and retain talent through becoming a Registered Apprenticeship sponsor, exploring pay scale adjustments and benefit options, and providing training on responsibilities for worker safety and health, preventing and addressing harassment in the workplace, and promoting equal opportunity for all. The local WDB and its employers may also choose to create a subcommittee that focuses on fostering the Good Jobs Principles.

- Work closely with local industry associations and employer groups. Local WDBs working to embed job quality can also partner with industry associations to test good job metrics and expand evidence-based strategies to support job quality. Interested employers or industry associations can use tools such as the Good Jobs Scorecard and U.S. Department of Commerce Job Quality Toolkit to self-assess and find opportunities to enhance the quality of their jobs.

Living Wage Definition: A living wage is what one full-time worker must earn on an hourly basis to help cover the cost of their family's minimum basic needs where they live while still being self-sufficient.

Today, families and individuals working in low-wage jobs make too little income to meet minimum standards of living in their community. MIT developed the Living Wage Calculator to help individuals,

communities, employers, and others estimate the local wage rate that a full-time worker requires to cover the costs of their family's basic needs where they live.

The living wage shown is the hourly rate that an individual in a household must earn to support themselves and/or their family, working full-time, for 2080 hours per year. The tables below provide living wage estimates for individuals and households with one or two working adults and zero to three children. In households with two working adults, all hourly values reflect what one working adult requires to earn to meet their families' basic needs, assuming the other adult also earns the same.

The poverty wage and state minimum wage are for reference purposes. Poverty wage estimates come from the Department of Health and Human Services' Poverty Guidelines for 2025 and have been converted from an annual value to an hourly wage for ease of comparison. The state minimum wage data is sourced from the Labor Law Center and includes the minimum wage in a given state as of January of that year. The data was last updated on February 10, 2025.

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Child	1 Child	2 Child	3 Child	0 Child	1 Child	2 Child	3 Child	0 Child	1 Child	2 Child	3 Child
Living Wage	$27.81	$48.65	$60.54	$77.78	$37.65	$46.14	$50.11	$58.51	$18.83	$26.71	$32.69	$40.28
Poverty Wage	$7.52	$10.17	$12.81	$15.46	$10.17	$12.81	$15.46	$18.10	$5.08	$6.41	$7.73	$9.05
CA Minimum Wage	$16.50											

AJCC staff can leverage this Living Wage Calculator Tool to determine if individuals are earning a living wage in Los Angeles County. The tool also provides a data table on typical expenses which shows the costs of each basic need that goes into estimating the living wage, such as food, childcare, medical, housing, transportation, etc. Like with the living wage, their values vary by location and family size. There is also a data table on typical annual salaries which shows the average annual salaries for various occupations from the latest state-level data from the Bureau of Labor Statistics' Occupational Employment and Wage Estimates. When available, this data is specific to a given metro area.

REFERENCES

- Training and Employment Guidance Letter (TEGL) 07-22: Increasing Employer and Workforce System Customer Access to Good Jobs (January 18, 2023)
- Department of Commerce and Department of Labor: "Good Jobs Principles" (June 21, 2022)
- Jobs for the Future: Job Quality Start Guide (February 2024)
- Amy K. Glasmeier, "Living Wage Calculator," Massachusetts Institute of Technology, 2025. Accessed on February 11, 2025, https://livingwage.mit.edu/counties/06037.

Definition of the Green Economy and Green Jobs

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy requires that all America's Job Center of California (AJCC), locally known as WorkSource and YouthSource Centers, use the definition of green jobs developed by the DOL's Bureau of Labor Statistics (BLS) to identify the number of green jobs and related training programs reported and tracked in the State's CalJOBS^{SM} system.

BACKGROUND
The Economic and Workforce Development Department (EWDD) recognizes the transformative and socio-economic importance of the Green Economy for the Los Angeles region. The objective of a green economy is to facilitate economic growth while achieving sustainable development and preservation of the environment.

In March 2010, the Bureau of Labor Statistics (BLS) developed a definition of green jobs as part of their green jobs initiative, with the aim of identifying the number, updated trends, geographical distribution, industrial classification and wages of green jobs in the economy (last modified in January 2013). BLS defines green jobs as either:

- Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources.
- Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

Critical to the understanding of the green economy and green jobs, the BLS definition will be the accepted definition throughout the City of Los Angeles Workforce Development system and will be applied throughout the WDS to capture training and employment data in the green economy.

In April 2015, the Mayor's Office released a Sustainable City plan (pLAn) that set sustainability as a core value for the City and a course for economic and environmental sustainability. As part of the pLAn strategy, the Mayor issued Executive Directive No. 7-Sustainable City pLAn, which orders all General Managers, Heads of Departments/Offices and Commissions to utilize the pLAn as a tool for strategic planning and program prioritization and to take ownership of associated components in their respective jurisdictions. In accordance with the pLAn and directive, the Workforce Development Board and EWDD work collaboratively with a variety of partners on the creation of services to green businesses and green jobs.

POLICY AND PROCEDURES
Consistent with the definition, all WIOA-funded contractors are required to report participants that have received "green training" and are placed into employment in green jobs. This data should be captured in CalJOBS at the time of closure (exit) of participants.

REFERENCES
- Sommers, Dixie, January 2013 Monthly Labor Review, Bureau of Labor Statistics Green Jobs Overview.
- City of Los Angeles Sustainability Plan
- Executive Directive No. 7, issued by Mayor Garcetti on April 8, 2015

Definition of Industry-Certified Training Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
To the greatest extent possible, participants enrolled in an accredited postsecondary education institution or industry/ occupational skills training program (excluding those in OJT and/or customized training) shall acquire technical skills and information required to perform a specific job or group of jobs and attain a recognized postsecondary credential.

BACKGROUND
The Workforce Innovation and Opportunity Act of 2014 defined the term "recognized postsecondary credential" as a "credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, a license recognized by the State involved or Federal Government, or an associate or bachelor's degree." A recognized postsecondary credential is awarded in recognition of an individual's attainment of measurable technical or industry/occupation skills necessary to obtain employment or advance within an industry/occupation. These technical or industry/occupational skills generally are based on standards developed or endorsed by employers or industry associations.

Neither certificates awarded by workforce development boards, nor work readiness certificates, are included in this definition because neither type of certificate documents the measurable technical or industry/occupational skills necessary to gain employment or advance within an occupation. These certificates are also not recognized industry wide. Credentials must recognize technology or industry/occupational skills for the specific industry/occupation rather than general skills related to safety, hygiene, etc., even if such general skills certificates are broadly required to qualify for entry-level employment or advancement in employment. Credentials/certificates that are not recognized postsecondary credentials include, but are not limited to, Occupational Safety and Health Administration 10-hour course (OSHA 10), Microsoft Office, National Career Readiness Certification, ServSafe Food Handler's Certification, and Cardiopulmonary Resuscitation (CPR) Certification.

The State Plan calls for the production of one million industry-recognized credentials over the next ten years. In alignment with the vision articulated in the State Plan, the ideal characteristics of a quality industry-recognized credential should be:

- **Accessible** — Affordable and readily available at places and times convenient for working adults.
- **Transparent** — Clearly articulated costs and prerequisites, accurate picture of what skills, knowledge and abilities are benchmarked by a given credential, and the value it carries in the labor market.
- **Stackable** — One of multiple manageable chunks that add up to a more substantial credential, and do not require starting over at each new step.
- **Portable** — Transferable between firms, regions, and educational institutions.
- **Meaningful** — Has value in the labor market.
- **Connected** — Links to a job or an educational pathway.

The goal is for the workforce system to assess credentials based on the industry-recognized characteristics mentioned above.

The Labor Market Information Division (LMID) is the official source for California Labor Market Information by providing analyzed data on the State's labor force, industries, occupations, employment qualifications, employment projections, and wages. By using the resources provided by LMID, an informed decision regarding a participant's career and educational choices can be made.

POLICY AND PROCEDURES

For the purpose of this policy, EWDD shall apply the above definition of recognized postsecondary credential.

A variety of different public and private entities issue recognized postsecondary credentials (not all credentials by these entities meet the definition of recognized postsecondary credential).

- A state educational agency or a state agency responsible for administering vocational and technical education within a state.
- An institution of higher education described in Section 102 of the Higher Education Act (20 USC 1002) that is qualified to participate in the student financial assistance programs authorized by Title IV of that Act. This includes community colleges, proprietary schools, and all other institutions of higher education that are eligible to participate in federal student financial aid programs.
- A professional, industry, or employer organization (e.g., National Institute for Automotive Service Excellence certification, National Institute for Metalworking Skills, Inc., Machining Level I credential) or a product manufacturer or developer (e.g., Microsoft Certified IT Professional (MCITP), Certified Novell Engineer, Sun Certified Java Programmer) using a valid and reliable assessment of an individual's knowledge, skills, and abilities.
- DOL/ETA's Office of Apprenticeship or a recognized State Apprenticeship Agency.
- A public regulatory agency, which awards a credential upon an individual's fulfillment of educational, work experience, or skill requirements that are legally necessary for an individual to use an occupational or professional title or to practice an occupation or profession (e.g., FAA aviation mechanic license, state-licensed asbestos inspector).
- A program that has been approved by the Department of Veterans Affairs to offer education benefits to veterans and other eligible person.
- ETA's Job Corps program, which issues certificates for completing career training programs that are based on industry skills standards and certification requirements.
- An institution of higher education that is formally controlled, or has been formally sanctioned, or chartered, by the governing body of an Indian tribe or tribes.

The following are acceptable types of credentials that count toward the credential attainment indicator:

- Secondary School diploma or recognized equivalent (Youth participants only. Participants must be employed, or enrolled in an education or training program leading to a recognized postsecondary credential within one year following exit).
- Associate's degree.
- Bachelor's degree.
- Occupational licensure.
- Occupational certificate, including Registered Apprenticeship and Career and Technical Education educational certificates.
- Occupational certification.
- Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

Note: Graduate degrees are not included in the definition of a recognized postsecondary credential. Therefore, graduate degrees do not count towards credential attainment.

Sections 766-769 of the Higher Education Act of 1965 authorize the Model Comprehensive Transition and Postsecondary Programs for Students with Intellectual Disabilities. ED provides grants to institutions of higher education to enable them to create, or expand, high quality and inclusive transition and postsecondary programs for these students to help prepare them for employment. Students may or may not earn a recognized postsecondary credential upon completing these programs. Therefore, WIOA core programs must review whether participants who complete these programs earn a credential that meets the definition of a recognized postsecondary credential.

Credential Verification Tool:
Using LMID's Occupation Data tool at labormarketinfo.edd.ca.gov, an individual can research an industry and identify if a credential is required for employment. If a credential is required for employment, then that credential will often qualify for the credential attainment indicator. Contractors are strongly encouraged to access EDD's Labor Market Information Occupational Guides before determining if a credential and/or occupational certificate qualifies under the Credential Attainment indicator.

REFERENCES

- Training and Employment Guidance Letter (TEGL) 10-16, Change 2: Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Core Programs (September 15, 2022)

Definition of Substantial Layoff

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy clarifies the definition of substantial layoff and provides guidance to America's Job Center of California (AJCC)/WorkSource provider staff in determining eligibility for the Dislocated Worker Program.

BACKGROUND
WIOA Section 3(15) defines the term dislocated worker and identifies the various dislocated worker categories. The dislocated worker category relating to substantial layoff is defined as an individual who: "(B)(i) has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; (ii) is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or (iii) for purposes of eligibility to receive services other than training services described in section 134(c)(3), career services described in section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close." The WIOA regulations allow the local Workforce Development Boards to further define "substantial layoff."

POLICY AND PROCEDURES
The term substantial layoff is defined as the layoff of at least 10 employees from a plant, facility, military installation, or enterprise in a 30-day period.

This policy requires all City of Los Angeles WorkSource Center Operators to use the definition when determining eligibility for individuals applying for the Dislocated Worker program.

Documentation to verify substantial layoff includes, but is not limited to, WARN Notice (Separation Notice) or a Letter of authorization from the State WIOA Administrative Department.

Documenting and verifying the eligibility of participants in WIOA is mandatory. WIOA-funded agencies must confirm eligibility requirements through an examination of documents. Eligibility determination shall be made prior to enrollment in WIOA.

REFERENCES
- WIOA Section 3 (15)
- Final Regulations 680.120
- Final Regulations 680.130

Definition of Unlikely to Return

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy clarifies the definition of "unlikely to return" to previous occupation or industry from employment generally due to plant closures or downsizing and provides guidance to America's Job Center/WorkSource provider staff in determining eligibility for the Dislocated Worker Program.

BACKGROUND
WIOA Section 3(15) defines the term dislocated worker and identifies the various dislocated worker categories. The dislocated worker category relating to "unlikely to return" is defined as an individual who:
"(A)(i) has been terminated or laid off, or who has received a notice of termination or layoff, from employment; (ii)(I) is eligible for or has exhausted an entitlement to unemployment compensation; or (II) has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center referred to in section 121(e), attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that was not covered under a State unemployment compensation law; and (iii) is unlikely to return to a previous industry or occupation. The WIOA regulations allow the local Workforce Development Boards to further define "unlikely to return."

POLICY AND PROCEDURES
To be considered as unlikely to return to a previous industry or occupation, an individual must meet at least one of the following criteria:

- Worked in a declining industry/occupation, as documented on State or locally developed lists of such industries/occupations.
- Has had a lack of job offers as documented by local EDD Workforce Services or Unemployment Insurance staff, rejection letters from employers in the area, or other documentation of unsuccessful efforts to obtain employment in the prior industry/occupation.
- Is insufficiently educated, does not have the necessary skills or can no longer meet the minimum requirements of jobs available in field or occupation (e.g., a clerical worker without word processing skills) for reentry into the former industry/occupation, as documented through the assessment of the individual's educational achievement, testing, or other suitable means.
- Has a physical limitation or an injury which limits the individual's ability to perform the job from which they were dislocated, or other problems which would preclude reentry into the former industry/occupation, as documented by a physician or other professional (e.g., psychiatrist, psychiatric social worker, chiropractor, etc.).
- Has a poor employment history indicating a reduced capacity or ability to be re-employed in the former industry or occupation. Documentation to verify poor employment history may include but is not limited to proof that:
    - Employment has been limited to one or more part-time (20 hours per week or less), or short-term (four months or less), jobs within the prior year, which were for income maintenance rather than a career path (i.e., employment in "dead-end" jobs, which would

not prepare the individual for permanent reemployment in the previous industry or occupation).
    - Unemployment insurance and/or public assistance receipt in the prior year, with little or no employment in interim periods, indicating a poor work history.
    - Terminated or laid-off due to mechanization ("to do or operate by machinery, not by hand").
- Determination by the service provider staff that an individual's likelihood of returning to his/her previous industry or occupation is unlikely due to circumstances that cause significant barriers to employment. Such statuses that qualify as barriers to employment include:
    - Offender
    - High school dropout
    - Homeless
    - Cultural or language barrier
    - Older worker (Age 55+)
    - Basic skills deficient
    - Referred through the Worker Profiling and Reemployment System.
- Has exhausted UI Benefits and has been unable to find a job in their previous industry or occupation.
- Has been long-term unemployed (12 weeks of the last 20 months) and has been unable to find a job in their former industry or occupation.
- Needs additional assistance to retain employment leading to self-sufficiency.
- Has a change in a family situation that requires higher income, includes a claim of financial hardship supported by documentation. (e.g., pay stubs, bank statements, family or business financial records, tax documents, public benefits award letters)
- Does not have a specific recall date from the employer of the qualifying dislocation within 12 weeks of termination or layoff.
- Is likely to enter a new job that is different structurally or organizationally than their previous job.
- Is likely to enter a new job with lower seniority compared to their previous position.
- Has a gap in employment that decreases their chances of returning to the same level of occupation or type of job.
- Has limited employment opportunities in the occupation or industry within the local area.
- Has adequate skills but lacks a credential required by most employers.
- Has been actively seeking, but unable to find employment in their previous industry or occupation for a period of 60 days or more.

Layoffs/Major Dislocations

The City takes into account the negative economic conditions and the sudden economic impact on industries that the nation is currently experiencing, such as the COVID-19 outbreak, when determining "unlikely to return to a previous industry or occupation." Individuals are unlikely to return to a previous industry or occupation during a major economic catastrophic event when job openings are insufficient to offset high unemployment rates.

- **Mass Layoff or Closure** - Layoffs at one or more companies where the dislocation from each company impacts 50 or more workers. If at least one company has a large layoff of 50 or more workers, companies with smaller layoffs may be included if the primary layoff caused or contributed to the smaller layoffs.
- **Industry-Wide Layoffs** - Multiple company layoffs from companies in the same industry, including layoffs of less than 50 workers.

- **Community Impact** - Multiple small dislocations (less than 50 employees) occurring over a period of up to twelve months that have significantly increased the total number of unemployed individuals in a designated regional or local workforce area.

Unlikely to Return - Recently Separated Service Members
Recently separating service members who are within 48 months of discharge (other than dishonorable) or release from active military, naval, or air service automatically meet the dislocated worker requirement that the individual is unlikely to return to his or her previous industry or occupation.

Unlikely to Return – Military Spouses
A military spouse may be documented as "unlikely to return" if the spouse was required to leave employment due to a result of a military member's transfer. These circumstances do not position the spouse to return immediately to his/her previous occupation or industry for the following reasons:

- Even if a spouse resumes employment with the same employer, the employment is in a new location, and may not be the same structurally or organizationally as in the prior location.
- When military spouses do get jobs in their new locations, they often start at lower levels of seniority than the levels of their positions in their prior locations.
- There is frequently a gap in employment, which may lessen their likelihood of returning to the same level of occupation or job.
- The spouse's skills may be obsolete or inadequate to meet the advancing competency needs of the current workforce and economy.

Agency staff may use one of the rationales listed above to indicate that the military spouse is unlikely to return to their previous industry or occupation. As with all documentation, if there is no documented evidence from an official source, document the failed attempts to obtain the documents, and then a Self-Attestation form may be used.

WIOA-funded agencies may use one of the rationales listed above to indicate that a farmworker or individual who worked seasonally is unlikely to return to their previous industry or occupation.

This policy requires all City of Los Angeles WorkSource Center Operators use the definition when determining eligibility for individuals applying for the Dislocated Worker program.

Documentation to verify "unlikely to return" includes, but is not limited to, internet site that indicates lack of industry occupation availability, insufficient skills or significant wage variable; newspaper employment section that indicates lack of industry/occupational availability; doctor's statement verifying applicant's inability to return to previous occupation/industry due to physical limitations; documentation of IAW Profiling (WPRS); court records/telephone verification from Probation Officer; and documents listing age.

REFERENCES

- WIOA 3(15)(A)(iii);
- 20CFR 680.660

Definition of Youth Additional Assistance

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy seeks to define and/or provide clarification on what constitutes a youth who requires additional assistance as described in the Workforce Innovation and Opportunity Act (WIOA).

BACKGROUND
Under WIOA, no more than five percent of In-School (IS) youth enrolled in a given program year may be found eligible based solely on meeting the criterion, "requires additional assistance." This limitation applies to IS youth enrolled on or after July 1, 2015.

Local Boards are responsible for establishing local definitions and eligibility documentation requirements for "requires additional assistance" as it relates to both Out-of-School (OS) and IS youth.

The City of Los Angeles Workforce Development Board shall define Additional Assistance as individuals who meet one or more of the following:

1. Have repeated at least one secondary grade level or is one year over age for grade.
2. Have a core grade point average (GPA) of less than 1.5.
3. For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school.
4. Are emancipated youth.
5. Have aged out of foster care.
6. Are previous dropouts, have been suspended five or more times, or have been expelled.
7. Have received court/agency referrals mandating school attendance.
8. Are deemed at risk of dropping out of school by a school official.
9. Have been referred to or are being treated by an agency for a substance abuse related problem.
10. Have experienced recent traumatic events, are victims of abuse, or resides in an abusive environment as documented by a school official or other qualified professional.
11. Have serious emotional, medical, or psychological problems as documented by a qualified professional.
12. Have never held a job (applies to OS youth).
13. Have been fired from a job within the 12 months prior to application (applies to OS youth).
14. Have never held a full-time job for more than 13 consecutive weeks (applies to OS youth).

Documentation requirements will include a case note in the participant's file indicating the Additional Assistance category that applies and the participant's situation related to the Additional Assistance.

REFERENCES

- WIOA Section 2
- WIOA Section 129
- EDD Directive WSD 17-07
- DOL TEGL 8-15

Definition of Youth Not Attending School

EFFECTIVE DATE: JULY 1, 2025

POLICY STATEMENT
This policy provides clarification on the definition of a youth "not attending school," also referred to as an out-of-school youth under WIOA.

BACKGROUND
Under the Workforce Innovation and Opportunity Act (WIOA), at least 75 percent of available youth funds are to be used for out-of-school youth. An out-of-school youth is defined as an individual who is age 16 to 24 years, not attending any school (as defined by State law), and meets one or more of the following conditions:

- an eligible youth who is a school dropout.
- an eligible youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.
- an eligible youth who has either graduated from high school or holds a GED, a secondary school diploma, or its equivalent who is low-income and is either basic skills deficient or an English language learner.
- eligible youth subject to the juvenile or adult justice system.
- a homeless individual, homeless child or youth, a runaway, a child in foster care or that has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or a child in an out-of-home placement.
- an individual who is pregnant or parenting.
- a youth who is an individual with a disability.
- a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

The WIOA regulations allow the local Workforce Development Boards to further define "not attending school."

Youth "Not Attending School"

1. A youth who is not attending a secondary or postsecondary school. In addition, youth who are enrolled in the following programs would still be considered "not attending school":
    a) WIOA Title II Adult Education, YouthBuild, Job Corps, high school equivalency program, or dropout re-engagement programs. Youth attending high school equivalency programs funded by the public K-12 school system, who are classified by the school system as still enrolled in school, are an exception.
    b) Non-credit bearing postsecondary classes.
    c) A charter school program that provides instruction exclusively in partnership with WIOA, federally funded YouthBuild programs, federal Job Corps training or instruction, California Conservation Corps, or a state certified local conservation corps.
2. A youth who is within age of compulsory school attendance but has not attended for at least the most recent complete school year calendar quarter.

3. A youth who is chronically absent (as defined by LAUSD or other school district), meaning a youth who has missed 25 or more days of school year. *Refer to CDE Bulletin 3720.0 & LAUSD Attendance Manual and Policy & Procedures for Elementary, Secondary & Options Schools*.
4. A youth attending an Adult education program, who is not enrolled in an adult education program leading to a High School diploma or equivalent. *Refer to CDE Bulletin No. 2-74, Bulletin No. 4926.2 and LAUSD Attendance Manual and Policy & Procedures for Elementary, Secondary & Options Schools*

REFERENCES

- WIOA Section 3: Definitions
- EDD Directive WSD17-07 pg. 3-4
- DOL TEGL 21-16
- WIOA Fact Sheet: Youth Program

Eligibility

Authorization to Work Verification Requirements

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding verifying authorization to work and making services accessible to all populations.

BACKGROUND
The federal procedures for verifying an individual's authorization to work are included in Title 8 CFR, Section 274a.2. This section specifies that the requirements published in the USCIS Form I-9, Employment Eligibility Verification, are to be used in verifying and documenting that an individual is authorized to work in the United States.

In 1993, the passage of SB 733 created a state-imposed eligibility requirement for WIOA and Wagner-Peyser Act (WPA) services. The law required verification of an individual's citizenship status or authorization to work in the U.S. prior to providing employment services. Additionally, it required America's Job Center of California℠ (AJCC) locations to publicly post that only U.S. citizens and those authorized to work in the U.S. could receive services.

In 2016, Governor Brown signed AB 2532, which repealed these requirements. Therefore, California no longer has a state requirement to verify authorization to work. Additionally, there is no work authorization verification requirement in WIOA. However, the federal Immigration Reform and Control Act requires employers to verify a job seeker's authorization to work documents prior to employment. At the same time, federal immigration regulations authorize state employment agencies to verify authorization to work (Title 8 CFR, Section 274a.6).

Generally, WIOA participants receive job referrals during their period of participation in a program. Additionally, at times Local Areas are the employer of record for coordinating services concurrently with an employer. In these instances, an individual cannot participate unless they can provide documentation verifying their right to work in the U.S.

For these reasons, this policy provides guidance on verification of authorization to work documents, including which services require verification, when to ask, and where to refer individuals for additional services. This policy also provides a pathway to services for those individuals who do not possess authorization to work documents. The WDB seeks to prohibit discrimination and make workforce services accessible to all populations.

DEFINITIONS
Self-Service Basic Career Services – an individual independently uses services at an AJCC with minimal or no staff assistance (e.g., self-service labor market research, job Search, use of AJCC resource room, referral to a partner program, etc.). Self-service also includes staff establishing access to CalJOBS℠ for an individual or looking up a password. Individuals using self-services only do not count toward performance measures.

Basic Career Services – an individual requires an assessment by a Staff member of the individual's skills, education, or career objectives (e.g. Initial Assessment, proficiency testing, etc.).

Individualized Career Services – an individual receives WIOA-funded services that are appropriate for them to obtain or retain employment (e.g., development of an Individual Employment Plan, English as a second language services, work experience, etc.).

Training Services – an individual receives services that include WIOA-funded training (e.g. Occupational skills training, on-the-job training, skills upgrading and retraining) and/or support and coaching.

POLICY AND PROCEDURES
Authorization to work verification is not required for Basic Career Services that are self-service or information-only activities. For customers who receive self-service or information-only activities, only demographic information is collected and reported.

WorkSource and YouthSource Center staff providing WIOA employment services must verify an individual's authorization to work in accordance with the requirements of the USCIS Employment Eligibility Verification | USCIS, Employment Eligibility Verification. As specified in Form I-9, staff must accept as evidence of employment authorization, any of the documents listed on the last page of Form I-9 (https://www.uscis.gov/i-9). Individuals may present any List A document or a combination of a List B and a List C document. Additional guidance and information on acceptable documents can be found at https://www.uscis.gov/i-9-central/acceptable-documents. When verifying authorization to work, staff must retain either hard copies or scanned copies of the individual's Form I-9 documents. AJCC staff are also required to scan authorization to work documents into CalJOBS. Scanning documents into CalJOBS facilitates a one-time verification process should an individual visit a different AJCC.

Any documents that AJCC staff use to verify right to work must be uploaded into CalJOBS and documentation kept current throughout an individual's period of participation in a WIOA program. The period of participation refers to the period of time beginning when an individual becomes a participant and ending on the participant's date of exit from the program. Exit generally occurs when a participant has not received services for 90 days and has no additional services scheduled. AJCC staff should make note of any right to work documents that are soon to expire, and follow-up with participants to obtain updated documents. If right to work documents expire during program participation AJCC's may face disallowed costs for any services provided after expiration of right to work documents as eligibility is no longer current. AJCC operators may not use any expired document to verify right to work. Possessing authorization to work documents is not only critical for individuals to participate in workforce and training programs, but to fully integrate into society and the local economy. Often vulnerable populations who are legally authorized to work in the United States such as the homeless, ex-offenders, and transient youth lack physical copies of authorization to work documents due to various circumstances. AJCC's are strongly encouraged to enroll such individuals and use supportive services to help the individual obtain authorization to work documents. Supportive services such as legal aid are available to participants enrolled in Basic Career, Individualized Career, or Training services. For participants enrolled in Training services, supportive services may include needs related payments to help cover the cost of obtaining or renewing authorization to work documents.

Staff will also not need to verify the citizenship or authorization to work status for an individual receiving WPA services alone. If an individual is co-enrolled in WPA and WIOA services at the time of determination for WIOA individualized career or training services, staff should follow the WIOA procedures outlined above. Staff may not require Unemployment Insurance (UI) claimants to present I-9 documentation in order to receive EDD reemployment services. As a result, UI claimants do not need to bring photo identification or employment authorization documentation to Reemployment Services and

Eligibility Assessment (RESEA) or Personalized Job Search Assistance (PJSA) appointments. Since the EDD UI Branch has already verified a claimant's right to work during the benefit eligibility process, it is sufficient for RESEA and PJSA attendees to establish their identity and attendance through self-attestation. As long as the claimant's stated name matches the name staff has for the appointment, identity is considered to have been verified. This process will ensure maximum participation and avoid turning away individuals who do not have photo identification with them at the time.

PUBLIC NOTIFICATION

Because individuals may receive employment services and services from other partners in an AJCC without first providing their right to work documents, operators should remove any public notices that state employment services are available only to individuals who are U.S. citizens or legally authorized to work in the United States. Posting such signs may discourage individuals who are legally entitled to services from entering an AJCC.

REFERENCES

- Title 20 *Code of Federal Regulations* (CFR) "Workforce Innovation and Opportunity Act (WIOA), Final Rule", Sections 677.150, 680.900, and 680.910
- Title 8 Code of Federal Regulations (CFR) "Verification of Identity and Employment Authorization" Part 274a.6
- Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128), Section 188(a)(5)
- USCIS Form I-9, Employment Eligibility Verification
- Senate Bill (SB) 733 (Russell), Chapter 819, Statutes of 1993
- Assembly Bill (AB) 2532 (Chiu), Chapter 759, Statutes of 2016
- EDD Workforce Services Directive (WSD)18-03 Subject: "Pathway To Services, Referral, And Enrollment" (August 29, 2018)
- Training and Employment Guidance Letter (TEGL) 19-16, *Guidance on Services Provided through the Adult and Dislocated under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules* (March 1, 2017)
- Training and Employment Guidance Letter (TEGL) 10-16 Change 2, *Performance Accountability Guidance for WIOA Title I, Title II, Title III and Title IV Core Programs* (September 15, 2022)
- WSD 23-03: Performance Guidance (November 8, 2023)

*Eligibility Determination Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures for determining an individual's eligibility to participate in the Workforce Innovation and Opportunity Act (WIOA) Title I programs and State Funded Grant Programs. Verifying and documenting participants' eligibility is mandatory. WIOA-funded agencies must confirm eligibility requirements through an examination of documents. It provides guidance regarding participant eligibility, acceptable documentation, document verification, and clarifies areas of flexibility in eligibility policies, procedures, and definitions.

BACKGROUND
The WIOA authorizes a workforce development system to provide workforce preparation and employment services to eligible adults, dislocated workers, and youth. Verification of eligibility ensures the participant information system's reliability, guarantees services are provided to persons most in need, and avoids potential disallowed costs. Information must be collected from the individual to support a determination of eligibility. This information is collected through the individual's WIOA Program Application, which may be a paper application that is physically signed or an electronic application that is electronically signed.

Once an applicant is determined to be eligible, eligibility verification must be completed. Agency staff must enter WIOA participant data into CalJOBS^{SM} within 30 days from the date of service. WIOA services may only be provided once the participant has finished proof of eligibility to the enrolling agency.

POLICY AND PROCEDURES
To receive WIOA-funded services, other than basic career self-services or information-only activities, individuals must be registered and determined eligible. Documenting and verifying the eligibility of participants in WIOA is mandatory. WIOA-funded agencies must confirm eligibility requirements through an examination of documents.

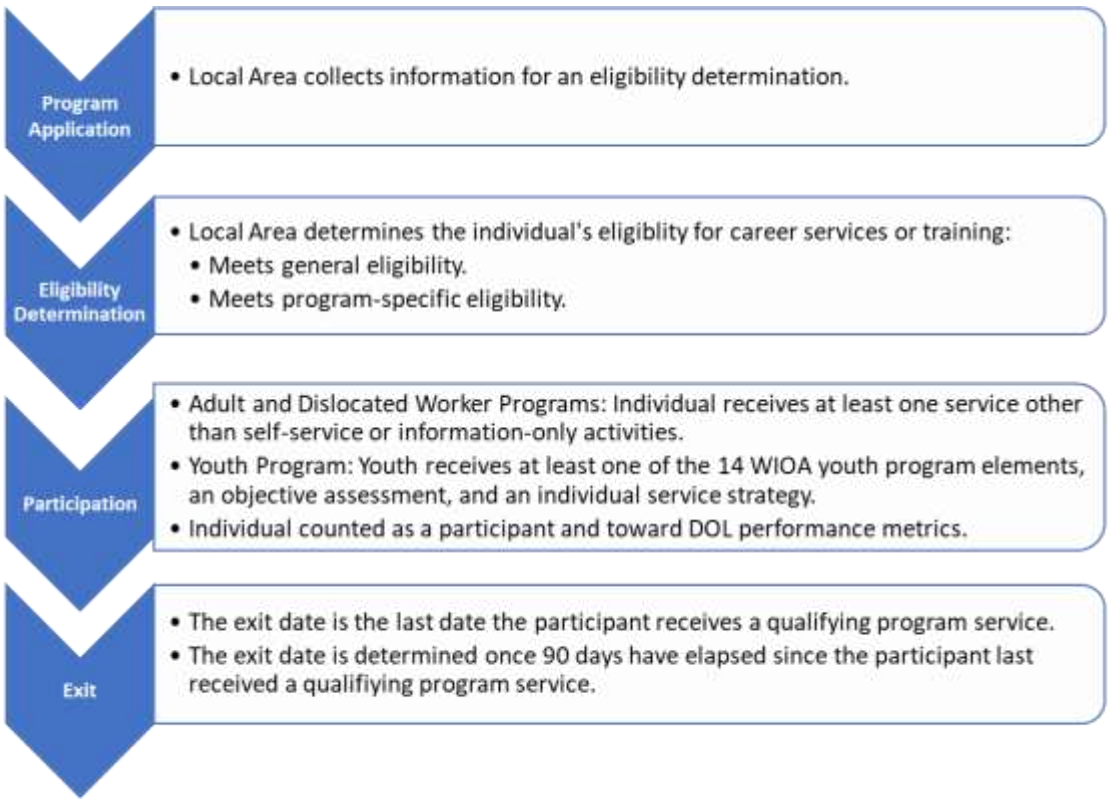
Personally Identifiable Information (PII) must be collected, used, and maintained properly. Medical or disability information must be collected and stored separately in accordance with Title 29 Code of Federal Regulations (CFR) Section 38.41(b)(3).

WIOA Title I Programs Submission Procedure
The procedure for determining eligibility and maintaining participant case records includes the following:

a) All WIOA applicants must provide 100% of the required eligibility documentation before accessing any services.
b) Applicants must complete a WIOA Application to receive WIOA-funded services.
c) The verification of supporting eligibility documentation will be uploaded in the participant's CalJOBS file and recorded in case notes as needed.
d) Initial documentation of applicant eligibility will be based on the date of application.
e) Participant records, including all required WIOA forms and eligibility documentation, case notes, and supporting documentation for training activities, will be maintained in the participant's CalJOBS file as appropriate.

f) WIOA-funded agencies are required to scan/upload documents for all fields requiring verification, including eligibility documentation.
g) All participant files are subject to monitoring and audit.

Enrollment Process
The following diagram illustrates the enrollment process:



WIOA Title I Eligibility Technical Assistance Guide
The State Employment Development Department (EDD) developed the WIOA Title I Eligibility Technical Assistance Guide to help local areas navigate eligibility requirements and document participant eligibility. It also provides a comprehensive list of acceptable documentation for program eligibility. To reference these resources, please see Attachment I and II in Workforce Services Directive (WSD) 24-04: WIOA Title I Eligibility Technical Assistance Guide on EDD's Active Directives website. All local AJCC staff should keep this guide saved as a resource to determine eligibility.

Eligibility for State Funded Grant Programs
The Employment Development Department (EDD) Workforce Services Branch (WSB) administers various state-funded grant programs. These programs prepare job seekers, including individuals with barriers to employment, with employment and training services for participation in the workforce. In managing multiple state-funded grant programs, the WSB aims at improving California's workforce programs and institutions to support a dynamic and globally successful state economy that offers all California residents an opportunity for a higher quality of life.

Eligibility for state-funded grant programs is determined by California Residency and proof of identification. Additional eligibility criteria may apply to individual grants, as outlined in each grant's

Solicitation for Proposals. In accordance with Section 1621(d) of Title 8 of the United States Code, states have the authority to determine that individuals without right to work documentation are eligible to receive services from state funded grants through the enactment of state law. Contact your assigned project manager and/or review the specific grant's SFP to determine how this applies to a specific grant. For grants where this allowance applies, grantees shall not seek information that is unnecessary to determine eligibility including immigration status, citizenship status, or Selective Service registration.

Definitions

California Resident – The term "California Resident," includes (1) every individual who is in the state for other than a temporary or transitory purpose, and (2) every individual who is domiciled in the state who is outside the state for a temporary or transitory purpose. All other individuals are nonresidents.

Grantee – The direct recipient of a state-funded grant award from the EDD, responsible for overall management of a state-funded grant project. A grantee may be a Community Based Organization, adult education provider, California Community College district or college, other education or training provider, labor organization, labor management partnership, workforce intermediary, or a Local Workforce Development Area/Board or Administrator, or other type of organization as outlined in the applicant eligibility section of the respective Solicitation for Proposals (SFP).

State-Funded Grant Program – Funding provided by the California General Fund to the EDD to provide awards to grantees for a specific purpose as required by law.

State-Funded Grant Program Submission Procedure

Participant data for individuals served with state-funded grants must be entered into CalJOBS. An SSN is required to create an account for an individual in CalJOBS. If an individual provides their SSN, it should be used as part of the registration process to assist with reducing the duplication of accounts in the system and wage record matching for performance outcomes. If an individual does not provide an SSN, Local Workforce Development Areas should follow the guidance in Pseudo Social Security Number in CalJOBS (WSD20-11). Other grantees should contact their assigned Project Manager for guidance.

When completing the program application, Not Disclosed and Not Applicable can be selected for the Citizenship Status and Selective Service questions. Please note that if the individual is or will be co-enrolled in a Workforce Innovation and Opportunity Act (WIOA) funded grant or program, these responses should be reviewed at the time of conducting eligibility for WIOA.

For more information, please see EDD Workforce Services Directive 23-07: Eligibility for State Funded Grant Programs.

REFERENCES

- WIOA Section 3(2), WIOA Section 3(36), WIOA Section 3(24), WIOA 134(c)(2)&(3), 20 CFR 680.110, 20 CFR 680.120, 20 CFR 680.130, CFR 680.600, 20 CFR 680.660
- EDD Workforce Services Directive (WSD) 23-07: Eligibility for State Funded Grant Programs (April 4, 2024)
- EDD Workforce Services Directive (WSD) 24-04: WIOA Title I Eligibility Technical Assistance Guide (September 26, 2024)

*Self-Sufficiency Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding self-sufficiency and the annual update of the U.S. Department of Labor (DOL) Lower Living Standard Income Level (LLSIL) and U.S. Department of Health and Human Services (HHS) poverty guidelines to determine low-income status as it relates to WIOA Title I program eligibility for the City of Los Angeles Workforce Development System.

BACKGROUND
The Lower Living Standard Income Level (LLSIL) and HHS poverty guidelines are used to establish low-income status for Workforce Innovation and Opportunity Act (WIOA) Title I programs. The DOL Employment and Training Administration (ETA) releases its update to the LLSIL annually. A Federal Register Notice (FRN) is published later in the year to announce the availability of the LLSIL, which is used in eligibility determinations for workforce programs. Further, HHS issues poverty guidelines to indicate the minimum income needed to meet basic needs. The guidelines are based on the Census Bureau's poverty thresholds. The January 2025 poverty guidelines are calculated by taking the 2023 Census Bureau’s poverty thresholds and adjusting them for price changes between 2023 and 2024 using the Consumer Price Index (CPI-U). The WIOA requires annual revisions to both sets of data. All Local Areas use the same poverty guidelines. However, the LLSIL identifies maximum qualifying income levels for residents in either of two broad geographic designations: metropolitan and non-metropolitan areas. Metropolitan income levels apply to residents living within Metropolitan Statistical Areas (MSA) as defined by the Office of Management and Budget. Non-metropolitan income levels apply to places with populations under 50,000.

The Lower Living Standard Income Level (LLSIL) reflects the cost of living increases for the Regions and major metro areas by calculating the percentage change in the most recent Consumer Price Index for All Urban Consumers (CPI-U) for an area then applying this calculation to each of the previous year's LLSIL figures.

Definition of Low-Income Individual and Self-Sufficiency
WIOA defines the term "low-income individual'' as one who qualifies under various criteria, including an individual in a family with total family income for a six-month period that does not exceed the higher level of the HHS poverty line or 70 percent of the LLSIL. For the purposes of WIOA, self-sufficiency means employment that pays at least 100 percent of the LLSIL as illustrated in the table below.

WIOA Section 3(36)(A) sets the criteria Local Areas must use to determine whether an individual is a low-income individual. These criteria include two sets of data: the poverty guidelines as published by HHS, and the 70 percent of the lower living standard income level as published by the DOL. Local Areas must use the higher of these two measures to establish low-income status for eligibility purposes of the WIOA Title I programs.

POLICY AND PROCEDURES
AJCC Operators/ WorkSource Centers shall use the following LLSIL and HHS Poverty Guidelines table to determine youth eligibility, eligibility of employed adults for certain services such as training eligibility, and to determine self-sufficiency.

Training services are available for individuals who, after interview, evaluation or assessment, and case management are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.

LLSIL and 2025 HHS Poverty Guidelines

The LLSIL and HHS poverty guidelines illustrated below are to be used for determining low-income status for WIOA Title I programs. WIOA program staff should use the higher of either the 70% Annual LLSIL or HHS poverty guidelines for the appropriate family size to determine low-income status and use the Annual 100% LLSIL figure to determine self-sufficiency.

70% LLSIL and 2025 Poverty Guidelines for City of Los Angeles WDS							
	Family Size						
	1	2	3	4	5	6	Each Add'l Add
70% LLSIL							
Annual	$14,107	$23,118	$31,739	$39,183	$46,236	$54,080	+$7,843
100%	$20,153	$33,025	$45,342	$55,975	$66,052	$77,257	+$11,205
HHS 2025 Poverty Guidelines							
Annual	$15,650	$21,150	$26,650	$32,150	$37,650	$43,150	$5,500
6 Months	$7,825	$10,575	$13,325	$16,075	$18,825	$21,575	$2,750

Since the income received during the six-month period immediately prior to the individual's application for WIOA funded services is used for income determination, each chart below shows the six-months, as well as the annual, figures for each family size.

REFERENCES

- EDD Workforce Services Directive (WSD) 24-02: LLSIL and Poverty Guidelines (August 20, 2024)
- Workforce Innovation and Opportunity Act (WIOA) Sections 3(36), 127(b)(2)(C), 132(b)(1)(B)(v)(IV), and 134(d)(1)(A)(x)
- https://edd.ca.gov/en/jobs_and_training/federal-lower-living-standard-income-level-and-poverty-guidelines/
- https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines

Selective Service Registration Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures for all programs and services established or receiving assistance under the Workforce Innovation and Opportunity Act (WIOA) which must comply with the Selective Service registration requirements. These requirements apply to both formula and discretionary grants awarded by the Department of Labor Employment and Training Administration under the WIOA. They do not apply to programs funded or solely authorized by the Wagner-Peyser Act.

BACKGROUND
Only those males who are subject to, and have complied with, the registration requirements of the Military Selective Service Act are eligible for participation in WIOA funded programs and services. Section 189(h) of the WIOA requires the Secretary of Labor to ensure that each individual participating in any WIOA program, or receiving any assistance under the Act, has not violated the requirements of Section 3 of the Military Selective Service Act. This section requires that every male citizen and every other male residing in the United States must register with Selective Service between their 18th and 26th birthday. This section also requires the Director of the Selective Service System and the Secretary of Labor to cooperate in carrying out these provisions.

POLICY AND PROCEDURES

Selective Service Registration Requirements
Males born on or after January 1, 1960, are required to register with the Selective Service within 30 days of their 18th birthday and up to, but not including their 26th birthday. This includes males who are:

- Citizens of the U.S.;
- Veterans discharged before their 26th birthday;
- Non-citizens, including undocumented immigrants, legal permanent residents, seasonal agricultural workers, and refugees who take up residency in the U.S. prior to their 26th birthday; and/or
- Dual nationals regardless of whether they live inside or outside of the U.S.
- For U.S. citizens, Selective Service registration is not required if the male falls within one of the following categories:
- Males who are serving in the military on full-time active duty;
- Males attending the service academies;
- Disabled males who were continually confined to a residence, hospital or institution;
- Males who are hospitalized, institutionalized, or incarcerated are not required to register during their confinement; however, they must register within 30 days after being released if they have not yet reached their 26th birthday; and/or
- Veterans discharged after their 26th birthday.
- For non-U.S. citizens, Selective Service registration is not required if the male falls within one of the following categories:
    - Non-U.S. male who entered the U.S. for the first time after his 26th birthday. Acceptable forms of supporting documentation include:
    - Date of entry stamp in his passport;
    - I-94 with date of entry stamp on it; or

  - Letter from the U.S. Citizenship and Immigration Services indicating the date the male entered the U.S. (shown along with documentation establishing the male's age).
- Non-U.S. male who entered the U.S. illegally after his 26th birthday. He must provide proof that he was not living in the U.S. from age 18 through 25.
- Non-U.S. male on a valid non-immigrant visa.

NOTE: The requirement for transsexual, transgendered, and intersex individuals to register with the Selective Service depends upon the gender recorded on their birth certificate. If an individual is recorded as a male, that individual would need to register for the Selective Service regardless of their present sexual identity (e.g. sex change from male to female). According to the Selective Service website, "[in] the event of a resumption of the draft, individuals born male who have changed their gender to female can file a claim for an exemption from military service if they receive an order to report for examination or induction."

This list of Selective Service registration requirements is not exhaustive; however, additional information regarding these requirements can be found on the Selective Service website at www.sss.gov. This website also provides a quick reference chart listing who must register at: https://www.sss.gov/Portals/0/PDFs/WhoMustRegisterChart.pdf .

Acceptable Documentation
In order to be eligible to receive WIOA-funded services, all males born on or after January 1, 1960, must present documentation showing compliance with the Selective Service registration requirement. Acceptable documentation to determine a person's eligibility for WIOA programs include:

- Selective Service Acknowledgement letter
- Form DD-214 "Report of Separation," (use only if veteran was discharged after his 26th birthday)
- Screen printout of the Selective Service Verification site:
- https://www.sss.gov/Home/Verification For males who already registered, this website can be used to confirm their Selective Service number as well as the date of registration, by entering a last name, social security number, and date of birth.
- Selective Service Registration Card
- Selective Service Verification Form (Form 3A) and/or
- Stamped Post Office Receipt of Registration

Registration Requirements for Males Under 26
Before being enrolled in WIOA-funded services, all males who are not registered with the Selective Service and have not reached their 26th birthday must register through the Selective Service website at www.sss.gov. If a male turns 18 while participating in WIOA-funded services, registration with Selective Service must be completed no later than 30 days after he becomes 18 in order to continue to receive WIOA-funded services. If a male under the age of 26 refuses to register with Selective Service, WIOA-funded services must be suspended until he registers.

Non-Registration by Males 26 and Older
Grantees, subgrantees or contractors, funded or authorized by WIOA, must establish a policy for those potential participants who are 26 or older that failed to register with the Selective Service. This policy may request either a Status Information Letter from a potential participant before making a determination of knowing and willful failure to register; or (2) initiate the process to determine if the potential participant's failure was knowing and willful without first requesting a Status Information

Letter. The second option may be preferable for entities that have time limits for enrolling participants (e.g. individuals recently released from incarceration).

Before enrolling in WIOA-funded services, all males 26 and older must provide either:

- Documentation showing they were not required to register; or
- If they were required to register, documentation establishing that their failure to register was not knowing or willful.

Individuals who did not register for the Selective Service or who cannot provide any of the documentation listed in the "Acceptable Documentation" section of this directive must obtain a Status Information Letter from the Selective Service indicating whether they are required to register. The Request for the Status Information Letter form and instructions can be accessed at https://www.sss.gov/Forms . The individual will need to describe, in detail, the circumstances that prevented him from registering (e.g., hospitalization, incarceration, military service) and provide documentation of those circumstances. The documentation should be specific as to the dates of the circumstances.

Status Information Letter

If the Status Information Letter indicates that an individual was not required to register for the Selective Service, then he is eligible to enroll in a WIOA-funded service. If the Status Information Letter indicates that the individual was required to register and did not register, he is presumed to be disqualified from participation in WIOA-funded activities and services until it can be determined that his failure to register was not knowing and willful. All costs associated with grant-funded services provided to non-eligible individuals may be disallowed.

An individual may obtain a Status Information Letter from the Selective Service if he:

- Believes he was not required to register; or
- Did register but cannot provide the appropriate documentation.

How to Determine "Knowing and Willful" Failure to Register

(Documentation and Model Questions)

If the individual was required but failed to register with the Selective Service, as determined by the Status Information Letter or by his own acknowledgement, the individual may only receive services if he establishes by a preponderance of the evidence that the failure to register was not knowing and willful. The grantee, subgrantee or contractor that enrolls individuals in WIOA-funded activities and is thereby authorized to approve the use of WIOA grant funds, is the entity responsible for evaluating the evidence presented by the individual and determining whether the failure to register was knowing and willful.

Documentation

Evidence presented may include the individual's written explanation and supporting documentation of his circumstances at the time of the required registration and the reason(s) for failure to register. The individual should be encouraged to offer as much evidence and in as much detail as possible to support his case. The following are examples of documentation that may be of assistance in making a determination in these cases:

- Service in Armed Forces. Evidence that a male has served honorably in the U.S. Armed Forces such as a Form DD-214 or his Honorable Discharge Certificate. These documents serve as evidence that his failure to register was not knowing and willful.

- Third Party Affidavits. Affidavits from parents, teachers, employers, doctors and others concerning reasons for not registering may help grantees in making determinations in cases regarding willful and knowing failure to register.
- Self-Attestation. Signed statement that explains the circumstance under which the individual's failure to register was not knowing and willful. This method of documentation may be sufficient if other forms of documentation or third-party corroboration are not available. For template, see Attachment 1 of WSD 16-18.

Model Questions

In order to establish consistency regarding the implementation of the requirement, local areas should consider the following questions as a model when determining whether a failure to register is knowing and willful.

In determining whether the failure was "knowing," authorized organizations should ask:

- Was the individual aware of the requirement to register?
- If the individual knew about the requirement to register, was he misinformed about the applicability of the requirement to him (e.g. veterans who were discharged before their 26th birthday were occasionally told that they did not need to register)?
- On which date did the individual first learn that he was required to register?
- Where did the individual live when he was between the ages of 18 and 26?
- Does the status information letter indicate that Selective Service sent letters to the individual at that address and did not receive a response?
- In determining whether the failure was "willful," authorized organizations should ask:
- Was the failure to register done deliberately and intentionally?
- Did the individual have the mental capacity to choose whether or not to register and decided not to register?
- What actions, if any, did the individual take when he learned of the requirement to register?

Finally, a participant's claim of ignorance (e.g. "I did not know…") regarding Selective Service registration requirements should not suffice as enough evidence to make a determination if his failure was knowing and willful. Ask him for more evidence to support his claim.

Results of Findings

If an authorized organization determines that an individual's failure to register with the Selective Service was not knowing and willful and the individual is otherwise eligible, services may be provided. However, if the authorized organization determines that evidence shows that the individual's failure to register was knowing and willful, WIOA services must be denied. Individuals denied services must be advised of available WIOA grievance procedures. Authorized organizations must keep documentation related to evidence presented in determinations on Selective Service.

REFERENCES

- Workforce Innovation and Opportunity Act (WIOA) (Public Law 133 – 128), Section 189(h)
- Title 50 United States Code, *Military Service Act*, Appendix 453
- Workforce Services Directive WSD 16-18, Subject: *Selective Service Registration* (April 19, 2017)

Youth Eligibility Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance to youth contractors on how to establish participant eligibility for youth enrolled under the Workforce Innovation and Opportunity Act (WIOA).

BACKGROUND
The WIOA seeks to strengthen the workforce development system through innovation, alignment, and improvement of employment training and education programs in the United States by promoting individual and national economic growth.

POLICY AND PROCEDURES
To be eligible to participate in activities carried out under WIOA during any program year, an individual shall, at the time the eligibility determination is made, be an in-school or out-of-school youth as defined below.

An **in-school youth** is defined as follows:

- attending school, including secondary and postsecondary school (as defined by State law);
- not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21;
- a low-income individual; and
- one or more of the following:
  - Basic skills deficient.
  - An English language learner.
  - An offender.
  - A homeless individual, a homeless child or youth a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
  - Pregnant or parenting (custodial and non-custodial parent including non-custodial fathers).
  - A youth who is an individual with a disability.
  - An individual who requires additional assistance to complete an educational program or to secure or hold employment.

An **out-of-school** youth is defined as:

- not attending any school (not including Title II Adult Education, Job Corps, Youth Build, high school equivalency programs, non-credit bearing postsecondary classes, dropout reengagement programs, or charter schools that provide instruction exclusively in partnership with WIOA, Federally-funded YouthBuild programs, federal Job Corps training or instruction, California Conservation Corps, or a state certified local conservation corps).;
- not younger than age 16 or older than age 24; and
- one or more of the following:
  - A school dropout.
  - A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter.

- A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is—basic skills deficient; or an English language learner.
- An individual who is subject to the juvenile or adult justice system.
- A homeless individual or a runaway.
- An individual in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
- An individual who is pregnant or parenting (custodial and non-custodial parent including non-custodial fathers).
- An individual with a disability.
- A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

The City was awarded two waivers from the DOL to increase the amount of service dollars being spent on the disconnected youth population. In-school youth enrolled under this waiver do not count against the 25 percent in-school youth enrolment and fiscal expenditures allowance. The criteria are:

- Youth between the ages of 16 and 24, and
- Living within the City of Los Angeles who are current or former foster youth or homeless/runaway youth.
- In addition to the aforementioned items, the WDB has identified the following additional eligibility requirements. Youth must be:
- A current resident of the City of Los Angeles;
- Eligible to work in the United States of America
- In compliance with Section 3 of the Military Selective Service Act (Males only)

REFERENCES

- A homeless individual as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)),
- a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)),
- a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677)
- California Education code, Title 2. Chapter 3, section 47612.1
- WIOA Section 129 (a).
- SPECIAL RULE. — For the purpose of this subsection, the term ‘‘low-income,’’ used with respect to an individual, also includes a youth living in a high-poverty area.
  - EXCEPTION AND LIMITATION. —
  - EXCEPTION FOR PERSONS WHO ARE NOT LOW-INCOME INDIVIDUALS. —
  - DEFINITION — In this subparagraph, the term ‘‘covered individual’’ means an in-school youth, or an out-of- school youth who is described in subclause (III) or (VIII) of paragraph (1)(B)(iii).
  - EXCEPTION — In each local area, not more than five percent of the individuals assisted under this section may be persons who would be covered individuals, except that the persons are not low-income individuals.
  - (B) LIMITATION — In each local area, not more than five percent of the in-school youth assisted under this section may be eligible under paragraph (1) because the youth are in-school youth described in paragraph (1)(C)(iv)(VII).

Equal Opportunity/ Complaints/ Incidents

Criminal Record Restrictions and Impact Based on Race and Nationality Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance for employers and agencies within the City of Los Angeles Workforce Development System regarding services to clients with criminal histories.

BACKGROUND
In recent decades, the number of individuals who have had contact with the criminal justice system has drastically increased. In California, it is estimated that about one in four adults now has a criminal history record which often consists of an arrest that did not lead to conviction, a conviction without incarceration, or a conviction for a non- violent crime. This increase has also led to racial and ethnic disparities which may be reflected by higher incarceration rates and by other criminal history records. Federal and state programs have devoted significant resources to reducing barriers to employment of people with criminal records in an effort to also increase public safety. In December 2017, the Mayor and Council adopted the Los Angeles Fair Chance Initiative for Hiring Ordinance. This initiative prohibits City contractors and employers inquiring about criminal history in the initial stages of the hiring process.

POLICY AND PROCEDURES
Employers and agencies within the City of Los Angeles Workforce Development System should be aware of federal, State, and local anti-discrimination laws if they choose to rely on job applicants' criminal history records to help assess potential risk to employees, customers, and business assets. Hiring policies and practices that exclude individuals with criminal records may conflict with laws which prohibit intentional discrimination on the basis of race, national origin, or other protected groups, and policies or practices that have a disparate impact on these protected groups and cannot be justified as job related and consistent with business necessity.

Policies that exclude individuals from employment or other services based on the existence of a criminal history record, and do not take into account the age and nature of an offense, or the relationship of the record to the specific job duties, are likely to unjustifiably restrict the employment opportunities of individuals with conviction histories and, due to racial and ethnic disparities in the criminal justice system, are likely to violate federal, State, or local anti-discrimination laws.
Accordingly, employers and agencies should carefully consider their legal obligations before adopting such policies. Covered entities may also wish to direct employers to the Equal Employment Opportunity Commission (EEOC) website for Reentry Myth Buster which clarifies that an arrest or conviction record will not automatically bar individuals from employment. The nondiscrimination provisions that apply to the federally assisted workforce system prohibit:

- Disparate treatment - intentionally treating members of protected groups differently based on their protected status.
- Disparate impact - the use of policies or practices that are neutral on their face but have a disproportionate impact on members of protected groups and are not job-related and consistent with business necessity.

Title VII of the Civil Rights Act of 1964, as amended applies to employers with 15 or more employees, and prohibits employment discrimination based on race, color, religion, sex, or national origin. Title VII also contains provisions that specifically address employment agency activities. Entities within the public workforce system like One-Stop Career Centers may be regarded as “employment agencies” under the law and are not permitted to:

- Print, publish, or cause to be printed, any job announcement that discriminates based on race, color, religion, sex, or national origin unless there is a bona fide occupational qualification (BFOQ) for a preference based on religion, sex, or national origin. For example, for airline pilots, mandatory retirement age requirements were allowed because safety was the primary concern and airlines could show that older pilots were significantly less safe once they reached a certain age.
- Refuse to refer an individual for employment or otherwise to discriminate against any individual based on race, color, religion, sex, or national origin.

The EEOC, the federal agency that administers and enforces Title VII, has issued guidance on the use of arrest and conviction records in employment decisions. Based on this guidance: An employer’s neutral policy (e.g., excluding applicants from employment based on certain criminal conduct) may disproportionately impact some individuals protected.

Local Laws – In December 2017, the Mayor and Council adopted the Los Angeles Fair Chance Initiative for Hiring Ordinance. This initiative prohibits City contractors and employers from inquiring about criminal history in the initial stages of the hiring process. Employers and Contractors should also be referred to the Los Angeles Chance Initiative for Hiring Ordinance No. 184652 and No. 184653.

Under the ordinance, private employers with at least 10 employees are barred from inquiring about a job applicant's criminal history until a conditional offer of employment has been made.

The "Los Angeles Fair Chance Initiative for Hiring (Ban the Box)," was signed by Mayor Eric Garcetti on Dec. 9, 2017, and went into effect on Jan. 22, 2017. The City of Los Angeles Workforce Development Board, in conjunction with the Mayor’s office, helped to fund the California Employers’ Fair Chance Hiring Toolkit designed to help employers hire ex-offenders. A copy of this can be found at http://www.rootandrebound.org/resources/ca-employers-fair-chance-hiring-toolkit/.

*Employment Service Complaint System Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides the guidance and establishes the procedures regarding the Employment Service (ES) Complaint System, including the intake of complaints involving ES regulations or employment-related law and the ES Complaint System poster. This policy applies to all partners within the America's Job Center of California℠ (AJCC) network and is effective immediately.

BACKGROUND
Under 20 CFR 658.410, the Employment Development Department (EDD) is required to establish and maintain a uniform system, known as ES, for accepting, investigating, resolving, and referring complaints through the Wagner-Peyser Act program (the federal law that established a nationwide system of public employment offices). The ES is a required partner in the AJCC network, providing labor exchange services to all job seekers and helping businesses meet their hiring needs by referring qualified workers.
The ES Complaint System manages complaints (a written, signed allegation) regarding ES regulations or employment-related law. ES regulations govern employment and include federal regulations found in Title 20 CFR Parts 651-654, and 658. Employment-Related Law(s) – Laws that relate to the employment relationship, such as those enforced by the U.S. Department of Labor's Wage and Hour Division, the California Department of Industrial Relations - Division of Occupational Safety and Health, or by other federal, state, or local agencies. It is important to note that the ES Complaint System is separate from the WIOA Grievance and Complaint Resolution Procedures (WSD18-05).

ES regulation related complaints are filed against an employer regarding a specific job a customer was referred to through the Wagner-Peyser program (i.e., through the CalJOBS system). These complaints include, but are not limited to, violation of the terms and conditions of the job order; health/safety; discrimination complaints against employer; unfair employment practices (immigration related); and complaints from individuals with disabilities. ES-related complaints can also be filed against EDD staff, policies, and/or procedures (including acts or omissions under ES regulations).

Employment-related law complaints are filed against an employer and include, but are not limited to, violations related to wages; working hours; workplace crimes; wrongful termination; contract compliance; employer-provided transportation or housing; child labor; pesticides; health/safety; discrimination; trafficking; sexual harassment, coercion, or assault. These complaints are not related to employment opportunities posted in the CalJOBS system.

The ES Complaint System does not cover complaints related to Unemployment Insurance or Disability Insurance

POLICY AND PROCEDURES
The ES Complaint System is administered by the EDD within the AJCC network. The EDD has Complaint Representatives stationed in AJCC offices throughout the state that accept and process complaints.

The ES Complaint System Poster:
To ensure information pertaining to the use of the ES Complaint System is publicized, the ES Complaint System poster must be prominently displayed in every AJCC location.

The poster publicizes the ES Complaint System and informs complainants how to file a complaint. The poster must be displayed in a prominent location in each AJCC site and must contain contact information for the local Complaint System Representative, State Monitor Advocate, and individual who oversees language access, in the designated fields. Each AJCC site must populate the poster fields with the contact information that is applicable to their office. In order to assist AJCC staff in populating the poster, the EDD created the ES Complaint System Guidance webpage. The webpage also includes a link to download the ES Complaint System Poster in various languages. This page provides AJCC sites with a link to fill out and print the ES Complaint System Poster, the contact information for the State Monitor Advocate, and a list of AJCCs with EDD Complaint Representatives. As AJCC sites without co-located EDD staff do not have an EDD Complaint Representative, the EDD created a crosswalk to connect these AJCCs to a nearby AJCC with an EDD Complaint Representative where complaints can be referred.

Procedures for Taking Complaints:
The EDD has staff that are trained to take complaints and either attempt to resolve the issue at the local level or refer the complainant to the appropriate agency for assistance. These EDD Complaint Representatives are housed in each AJCC office with co-located EDD staff. If a customer would like to file a complaint regarding the ES regulations or employment-related law, please follow the appropriate steps below:

EDD staff are co-located in the AJCC:
- Refer the customer to an EDD staff partner. The EDD staff member will connect the customer with the EDD Complaint Representative. No further action is required.

EDD staff are not co-located in the AJCC:
- Verify the AJCC site designated to take complaints from your AJCC office. This information is listed on the EDD's ES Complaint System Guidance webpage. On the webpage, go to the AJCCs with EDD Complaint Representatives section. This section will display a list of AJCC sites and their assigned AJCC office with an EDD Complaint Representative.
- Gather contact information from the complainant and refer them to the assigned AJCC office with an EDD Complaint Representative. AJCC staff have two options for completing the referral:
  - Complete the AJCC site's internal referral form.
  - Complete the EDD's Complaint/Apparent Violation form. Include the complainant's information (name, address, and telephone number), respondent's information (name, address, and telephone number), and the description of the complaint. Have the complainant sign and date the form. This form can be completed and signed electronically or in hard copy.
- Email the AJCC site's internal referral form or the EDD's Complaint/Apparent Violation form to the assigned AJCC office with an EDD Complaint Representative.
- Inform the customer the EDD Complaint Representative will contact them within three business days.

REFERENCES
- EDD Workforce Services Directive (WSD) 23-09: Employment Service Complaint System (June 4, 2024)

Incident Reporting

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The City of Los Angeles Economic and Workforce Development Department (EWDD) has established procedures whereby upon being notified or finding any suspected incidents of Workforce Investment Opportunity Act (WIOA) related fraud, abuse, or other criminal activity, EWDD notifies the Department of Labor (DOL) Employment and Training Administration (ETA) and the Office of Inspector General (OIG), the Compliance Review Office (CRO) of the Employment Development Department (EDD), the City of Los Angeles, Office of the Controller (Controller), and the Ethics Commission. This policy applies to all WIOA-funded programs of EWDD.

BACKGROUND
Per Title 20 CFR Section 683.600 and 683.620 and DOL Training Employment and Guidance Letter 2-12, Employment and Training Administration (ETA) Grant Recipient Responsibilities for Reporting Instances of Suspected Fraud, Program Abuse and Criminal Conduct (July 12, 2012), mandates that information and complaints involving criminal fraud, waste, abuse or other criminal activity must be reported immediately to the Compliance Review Office (CRO) of the Employment Development Department (EDD) and the Department of Labor's (DOL) ETA and Office of Inspector General (OIG).

EDD Directive Number WDS24-03 issued September 17,2024, supersedes WSD20-12 dated May 11, 2021, and remains in effect and applicable to WIOA funding until revised by EDD. The City's policy has been revised as necessary to align with this EDD directive.

DEFINITIONS

Emergency – A situation involving imminent health or safety concerns or the imminent loss of funds exceeding an amount much larger than $50,000.

Employee/Participant Misconduct – Actions occurring during or outside work hours that reflect negatively on the EDD or its mission including, but not limited to: conflict of interest or the appearance of conflict of interest involving outside employment, business and professional activities; the receipt or giving of gifts, fees, entertainment, and favors; misuse of federal property; and, misuse of official information and such other activities as might adversely affect the confidence of the public in the integrity of the government (29 CFR Part 0 and 5 CFR Parts 2635 and 5201) as well as serious violations of federal and state laws

Fraud, Misfeasance, Nonfeasance or Malfeasance – Any alleged deliberate action or inaction which may be in violation of federal statutes and regulations. This category includes, but is not limited to, indications of bribery, forgery, extortion, embezzlement, theft of participant checks, kickbacks from participants or contractors, intentional payments to a contractor without the expectation of receiving services, payments to ghost (fake) enrollees, misuse of appropriated funds, and misrepresenting information in official reports.

Gross Mismanagement – Actions or situations arising out of management ineptitude or oversight and leading to a major violation of statutory (such as WIOA or W-P) processes, regulations, or contract/grant

provisions. Such actions or situations have the potential to severely hamper accomplishment of program goals, waste government resources, and jeopardize future support for a particular program or project. This category includes, but is not limited to, unauditable records, unsupported costs, highly inaccurate fiscal reports or program reports, payroll discrepancies, payroll deductions not paid to the Internal Revenue Service, and lack of good internal control procedures.

Incident Referrals – The OIG refers incidents and allegations concerning ETA programs to the ETA in instances where the OIG determines that the incident report does not have investigative or audit merit.

Misapplication of Funds – Any alleged deliberate use of funds, assets or property not authorized or provided for by legislation or regulations, grants, or contracts. This category includes, but is not limited to, nepotism, political patronage, use of participants for political activity, ineligible enrollees, conflicts of interest, failure to report income from federal funds, violation of contract/grant procedures, and the use of federal funds for other than specified purposes. An incident report should be filed when there appears to be an intent to misapply funds rather than merely for a case of minor mismanagement. It should be noted that there are some exceptions related to nepotism for the Indian and Native American programs, as described in 20 CFR Section 684.630(d).

Subrecipient - a non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program but does not include an individual that is a beneficiary of such program. A subrecipient may also be a recipient of other federal awards directly from a federal awarding agency. (Uniform Guidance Section 200.93)

Contractor - an entity that receives a contract as defined in 200.22 Contract. (Uniform Guidance Section 200.23)

Subaward - an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract. (Uniform Guidance Section 200.92)

POLICY AND PROCEDURES

<u>First Tier Reporting – (Subrecipient/Workforce Development Board, City of Los Angeles</u>

As per EDD Directive number WSDD-208 (in effect till revised), all subrecipients that receive WIOA funds shall promptly report to the CRO, all allegations of WIOA-related fraud, abuse, and other criminal activity. The CRO is required to immediately report the allegations through the DOL's Incident Reporting System to the OIG with a copy simultaneously provided to the ETA. In addition to submitting allegations to the CRO, subrecipients may also report allegations directly to the OIG..

"Each subrecipient shall establish written incident reporting procedures to prevent and detect fraud, abuse, and criminal activity. These procedures must include the reporting process to ensure that the OIG and ETA are informed. CRO is notified immediately of any allegations of WIOA-related fraud, abuse, or criminal activity. Internal procedures must be in writing and include the designation of a person on the subrecipients' staff who will be responsible for such notifications."

Proof of this notification must be maintained in the funding entity's files. Subrecipients detecting the presence or appearance of fraud, abuse or other criminal activity must obtain sufficient information to

provide a clear concise report of each incident. Reports must include a statement of all facts, known at the time, as well as any known or estimated loss of WIOA funds resulting from the Incident. It is important that an initial report be made to the CRO within one working day of the detection of the incident. The submission of an Incident Report (IR) should not be delayed, even if all facts are not readily available. Any facts subsequently developed by the subrecipient are to be forwarded in a supplemental IR. Reporting procedures do not supersede the responsibility for subrecipients to safeguard WIOA funds by taking prompt and appropriate corrective action when any evidence of a violation of WIOA or its implementing regulations is found.

The Workforce Development Board (WDB), City of Los Angeles is a subrecipient referenced in EDD Directive WSDD-208. The City of Los Angeles, Workforce and Economic Development Department (EWDD) is the administrative entity for the WDB. EWDD maintains internal procedures in writing, to gather, respond/report and resolve complaints and/or any allegations of WIOA-related fraud, abuse, or criminal activity. EWDD enforces EDD Directive number WSDD-208 by requiring subrecipient contractors to comply with required reporting.

Second Tier Reporting – Contractor(s)/WorkSource Center & YouthSource Center Operators
EWDD issued WDS Directive No. 20-18; Incident Reporting, dated February 20, 2020, which provides procedures for reporting incidents, including but not limited to criminal fraud, criminal abuse or other criminal activity, and noncriminal complaints, such as waste of WIOA funds, to the Economic and Workforce Development Department (EWDD), Compliance Review Office (CRO) of the Employment Development Department (EDD) and the Department of Labor's (DOL) Office of Inspector General (OIG).

The City's Contractors are advised by EWDD that all recipients of WIOA funds have the responsibility to be alert for, and report, any suspected instances of fraud, abuse, or other criminal activity, or non-criminal activity, including gross waste of funds, mismanagement, and dangers to the public health or safety committed by staff, contractors or program participants. In addition, all "lower tier subrecipients", (i.e. Workforce Development System Contractors) have the responsibility to report all suspected incidents of WIOA related fraud, abuse, or other criminal activity immediately within one workday of detection or discovery of information alleging fraud, abuse or criminal activity involving WIOA funds to the Compliance Review Office (CRO) of EDD and their funding agency, EWDD. Additionally, Contractors are required to bring WDS Directive No. 20-18 to the attention of all WorkSource/YouthSource Center staff by providing a copy of the directive to all staff funded by WIOA and for them to also acknowledge receipt of the Directive by signing an acknowledgement receipt (See Exhibit I).

REPORTING PROCEDURES
Upon receiving information reporting suspected incidents of WIOA related fraud, abuse or other criminal activity, the detecting entity shall prepare a written Incident Report. The report must be submitted on the Incident Report form, which can be found as an Attachment C to TEGL 2-12 (PDF), or a similar document containing the requested information to the CRO through one of the following methods:

Report IR submission information to the CRO through one of the following methods:
Mail:
State of California - Employment Development Department
Compliance Review Office
Compliance Resolution Unit
P.O. Box 826880, MIC 22
Sacramento, CA 94280-0001

Email: PACBROIncidentReports@edd.ca.gov

Reporting Incidents to the OIG:

Submit in two steps:
1. Complete the relevant fields on the OIG Hotline Portal. (www.oig.dol.gov/hotlinecontact.htm)
2. Send a copy of the incident report, including screenshots or photos of the three OIG Hotline Portal screens to ETAIncidentReporting@dol.gov.

Note – The OIG Hotline Portal should not be used for resolving employee grievances, Equal Employment Opportunity complaints, labor disputes, or other personnel concerns.

If Internet access is not available, incidents can be reported to the OIG through the following hotlines:
• Toll-free hotline 1-800-347-3756
• Non-toll-free hotline 1-202-693-6999

While all incidents should be reported as soon as possible, situations involving imminent health or safety concerns, or the imminent loss of funds exceeding an amount larger than $50,000 are considered emergencies and must be immediately reported to the OIG and ETA no later than one working day after the emergency discovery.

In instances where the OIG determines that the incident report does not have investigative or audit merit, the incident report will be referred to the ETA for resolution. The ETA will either forward the incident report to the EDD Compliance Review Office (CRO) to research and report back, or the ETA will work with the CRO to analyze and report on the incident.

Report IR Submission Information to:
City of Los Angeles Economic and Workforce Development Department:
Equal Employment Opportunity Section
444 South Flower Street, 14th Floor
Los Angeles, CA 90071
Attn: EO Compliance Officer
Tel: (213) 744-9351

Allegations considered to be of an emergency nature may be reported by telephone to the Compliance Resolution Office Supervisor at 1 (916) 654-8354 and by calling the OIG Hotline at 1 (800) 347-3756 **followed immediately thereafter by a written report**.

REFERENCES

- Title 20 Code of Federal Regulations (CFR) Sections 683.600 and 683.620
- EDD Directive Number WSDD-208 dated February 7, 2020
- EDD Directive Number WSD24-03 dated September 17, 2024

Attachments:
Exhibit I – Acknowledgement of Responsibility to Report All Suspected or Proven WIOA Related Fraud, Abuse or other Criminal Activity, or Non-Criminal Activity

Exhibit I – Incident Reporting

ACKNOWLEDGEMENT OF RESPONSIBILITY TO REPORT ALL SUSPECTED OR PROVEN WIA/WIOA RELATED FRAUD, ABUSE, OR OTHER CRIMINAL ACTIVITY, OR NON-CRIMINAL ACTIVITY.

I, _____, understand that as an employee
Name (Print)

who is being paid with (Workforce Investment Opportunity Act (WIOA) funding, I have the responsibility to report all suspected or proven WIOA related fraud, abuse, or other criminal activity, or non-criminal activity including gross waste of funds, mismanagement, and dangers to the public health or safety immediately, or within one working day of detection of the incident, to the Office of the Inspector General of the U.S. Department of Labor, Compliance Review Office of the State Employment Development Department, Workforce Development System, EWDD and declare that I have received a copy of the Economic Development Department, WSD Directive No. 20-12 (dated May 11, 2021) regarding Incident Reporting.

Signature:_____ Date Signed_____

WorkSource/YouthSource Center:_____

Nondiscrimination and Equal Opportunity Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the City of Los Angeles Workforce Development Board's (WDB) policy on the nondiscrimination and equal opportunity procedures for the Workforce Innovation and Opportunity Act (WIOA) Title I financially assisted programs or activities, and to ensure that all AJCC operators are responsible for complying with all provisions of Federal, State, and City of Los Angeles Equal Opportunity and Nondiscrimination regulations.

BACKGROUND
Compliance with Federal Equal Opportunity and Nondiscrimination Laws
In administering all aspects of the WIOA and providing employment and training services under the Act, the WDB and WIOA Title I contractors are responsible for complying with all provisions of Federal equal opportunity and nondiscrimination laws including, but not limited to, the following:

- Title VI of the Civil Rights Act of 1964;
- Title VII of the Civil Rights Act of 1964;
- The Age Discrimination Act of 1964, as amended;
- Title IX of the Education Act of 1972;
- Section 504 of the Rehabilitation Act of 1973;
- Pregnancy Discrimination Act of 1978;
- The Americans with Disabilities Act of 1990, as amended;
- Executive Order 13166 of 2000;
- Section 188 of the WIOA (29 CFR 38)
- Fair Employment and Housing Act, Government Code, Section 12900-12996
- Dymally-Alatorre Bilingual Services Act (DABSA), Government Code, Section 7290-7299.8.

Section 188 of the WIOA (final rule became effective January 3, 2017) provides the framework for the nondiscrimination and equal opportunity portions of the Act. Each State is required to establish a Nondiscrimination Plan, and outline how the State plans to ensure compliance with the Nondiscrimination and Equal Opportunity Regulations of Section 188 of the WIOA.

DEFINITION
A WIOA ***recipient*** is any entity to which financial assistance under the WIOA Title I is extended, either directly from the Department of Labor (DOL), through the Governor, or through the Local Area, but excluding the final beneficiaries. One-Stop partners are treated as recipients and are subject to the nondiscrimination and equal opportunity requirements of 29 CFR 38 to the extent they participate in the One-Stop delivery system.

POLICY AND PROCEDURES
The City of Los Angeles WDB is committed to complying with the provisions of the Nondiscrimination Plan. Most of the requirements have been extended to the contractor level.

The provisions of the Nondiscrimination Plan include:

- Designation of an Equal Opportunity Officer

The City of Los Angeles WDB has designated an EO Compliance Officer. Each WorkSource and YouthSource Center must designate an EO Complaints Officer, who is responsible for handling complaints, and who is the lead individual in ensuring the Center is in compliance with nondiscrimination regulations. This individual is expected to provide training for the Center staff. The EO Complaints Officer will be the lead person in organizing the annual EO site visit.

Each EO Complaints Officer will be required to attend periodic trainings. Attendance at these trainings will be a factor in the annual Performance Evaluation.

- Notice and Communication
  Initial and continuing notice must be provided by the WorkSource and YouthSource Centers that they do not discriminate on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including Limited English Proficient (LEP)), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I financially assisted program or activity.

The required notices must be:

- posted prominently;
- included in employee and participant handbooks;
- provided to each participant, and a copy with the participant's signature must be kept in the file;
- be provided in alternate formats as needed;
- be provided in other languages as needed.

During each participant orientation, as well as new employee orientation, the WorkSource and YouthSource Centers must include a discussion of rights and responsibilities under the nondiscrimination and equal opportunity provisions of the WIOA Section 188, including the right to file a complaint of discrimination. This information must be communicated with appropriate languages and in formats accessible for persons with disabilities.

Each participant and employee must acknowledge receipt of the required notices on the receipt form provided by the Local Area (no other forms are allowed). All WorkSource and YouthSource Centers are required to include the following **unaltered** taglines on all forms of media:

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

The wording above **must be used verbatim**. If the flier is for a specific event, such as a job fair, additional information can be added on requesting a reasonable accommodation.

These taglines must be included on fliers, brochures, letterhead, and websites that promote WIOA funded services. When the print media or website provides a telephone number, a TTY phone number must be listed as well.

These notices must be provided in languages other than English where the number of individuals whose native language other than English is being served is "substantial." Centers must be prepared to offer Limited English Proficient (LEP) customers meaningful access to programs, services, and information.

1. Assurances
   The nondiscrimination assurances must be contained in all contracts, cooperative agreements (MOUs), individual training account (ITA) contracts, and policies and procedures. The nondiscrimination assurance must state that the parties to the agreement will "comply fully with the nondiscrimination and equal opportunity provisions of WIOA." It is the responsibility of the WorkSource or YouthSource Center to inform their partners and training providers as to the WIOA Complaint Procedures.

2. Universal Access
   It is the responsibility of each WorkSource and YouthSource Center to develop and implement an outreach plan to solicit participation by a wide cross-section of the community. In particular, this outreach plan should address:
   a. LEP individuals: the needs of each community should be identified, and outreach may need to be performed in multiple languages;
   b. Persons with Disabilities
   c. Persons of both sexes, various racial and ethnic groups, and various age groups.

   The City of Los Angeles WDB has appointed an LEP Coordinator and each WorkSource and YouthSource Center must designate an LEP Coordinator. This staff member should identify all bilingual staff members (including onsite partners), and share this knowledge with all staff. This information should be shared with all staff members so they can quickly guide an LEP customer to a staff member who can assist the individual in their native language. The designated LEP Coordinator will be required to attend periodic trainings. Attendance at these trainings will be a factor in the annual Performance Evaluation.

3. Obligation not to Discriminate on the Basis of Disability
   All WIOA Title I financially assisted programs must not discriminate against persons with a disability based on the disability. The City of Los Angeles has appointed a Disability Resource Coordinator, and each WorkSource and YouthSource Center must designate a Disability Coordinator. This staff member should develop expertise in serving persons with disabilities, including the Ticket to Work program, and should share this knowledge with all staff members. All WorkSource and YouthSource Centers must provide reasonable accommodations to participants with a known disability upon request. All Centers must ensure that services to persons with disabilities are provided in the most integrated setting. All Centers must provide for equally effective communication for those who are deaf, hard of hearing, or speech impaired.

   All WorkSource and YouthSource Centers must be physically accessible to persons with disabilities, and in compliance with the Americans with Disabilities Act Architectural Guidelines (ADAAG) as well as Title 24 of the California Building Code. Additionally, all WorkSource and YouthSource Centers must strive to be programmatically accessible, by providing materials in alternate formats, and providing assistance as needed.

4. Data Collection
   All WorkSource and YouthSource Centers are required to collect and input demographic data on their customers, utilizing CalJOBS^{SM}. This data includes:
   a. Race/Ethnicity
   b. Sex
   c. Age

d. Disability Status, (where known)
e. Limited English Proficiency
f. Preferred Language

This information must be kept confidential; customers should be advised the information will be handled as confidential.

Any medical or disability-related information obtained about a particular individual, including information that could lead to the disclosure of a disability, must be collected on separate forms. All such information, whether in hard copy, electronic, or both, must be maintained in one or more separate files, apart from other information about the individual, and treated as confidential. These files must be secured and locked.

5. Monitoring
All WorkSource and YouthSource Centers are required to perform periodic monitoring of any and all subrecipients, including ITA vendors. A case manager should visit the school at least once during the training, and notate in the case notes. For subrecipients, a written record of monitoring visits should be kept.

All WorkSource and YouthSource Centers are expected to cooperate fully with the EO Compliance Unit during EO site visits.

6. Complaint Procedures
All WorkSource and YouthSource Centers must follow the City of Los Angeles' Complaint Procedures. A copy of these procedures must be given to each participant at Orientation, and a signed receipt retained in the participant file.

WorkSource and YouthSource Centers are not allowed to alter or amend the Complaint Procedures; they must utilize them as published.

WorkSource and YouthSource Centers are expected to fully cooperate with the EO Compliance Unit during the processing of a complaint. They are also expected to cooperate with other agencies, such as the Department of Labor, Equal Employment Opportunity Commission, and the Employment Development Department.

7. Corrective Actions and Sanctions
If a WorkSource or YouthSource Center is in violation of these regulations, a Corrective Action Plan may be created. If the Center fails to meet and maintain compliance standards, sanctions may be levied.

REFERENCES

- Training and Employment Guidance Letter (TEGL) 05-23: Complying with Nondiscrimination Requirements: Discrimination Based on Actual or Perceived Religion, Shared Ancestry, or Ethnic Characteristics are Prohibited Forms of Discrimination in the Workforce Development System (November 3, 2023)
- WSD17-05 - Oversight and Monitoring of Nondiscrimination and EO Procedures (August 29, 2017)
- WSD17-01 - Nondiscrimination and Equal Opportunity Procedures (August 1, 2017)
- Section 188 of WIOA
- Title VI of the Civil Rights Act of 1964

WIOA Grievance and Complaint Procedures

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The principles and procedures set forth in this WIOA Title I Complaint Resolution Procedure shall be used by all WorkSource and YouthSource Centers, and subcontractors with the City of Los Angeles to resolve complaints which arise in connection with programs operated under the WIOA Title I grant funded programs.

BACKGROUND
The City of Los Angeles, Workforce Development Board (WDB), hereby establishes this Workforce Innovation and Opportunity Act (WIOA) Complaint Resolution Procedure pursuant to Title 20 CFR Section 683.600-683.650, [Subpart F—Grievance Procedures, Complaints, and State Appeals Processes]; and, Title 29 CFR Part 38, [Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act]. The City's Workforce Innovation and Opportunity Act, WIOA, Title I programs are administered by the Workforce Development Division (WDD) of the Economic & Workforce Development Department (EWDD).

POLICY AND PROCEDURES
Retaliation Prohibition
No person, organization or agency may discharge, or in any other manner discriminate or retaliate against any person, or deny any person a benefit to which that person is entitled under the provisions of the WIOA Title I regulations because such person has filed any complaint, instituted or caused to be instituted, any such proceeding or investigation, or has provided information or assisted in an investigation.

Confidentiality
The identity of any person who has furnished information relating to, or assisting in, the investigation of a possible violation of the Act shall be confidential to the extent possible, consistent with a fair determination of the issues.

In any case where the alleged violation of the Act or WIOA Title I regulations is also an alleged violation of another law, regulation or agreement, nothing shall preclude an individual or an organization from filing a complaint or grievance under the other law or agreement with respect to the non-WIOA Title I cause of action, as well as filing a complaint under the WIOA Title I in accordance with the procedures described herein.

Time Frames
All time frames specified in these procedures refer to consecutive calendar days including weekends and holidays. *When the time frame stated refers to a receipt of notice mailed certified return receipt requested, the time frame shall commence when the Postal Service first attempts delivery; (i.e., leaves a notice). It is the responsibility of all parties to pick up mail in a timely manner.*

"Complaint" means a written expression by a party alleging a violation of the Act, regulations promulgated under the Act, recipient grants, sub-agreements, or other specific agreements under the Act.

WORKSOURCE/YOUTHSOURCE CENTER COMPLAINT REQUIREMENTS

Each of the designated WorkSource/YouthSource Centers has the duty and responsibility to ensure that the WorkSource/YouthSource Agency is in compliance with the provisions of the WIOA complaint resolution procedure and shall work cooperatively with the City of Los Angeles' designated EO Compliance Officer to process all complaints filed with their agency involving WIOA Title I funded participant activities.

All recipients and subrecipients of WIOA Title I funds must make reasonable efforts to ensure their policies and corresponding information will be understood by affected participants and individuals, including youth and individuals with limited English proficiency. These efforts must comply with the language requirements of Title 29 CFR Section 38.9.

Local Areas must provide a copy of the local grievance and complaint procedures to each participant. These procedures must include the following:

- Notification that the participant has the right to file a grievance or complaint at any time within one year of the alleged violation.
- Instructions and timelines for filing a grievance or complaint.
- Notification that the participant has the right to receive technical assistance from the Local Area in filing the grievance or complaint.
- Notification that the participant may file an appeal or request a separate review by EDD if they experience an incident of restraint, coercion, or reprisal as a result of filing a complaint.

The local grievance and complaint procedures must be posted in a public location and made available to any interested parties or members of the public.

Local Areas and WorkSource/YouthSource Centers (Centers) have the responsibility to provide technical assistance to complainants, including those filing grievances or complaints against the Local Area or Center. Technical assistance includes, but is not limited to, providing instructions on how to file a complaint, and providing copies of relevant documents such as the WIOA, federal regulations, state laws and regulations, local procedures, and/or contracts. This does not require Local Areas or Centers to violate any rule of confidentiality or provide legal advice.

Orientation

At Orientation, each participant in the WIOA Title I program will be provided with a copy of the Summary of the WIOA Complaint Resolution Procedure. Each participant will sign a receipt indicating that he or she has received the complaint information and that receipt, along with a copy of the Summary of the Complaint Procedures, shall be maintained in the participant's file. This information shall be provided in other languages and in electronic format upon request.

These procedures will be available for use by all individual entities, including unsubsidized employees in an employment activity operating with WIOA Title I funds, participants in an employment activity operated with WIOA funds, subcontractors of WDB, entities and individuals that are applicants for WIOA program funding, labor unions, community-based organizations, education agencies, private employers and other interested parties.

TYPES OF COMPLAINTS COVERED UNDER WIOA

There are four distinct procedures for filing WIOA complaints. The WIOA Complaint procedures cover the following types of complaints:

1. **Program Complaint (Noncriminal)**

2. **Discrimination Complaint**
3. **Questioned/Disallowed Costs Complaint**
4. **Fraud, Waste and Abuse [20 CFR Part 683, Subpart B, Administrative Rules, Costs, and Limitations]**

Program complaint issues covered by the WIOA are:
Displacement [§683.270 & §680.840]
A participant in a program or activity authorized under Title I of WIOA must not displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of the date of the participation). Where an employment activity would violate a collective bargaining agreement, the regulations provide that the appropriate affected labor organization and employer must provide written concurrence before the employment activity can be undertaken. The employment or assignment of a WIOA participant or the filling of a position is prohibited when the employer has terminated any regular, unsubsidized employee or otherwise reduced its workforce with the intent of filling the vacancy with a WIOA participant. A WIOA participant may not be employed or assigned to a position where the employer has caused an involuntary reduction to less than full time in hours of an employee in the same or substantially equivalent job.

Health and Safety [§683.280]
Health and safety standards established under the Federal and State Law otherwise applicable to working conditions of employees are equally applicable to working conditions of participants engaged in programs and activities under Title I of the WIOA.

Workers' Compensation: To the extent that workers' compensation law applies, workers' compensation must be provided to participants in programs and activities under Title I of the WIOA **on the same basis as the compensation provided to other individuals in similar employment.**

NOTE: In the case of a complaint alleging a violation of health and safety standards by a contractor (employer), the contractor will be required to demonstrate its compliance with State and Federal regulations governing health and safety requirements for that industry [e.g., CAL/OSHA certification].

Wage and Labor Standards [§683.275 & §684.920]
Individuals in On-The-Job training or employed in activities under Title I of the WIOA must be paid at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience and skills. Such rates must be in accordance with applicable law [Fair Labor Standards Act of 1938, Section 6(a)(1) 29 U.S.C. 206(a)(1) or applicable State or local minimum wage law].

Violation of the Act, grant or agreement (including retaliation), [WIOA Section 188(a)]:
Terms and conditions of WIOA participant employment (On-the-Job Training, Customized Training, Work Experience):

Complaints filed under this section relate only to the terms and conditions of WIOA **participant** employment. Typical complaints under this section include disputes over wages or working hours, working conditions, employee and/or training evaluations and disciplinary actions, including termination for cause. The responsibility for resolving the complaint rests initially with the employer and/or contractor.

Discrimination Complaints [WIOA Section 188, 29 CFR Part 38]
All complaints received by the EO Compliance Unit are documented on a continuous basis and provided to the EWDD Workforce Development System (WDS). This information will be included in the Annual WDS evaluation process and is provided to the Workforce Development Board (WDB) every year. This information, however, will not be utilized by the WDS in the evaluation of WorkSource/YouthSource Centers.

Information to be reported:

- Number of complaints from each WorkSource/YouthSource Center
- Category of complaint: WIOA Complaint, Customer Service Issue, or Other Complaint (non-WIOA)

The collected data is provided to the Workforce Development Division (WDD) by the end of the second week of September on an annual basis.

PROGRAM COMPLAINTS: WIOA TITLE 20 CFR §683.600 (Subpart F)
These procedures will guide the receipt, hearing and resolution of noncriminal complaints filed at the City of Los Angles WDB level for complaints relating to WIOA programs and services.

- Only a complaint which alleges a violation of the WIOA, regulations promulgated under the Act, recipient grants, sub-agreements, or specific agreements under the Act, including terms and conditions of **participant** employment, may be filed.
- Complaints may be brought by any individual or organization including, but not limited to: WIOA applicants/participants, contractors, collaborators, vendors (ITA's), staff of the WDB or contractors, applicants for participation or financial assistance, labor unions, community-based organizations or any other interested persons.
- With the exception of complaints alleging fraud or criminal activity, the filing of a noncriminal complaint must be made within one (1) year of the alleged occurrence.
- A complainant who has not exhausted this procedure may appeal directly to the Governor's Office if the WDB has not rendered a decision within the 60 days of the filing of the complaint specified in the procedures, if the complainant believes the WDB's complaint procedure is not in compliance with the WIOA.

FILING OF A WIOA COMPLAINT:
Per WIOA regulations, every complaint must be in writing before the official complaint resolution process will commence. The complaint must be signed and dated. *A written complaint may be submitted via facsimile or scanned and sent as an e-mail attachment.*
The complaint must contain the following information:

- The full name, mailing address and telephone number of the Complainant;
- The full name, mailing address and telephone number of the Respondent;
- A clear and concise statement of the facts and dates describing the alleged violation(s);
- The provisions of the Act, regulations, grant or other agreements under the WIOA believed to have been violated. Complaints against individuals, including staff or participants, must indicate how those individuals did not comply with the WIOA law, regulation, or contract;
- Complaints may be amended to correct technical deficiencies at any time up to the time of the hearing. Complaints may not be amended to add new issues. The one (1) year time period in which a complaint may be filed is not extended for complaints that are re-filed with amendments. Complaints may be withdrawn at any time prior to the issuance of the hearing officer's decision;

- The remedy to the complaint which would satisfy the Complainant; If the Complainant fails to cooperate or is unavailable, the complaint may be dismissed upon reasonable notice to the last known address of the Complainant;

It is the responsibility of both the Complainant and the Respondent to notify the City of Los Angeles' EO Compliance Unit of any change of address.

LEVEL ONE — FILE WITH THE WORKSOURCE/YOUTHSOURCE CENTERS

- The WorkSource Center/YouthSource Center receiving WIOA funds through the Workforce Development Division grant programs agree to adopt the City of Los Angeles' WIOA Complaint Resolution procedures.
- It is the policy of the City of Los Angeles, WDB, that complaints under WIOA should be resolved at the lowest level possible. Therefore, under the City of Los Angeles' WIOA complaint resolution procedures, complaints filed under the WIOA (with the exception of those complaints involving allegation(s) of discrimination) must first be filed with the designated EO Complaints Officer at the WorkSource/YouthSource Center level.
- The WorkSource/YouthSource Center must notify the City WDB within 24 hours of the receipt of a written WIOA complaint. The notification should be sent to:

  City of Los Angeles
  Economic & Workforce Development Department
  444 South Flower Street, 14th Floor
  Los Angeles, CA 90071

  Attn: Richard Cheng, EO Compliance Officer
  TTY: 711
  E-Mail: Richard.Cheng@LACity.Org

- The City of Los Angeles, WDB, reserves the right to intervene in the processing of any WIOA complaint at the informal resolution stage in order to assist in resolution, clarify the issues, provide technical assistance, conduct the informal resolution meeting or schedule a hearing before an impartial hearing officer in order to ensure due process and compliance with the 60 day time limit required for resolution pursuant to the WIOA regulations.
- The WorkSource/YouthSource Center has ten (10) days from the receipt of the written complaint to schedule and conduct an informal complaint resolution meeting at the WorkSource/YouthSource Center level.
- After the complaint is accepted, the Complainant will be notified by the WorkSource/YouthSource Center, in writing, of the date, time and place of the informal resolution meeting. At the informal resolution meeting an attempt to resolve the complaint will take place. Respondents must make "good faith" efforts to resolve all complaints prior to scheduling an administrative hearing in the matter.
- Failure on the part of any party in the complaint to exert good faith efforts shall not constitute a basis for dismissing a complaint, nor shall this be considered to be a part of the facts to be judged in the resolution process. The WDB or sub-grantees must assure that every complaint not resolved informally is given a formal hearing, regardless of the complaint's apparent merit or lack of merit.
- In the event of an informal resolution of the WIOA complaint at the WorkSource/YouthSource Center level, the WorkSource/YouthSource Center will provide a written settlement agreement to the Complainant which describes the issues, provides the date of the informal resolution

meeting, the attendees, and the terms of the agreement which has been reached by the parties as full and complete settlement of the complaint. The written agreement will be signed by the Executive management or their authorized representative and the Complainant. A copy of the signed settlement agreement will be maintained in the Complainant's participant file, in the complaint log of the WorkSource Center and at the WDB level for audit purposes. A copy of the signed settlement agreement will be faxed to the City WDBEO Compliance Unit within 24 hours.

- If no resolution is reached, the Complainant will be notified immediately in writing of the impasse and his/her right to request an administrative hearing. The WorkSource/YouthSource Center will also mail a copy of the notice of impasse certified mail return receipt requested. The request for administrative hearing must be made in writing; it may be transmitted by facsimile or e-mail.

Individual Training Account (ITA) Complaint Procedures

A. Denied Training Complaint Procedures

Should a participant be dissatisfied with a denial of request for training, the participant may request a WorkSource/YouthSource Center (WSC/YSC) ITA Panel review. A participant's request for WSC ITA Review Panel must be made within five (5) working days of the notification of the denial of the request for training. The WSC ITA Review Panel will **only** review requested training denial that is determined not to be in a demand occupation, or on issues relating to the assessment process. Denial based on training requests exceeding maximum limit ($7,500 for 12 months technical training) is reviewed on a case-by-case basis.

The WSC ITA Review Panel will be comprised of staff with decision-making authority and business members with industry-specific knowledge of technical skill sets. The panel should establish a written policy formulating the procedures the panel will follow in reviewing training denials.
The WSC ITA Review Panel must complete its review within five (5) working days of the request for review. The decision of the WSC ITA Review Panel must be made in writing and be included in the participant's file. The WSC must notify the participant and the City WDBEO Compliance Unit of a panel denial. The WSC also must notify the participant of the right to request a review by the City WDB within five (5) days of the notification of denial.

The complaint must be in writing, signed and dated; and addressed to the City of Los Angeles Economic & Workforce Development Department at the address provided above.

B. Individual Training Accounts (ITA) Program Complaint Procedures

Participants who have program complaints while attending training must file their complaint with the WorkSource Center's EO Complaints Officer. The WorkSource Center shall maintain procedures for resolving disputes involving ITA participants in accordance with the requirement of the WIOA and City WDB Complaint Procedures. The WorkSource Center must forward a copy of a complaint filed with them against an ITA provider school to the City WDB within 24 hours of the receipt of a written WIOA complaint.

ITA Program Complaints, including claims that the training received at the ITA vendor school was incomplete or deficient, are handled by the WorkSource Center's EO Complaints Officer in accordance with the WIOA Complaint Procedures. The WorkSource Center shall have ten (10) days from the date of the receipt of the written complaint to schedule and conduct an informal resolution meeting with the participant and, if applicable, the ITA training provider in order to resolve the complaint informally. The WorkSource Center will then memorialize in writing the outcome of the informal resolution meeting to

resolve the complaint. The WorkSource Center will provide the Complainant with a written copy of the outcome (i.e., settlement agreement, a statement of impasse) within five (5) days of the informal resolution meeting.

ITA complaints alleging discrimination are to be filed with the City of Los Angeles WDBEO Compliance Unit.

Participants' Terms & Conditions of Employment Complaints (OJT)

Each WorkSource/YouthSource Center is required to establish procedures for resolving complaint matters relating to the terms and conditions of **participant** employment. In addition, third party contractors (OJT/Customized Training) are also required to establish and maintain procedures for resolving disputes involving the terms and conditions of **participant** employment. At a minimum these procedures must include the following:

- Written notice, upon enrollment into employment or training programs, of the scope and availability of such procedures. Contractors' complaint procedures shall be set forth in a written document and shall stipulate that a complaint will be resolved within 20 days of the date the complaint was filed. A copy of the contractors'/OJT employers' complaint resolution procedure shall be provided to each participant upon his/her enrollment into the program and at the time of placement into the job.
- Written notice, at the time the complaint is filed, of the procedures under which the complaint will be processed.
- Written notice to the City WDBEO Compliance Unit of the complaint within 24 hours of receipt of the written complaint.
- Written notification of the disposition of the complaint, and the reasons therefore, which shall be issued within 25 days of the filing of the complaint. *If the employer is required to use a certain grievance procedure under a covered collective bargaining agreement, then these procedures should be followed for the handling of the WIOA complaints under this Section.*
- Written notification of the Complainant's right to request a review of the WorkSource Center or third party contractor's decision by the City of Los Angeles Economic & Workforce Development Department. Such requests for review must be filed within five (5) days upon the receipt of the contractor's written decision. The request for review shall include the following information:

  - ❑ The full name, telephone number and mailing address of the party requesting the review;
  - ❑ The name, address and telephone number of the other party;
  - ❑ A copy of the written decision issued by the employer and/or WIOA contractor;
  - ❑ A statement of why the request for review is being made and/or the section of the decision to be reviewed;
  - ❑ A statement of the relief (i.e., remedy) being sought.

Requests for review should be sent to:

City of Los Angeles
Economic & Workforce Development Department
444 South Flower Street, 14th Floor
Los Angeles, CA 90071
Attn: Richard Cheng, EO Compliance Officer

TTY: 711
E-Mail: Richard.Cheng@LACity.Org

LEVEL TWO — REVIEW BY THE CITY OF LOS ANGELES WDB

If an informal resolution cannot be reached at the WorkSource Center level, the Complainant may request that an administrative hearing be scheduled before an impartial hearing officer. Request for an administrative hearing at the WDB level should be made within five (5) days of the Complainant's receipt of the written decision at the WSC level that an impasse has been reached in settling the complaint matter. This request can be transmitted by facsimile or e-mail. The request should be sent to the City of Los Angeles' Economic & Workforce Development Department at the address above.

- If time permits and the parties agree, the WDB may conduct an informal resolution meeting prior to scheduling the hearing.
- Prior to the hearing, the Complainant may amend his/her complaint to correct technical deficiencies but not to add issues. The amendment must be submitted in writing to the City of Los Angeles' EO Compliance Officer at the address given above.
- Prior to the hearing, the Complainant and Respondent are entitled to technical assistance from the City WDB EO Compliance Unit. However, the City WDB EO Compliance Unit *cannot provide legal advice*.
- Prior to the hearing, the Complainant and Respondent are entitled to reasonable discovery requests for production of documents by the date specified in the notice of administrative hearing. In the event of a dispute, the hearing officer shall make the final determination of reasonable request for document production.
- Prior to the hearing, the Complainant and Respondent are entitled to request witnesses by the date specified in the notice of administrative hearing. Please note that the City WDB *does **not** have subpoena power* in these matters. Neither the Complainant nor the Respondent has the right to conduct a deposition of prospective witnesses.
- The recommendation(s) of the hearing officer are reviewed by the General Manager, Economic & Workforce Development Department. The General Manager may adopt or reject, in whole or in part, the findings and/or recommendation(s) of the hearing officer and will render the Final Determination for the City of Los Angeles Local Workforce Development Area (WDB) within 60 days of filing of the complaint.

ADMINISTRATIVE HEARING [For Both Program & Discrimination Complaints]

- The administrative hearing will be conducted by an impartial hearing officer who has been appointed by the General Manager, Economic & Workforce Development Department.
- Hearings on any complaint will be conducted within 30 days of the filing of the complaint.
- Within ten (10) days of the hearing, written notice of the date, time and place of the hearing, the manner in which it will be conducted, the issues to be decided and the rights of the parties will be sent to the Complainant and Respondent(s) by Certified Mail/Return Receipt Requested.
- Interested parties may also apply for the notice of hearing by contacting the EO Compliance Office. An interested party is defined as a person or organization potentially affected by the outcome. The notice to other interested parties will include the same information furnished to the Complainant and Respondent and state whether such interested parties may participate in the hearing and, if applicable, the method by which they may request such a hearing.
- Any request to withdraw a complaint *must be in writing* and received prior to the scheduled hearing.
- Requests to reschedule a hearing must also be made in writing and for good cause. Requests must be made at least 72 hours prior to the scheduled hearing. The General Manager, Economic

& Workforce Development Department, will make the final decision on such requests. *Should any party fail to appear at the hearing without prior notice, the hearing officer may rule to continue the hearing in their absence.*

- Any party may be represented by an attorney or other representative at his/her own expense. The City WDB cannot appoint an attorney to represent either party nor can the WDB provide legal advice to either party. Any party represented by an attorney or other representative shall inform the EO Compliance Unit in advance of the hearing.
- Either party may bring witnesses and documentary evidence.
- Either party may have records or documents relevant to the issues produced by their custodian when such records or documents are kept by either party in the ordinary course of business. The Complainant may also request that the employees and/or participants of the Respondent, who have knowledge of the pertinent facts in the complaint, be available to testify at the hearing. Any requests for records, documents, and/or persons serving as witnesses must be made in writing and must first be submitted to the EO Compliance Unit of the Economic & Workforce Development by the date specified on the notice of administrative hearing. The request must specify which records, documents, and/or individuals are presumed to be relevant to the issue(s) set forth in the complaint.
- The hearing officer will have the discretion to determine issues of relevancy at the time of the hearing. Failure on the part of either party to supply information and/or make persons available that have been requested may result in sanctions imposed by the hearing officer and/or the City WDB. If the failure is on the part of the Respondent (e.g., WIOA service provider/contractor) it may be considered a breach of the Respondent's WIOA contractual agreement with the City.
- The hearing will be conducted in an informal manner with strict rules of evidence not being applicable. Both parties have the right to present written and/or oral testimony and arguments; the right to call and question witnesses in support of their position; the right to examine records and documents relevant to the issues; and the right to be represented. The hearing will be recorded electronically.

FINAL DETERMINATION

No later than 60 days after the filing of the *program* complaint or 90 days after the filing of a *discrimination* complaint, the General Manager, Economic & Workforce Development Department, will notify the Complainant and Respondent in writing of the recommendation(s) of the hearing officer and the "Final Determination" of the Economic & Workforce Development Department. The written decision will contain the following information:

- The name(s) of the parties involved;
- A statement of the alleged violation(s) and the issues related to the alleged violations;
- A statement of the facts;
- The hearing officer's recommended decision and the reasons for the decision;
- The General Manager's review of the hearing officer's recommendation(s) and the Final Determination at the WDB level;
- A statement of corrective action or remedies for violations, if any, to be taken; and,
- Notice of the right of either party to request a review of the decision by the State Review Panel within ten (10) days of the receipt of the decision.

Appeal of Decision/Final Determination of a Program Complaint

If the Complainant does not receive a decision at the WDB level within 60 days of the filing of the complaint, or receives an adverse decision, the complainant has the right to file an appeal with the State. The Complainant may request a State hearing by submitting a written notice of appeal to:

Chief, Compliance Review Division, MIC-22-M
Employment Development Department
P.O. Box 826880
Sacramento, CA 94280-0001

LEVEL THREE – STATE APPEAL PROCESS FOR PROGRAM COMPLAINTS

- The State Review Panel (SRP) will review appeals of decisions issued at the WDB level. The SRP will not conduct any evidentiary hearings, but will review the record established by the WDB and issue a decision on the basis of the information contained therein.
- A request for a State review of the WDB's decision must be filed in writing and mailed to the Compliance Review Division (CRD) within ten (10) days of the receipt of the decision by the appealing party. The request for review should contain the following information:
    - Full name, telephone number, and mailing address of the Complainant;
    - Full name, telephone number, and mailing address of the Respondent;
    - A copy of the local hearing officer's decision;
    - A copy of the Final Determination issued by the WDB;
    - A brief statement of the reasons a State review is being requested. The statement must specify the errors of fact and/or statutory and regulatory interpretations that are alleged to have been made by the hearing officer/WDB. If appropriate, the statement must identify the elements of the hearing officer's decision to be reviewed; and,
    - A statement of the remedy sought by the appellant. If not provided elsewhere in the appeal, the appellant must provide a statement setting forth the arguments presented to the local hearing officer that the appellant considers to support the appropriateness of the remedy he or she is seeking.

On receipt of the Complainant's appeal of the adverse decision, the State shall provide for an independent review by SRP. The CRD will notify the parties concerned and the WDB administrative entity or sub grantee by first class mail of the request for the State review of the local hearing officer's decision. The SRP's decision will be final and issued to both the Complainant and the respondent by first class mail.

STATE GRIEVANCE COMPLAINT PROCEDURES FOR PROGRAM COMPLAINTS

- If no decision has been issued at the WDB or sub grantee-level within the 60 day time limit, a Complainant may file a complaint with the State.
- A request for an initial State hearing must be filed within 15 days, or if mailed, postmarked within 15 days of one of the following dates:
    - The date on which the WDB or sub grantee should have issued a decision regarding a locally filed grievance complaint.
    - The date after the filing of complaint when an instance of restraint, coercion, reprisals, or discrimination was alleged to have occurred as a result of filing the complaint.
- A request for a State hearing relating to allegedly deficient WDB and sub grantee complaint procedures, and to allegations of improper actions as a consequence of a grievance complaint, should be filed immediately.

Requests for State hearings shall be filed in writing to the Compliance Review Division (CRD), at the address listed below and must include the following information:

- Full name, telephone number, and mailing address of the Complainant;
- Full name, telephone number and mailing address of the WDB or sub grantee;
- A statement of the basis of the request;
- Copies of the relevant documents, such as the grievance complaint filed at the WDB or sub grantee.

Employment Development Department
Compliance Review Division, (CRD)
P.O. Box 826880, MIC-22M
Sacramento, CA 94280-0001

On receipt of the request for State hearing, if an evidentiary hearing was held at the WDB level, the State shall request the record of the hearing from the WDB and shall review the record without scheduling an additional hearing. If an evidentiary hearing was not held at the WDB level, the State shall instruct the WDB to hold a hearing within 30 days of receipt of the appeal or request for EDD review.

LEVEL FOUR – FEDERAL APPEAL PROCESS FOR PROGRAM COMPLAINTS

- If the State Review Panel (SRP) has issued an adverse decision regarding a grievance or complaint, or has not issued a decision within 60 days of receipt of a local level appeal, request for EDD review, or grievance or complaint, the complainant may file an appeal with the Secretary. This appeal process applies to grievances and complaints that originated at the local or state level.
- Appeals of an adverse decision must be filed within 60 days of receipt of the adverse decision from the SRP. In cases where the SRP did not issue a decision, the complainant must file an appeal within 120 days of either of the following:
    - The date on which the complainant filed the appeal of a local level decision or request for EDD review with the state.
    - The date on which the complainant filed the grievance or complaint with the state.
- All appeals to the Secretary must be sent to the DOL National Office via certified mail with return receipts requested. Copies of the appeal must simultaneously be provided to the DOL Employment and Training Administration (ETA) Regional Administrator and the respondent. Mailing addresses for the DOL National Office and ETA Regional Administrator are included below:

DOL National Office:
Secretary of Labor
Attn: Assistant Secretary of ETA
U.S. Department of Labor
200 Constitution Avenue, NW
Washington, DC 20210

ETA Regional Administrator:
Office of Regional Administrator
U.S. Department of Labor
P.O. Box 193767
San Francisco, CA 94119-3767

- Grievances or complaints filed directly with the Secretary that were not previously filed with the Local Area and/or state will be remanded to the Local Area or state, as appropriate.
- The Secretary shall issue a final determination no later than 120 days after receiving the appeal.

REMEDIES

- Remedies that may be imposed for a violation of any requirement under WIOA Title I shall be limited to the following:
    - Suspension or termination of payments under WIOA Title I.
    - Prohibition of placement of a participant with an employer that has violated any requirement under WIOA Title I.
    - Reinstatement of an employee, where applicable, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment.
    - Other equitable relief, where appropriate.
- None of the above shall be construed to prohibit a complainant from pursuing a remedy authorized under another federal, state, or local law for a violation of WIOA Title I.

DISCRIMINATION COMPLAINTS
RESOLUTION OF WIOA COMPLAINTS ALLEGING DISCRIMINATION ON THE BASIS OF RACE, COLOR, RELIGION, SEX (INCLUDING PREGNANCY, CHILDBIRTH AND RELATED MEDICAL CONDITIONS, SEX STEREOTYPING, TRANSGENDER STATUS, AND GENDER IDENTITY), NATIONAL ORIGIN (INCLUDING LIMITED ENGLISH PROFICIENCY), AGE, DISABILITY, POLITICAL AFFILIATION OR BELIEF, RETALIATION, PARTICIPATION IN A WIOA PROGRAM, AND CITIZENSHIP, WHERE APPROPRIATE.

The City of Los Angeles, Workforce Development Board (WDB) has assured the U.S. Department of Labor (DOL) and the State of California Employment Development Department (EDD) that no one enrolled in the City's WIOA program will be discriminated against because of race, color, religion, sex (including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including Limited English Proficiency), age, disability, political affiliation or belief, retaliation, participation in a WIOA program, and citizenship, where appropriate. This means that:

- No benefits may be denied a WIOA participant because of race, color, religion, sex (including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including Limited English Proficiency), age, disability, political affiliation or belief, retaliation, participation in a WIOA program, and citizenship, where appropriate while being registered, interviewed, counseled, tested, or while working, engaged in a work activity or attending class as part of the program;
- WIOA participants must be provided with the same opportunities to use all the facilities available in the program as any other participants;
- Fair employment practices shall be provided to all employees with regard to recruitment, selection, assignment, transfer, promotion, training, compensation, benefits and termination regardless of race, color, religion, sex (including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including Limited English Proficiency), age, disability, political affiliation or belief, retaliation, participation in a WIOA program, and citizenship, where appropriate;
- In addition, sexual harassment is against the law. Acts of sexual harassment are grounds for a discrimination complaint based under Title VII of the Civil Rights Act of 1994;

- A discrimination complaint may be filed within 180 days of the alleged discrimination, either with the City of Los Angeles, Local Workforce Development Area (WDB) grant recipient, or with the Department of Labor, Civil Rights Center (CRC).

PROCEDURES FOR DISCRIMINATION COMPLAINTS FILED WITH THE CITY OF LOS ANGELES WDB
Any person who believes that he or she or any specific class of individuals has been, or is being, subjected to discrimination prohibited by the nondiscrimination and equal opportunity provisions of the WIOA regulations may file a written complaint or a representative may file the complaint on his or her behalf. Complaints filed with the City WDB should be mailed directly to:

City of Los Angeles
Economic & Workforce Development Department
444 South Flower Street, 14th Floor
Los Angeles, CA 90071

Attn: Richard Cheng, EO Compliance Officer
TTY: 711
E-Mail: Richard.Cheng@LACity.Org

Complaints should be filed in writing and shall:

- Be signed and dated by the Complainant or his/her representative;
- Contain the Complainant's name, address, telephone or other means of contacting him/her;
- Identify the Respondent; and,
- Describe the Complainant's allegation in sufficient detail to allow the WDB EO staff to determine whether: (1) WDB or CRC has jurisdiction over the complaint; (2) the complaint was filed timely (i.e., within 180 days of the occurrence); and (3) the complaint has apparent merit, (i.e., whether the allegations, if true, would violate any of the nondiscrimination and equal opportunity provisions of the WIOA);
- Each Complainant and Respondent has the right to be represented by an attorney or other individual of his or her own choice;
- *Complaints may be submitted by facsimile but not by e-mail.*

The EO Compliance Officer will issue a written acknowledgement of receipt by the WDB of the complaint alleging discrimination by a WIOA Title I recipient. The notice will include the Complainant's right to representation in the complaint process. A copy of the complaint will be forwarded to the Equal Employment Opportunity Office, Employment Development Department.

Alternative Dispute Resolution (ADR)
The Complainant will be offered ADR immediately upon receipt of the discrimination complaint. *The choice of whether to use ADR rests with the Complainant*. The preferred form of ADR is mediation. Mediation is a voluntary process during which a neutral third party assists both parties (Complainant and Respondent) in communicating their concerns and come to an agreement to resolve a dispute. The mediator does not make decisions, rule as to who is right or wrong, nor take sides or advocate for one side or the other. The role of the mediator is to help with communication so that the parties can reach an understanding about how to resolve their differences.

As the law allows, mediation proceedings and the information shared are confidential and no information divulged during this mediation may be used in court or any legal or administrative proceedings.

If the parties do not reach an agreement under ADR, the Complainant may file directly with the Civil Rights Center (CRC) as described below. A party to any agreement reached under ADR may file a complaint with the CRC in the event the agreement is breached. In such circumstances, the following rules apply:

- The non-breaching party may file a complaint with the CRC within 30 days of the date on which the non-breaching party learns of the alleged breach.
- The CRC will evaluate the circumstances to determine whether the agreement has been breached. If the CRC determines that the agreement has been breached the Complainant may file a complaint with the CRC based upon his or her original allegation(s), and the CRC will waive the time deadline for filing such a complaint.

CONCILIATION

If the Complainant elects not to participate in the ADR process, the EO Officer will investigate the circumstances underlying the complainant. At any point in the investigation of the complaint, the Complainant, the Respondent, or the EO Officer may request that the parties attempt conciliation. The EO Officer shall facilitate such conciliation efforts.

Conciliation is a process whereby the parties to a dispute agree to utilize the services of a conciliator, who then meets with the parties separately in an attempt to resolve their differences. Conciliation differs from mediation in that the goal is to conciliate, most of the time by seeking concessions.
If the conciliator is successful in negotiating and understanding between the parties, said understanding will be committed to writing and signed by the parties. The "agreement" then becomes a legally binding contract and falls under contract law.

The WDB has 90 days to issue a Notice of Final Action.
For complaints filed with the City WDB, an investigation of the complaint shall be conducted and a written report shall be prepared and sent to the Complainant and the Respondent, and an attempt to resolve the complaint informally shall take place within 30 days of the filing of the complaint.

- A notice of administrative hearing shall be issued within ten (10) days of the request for hearing. A notice of Final Determination shall be issued within 90 days of the filing of the complaint. The "Notice of Final Determination" shall include notification of the right to file a complaint with the Department of Labor, Civil Rights Center (CRC).
- If the Complainant is dissatisfied with the resolution of the complaint, they may file a complaint with CRC within 30 days of the date that the Complainant received notice of the WDB's proposed resolution. If the Complainant has not received notice of resolution within 90 days of filing, the Complainant may file the complaint with the CRC.
- If the Complainant wishes to file a complaint with CRC, the Complainant must wait until the WDB issues a decision or until 90 days have passed since the filing of the original complaint with the WDB.

Discrimination Complaints filed with the Center of Civil Rights (CRC):
A complaint filed pursuant to this part must be filed within 180 days of the alleged discrimination. The CRC, for good cause shown, may extend the filing time. In order to receive an extension, the

Complainant must be notified by the WDB that a waiver letter is to be filed with CRC. The waiver letter should include the reason the 180 day time period elapsed.

This time period for filing is for the administrative convenience of the CRC and does not create a defense for the Respondent. Complaints filed with the Civil Rights Center should be mailed directly to:

Director
Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue N.W., Room N-4123
Washington, D.C. 20210.

- Complaints should be filed, in writing, and shall:
  - Be signed by the Complainant or his or her representative;
  - Contain the Complainant's name, address, or other means of contacting him or her;
  - Identify the Respondent;
  - Describe the Complainant's allegation in sufficient detail to allow the CRC to determine whether: (1) the CRC or the WDB, has jurisdiction over the complaint; (2) the complaint was filed timely (i.e., within 180 days of the alleged occurrence); and, (3) the complaint has apparent merit, (i.e., whether the allegations, if true, would violate any of the nondiscrimination and equal opportunity provisions).
  - Both the Complainant and the Respondent have the right to be represented, at their own expense, by an attorney of other individual of their own choice.

Actions by CRC:

- The CRC determines acceptance of a complaint filed pursuant to Title 29 CFR Section 38.72. When CRC accepts a complaint for investigation it shall:
- Notify the WDB or sub grantee and the Complainant of the acceptance of the complaint for investigation; and,
- Advise the WDB or sub grantee and Complainant on the issues over which the CRC has accepted jurisdiction;
- The WDB, sub grantee, the Complainant, or a representative may contact the CRC for information regarding the complaint filed.
- When the complaint contains insufficient information, the CRC will seek the needed information from the Complainant. If the Complainant is unavailable after reasonable means have been used to locate him or her, or the information is not furnished within 15 days of the receipt of such request, the complaint file may be closed without prejudice upon notice sent to the Complainant's last known address.
- The CRC may issue a subpoena to the Complainant to appear and give testimony and/or produce documentary evidence, before a designated representative, relating to the complaint being investigated. Issuing a subpoena can be done anywhere in the United States, at any designated time or place.
- Where the CRC lacks jurisdiction over a complaint, the CRC shall:
  - Advise the Complainant, indicating why the complaint is not covered by the nondiscrimination and equal opportunity provisions outlined in WIOA or Title 29 CFR Part 38; and

    - Refer the Complainant to the appropriate federal, state, or local authority when possible.
- The CRC will contact the Complainant when a claim is not to be investigated and explain the basis for that determination.
    - The CRC will refer complaints governed by the Age Discrimination Act of 1975 to mediation as specified in Title 45 CFR Section 90.43(c)(3).
    - If the Complainant alleges more than one kind of complaint, "joint complaint," (e.g., individual employment discrimination, age discrimination, equal pay discrimination, etc.), the CRC shall refer such joint complaint to the Equal Employment Opportunity Commission (EEOC) for investigation and conciliation procedures for joint complaints at Title 29 CFR Part 1691. The CRC will advise the Complainant, the WDB, and the subgrantee of the referral.
    - At the conclusion of the investigation, the CRC shall issue an Initial Determination. The Initial Determination shall notify the Complainant and the WDB, or subgrantee, in writing of:
        - Specific findings of the investigation;
        - Proposed corrective or remedial action and the time by which the corrective or remedial action must be completed;
        - Whether it will be necessary for the WDB or subgrantee to enter into a written agreement and;
        - The opportunity to participate in voluntary compliance negotiations.
- Where no cause determination is made, the Complainant and the WDB or sub grantee shall be notified in writing. Such determination represents the final agency action of the Department.

Corrective Actions/Sanctions for Discrimination

Letter of Findings, Notice to Show Cause, or Initial Determination issued pursuant to Title 29 CFR Section 38.87; shall include the steps and the specific time period it will take the WDB or subgrantee to achieve voluntary compliance. (See Section 38.90 for corrective action steps.) **Monetary corrective action may not be paid from federal funds.**

The "Final Determination" will be mailed to the Complainant and Respondent. The "Final Determination" will contain the information as described above, with the exception that the Complainant has the right to file a complaint with the Department of Labor Civil Rights Center (refer to Alternative Dispute Resolution section).

QUESTIONED/DISALLOWED COSTS COMPLAINTS

Initial Determination

The contractor will be notified in writing by letter of the Initial Determination based on the audit review by the Workforce Development Division (WDD), or Audit Section Financial Management Division (FMD), as appropriate. The Initial Determination letter will include:

- A list of all questioned costs;
- Whether the costs are allowed or disallowed, including the reasons with appropriate citations for such actions;
- Acceptance or rejection of any corrective action taken to date, including correction on administrative findings;
- Possible sanctions; and,
- The opportunity for an informal resolution of no more than 60 days from the date of the Initial Determination.

Informal Resolution

- The contractor will have ten (10) days in which to request an informal resolution of the audit issues. The request must be in writing to the EO Compliance Unit.
- During the informal resolution, the contractor may provide documentation to support allowability of costs and proposed action of administrative findings. Negotiations of repayments may be initiated at this time.

Final Determination

- The FMD will issue a Final Determination. The Final Determination will include:
    - Reference to the Initial Determination;
    - Summation of the informal resolution meeting, if held;
    - Decisions regarding the disallowed costs listing each disallowed cost and noting the reason for each disallowance;
    - Questioned costs that have been allowed by the WDB and the reason for the allowance;
    - Demand for payment of the disallowed costs;
    - Description of the debt collection process and other sanctions that may be imposed if payment is not received;
    - Rights to a hearing;
    - Status of each administrative finding.
- The contractor will have 21 days after the Final Determination is issued to submit a written request for hearing with the EO Compliance Unit, EWDD. *If there is no appeal request, the Department's Final Determination shall be submitted to the Mayor for consideration by the Economic Development Committee (EDC) of the City of Los Angeles City Council.*
- The contractor will receive written notice of the scheduled hearing at least ten (10) days before the hearing. The ten (10) day notice may be shortened with the written consent of both parties. The contractor may withdraw the hearing request; the withdrawal request must be submitted in writing.
- The hearing officer's report, which will be completed within 20 days after the conclusion of the hearing, and any other reports or documentation, will be submitted to the Mayor for transmittal to the EDC. The EO Compliance Unit, EWDD, will notify the contractor of the date of the EDC meeting and provide the contractor with a copy of the Department's report to the Mayor on the hearing officer's findings and recommendations.
- For appeal of costs over $500,000, the hearing officer's report, which will be completed within 20 days after the conclusion of the hearing and any other reports or documentation, will be submitted to the Mayor for transmittal to the EDC. EO Compliance Unit, EWDD will notify the contractor of the date of the EDC meeting and provide the contractor with a copy of the Department's report to the Mayor, on the hearing officer's findings and recommendations.
- The EDC will review the matter and may allow testimony by the parties in accordance with its rules and procedures.
- The recommendation of the EDC will be sent to the City Council and Mayor for final consideration. The contractor will be notified in writing of the final decision of the City Council and Mayor. The written notification will include the items listed in Section C and shall be given 60 days from the date of the receipt of the contractor's request for appeal.
- In the event costs in addition to those recommended for disallowance by EWDD are disallowed by the Mayor and Council, the opportunity for a hearing concerning the additional disallowed cost matter will be at the Mayor, and Council level.

- If the contractor does not appeal the final finding of the Workforce Development Board(WDB), the contractor shall agree to a repayment plan within 30 days of the final decision of the City Council, and Mayor, or program funds may be discontinued.

FRAUD & PROGRAM ABUSE COMPLAINTS

The reporting requirements for Fraud and Program Abuse require that "information and complaints involving criminal, fraud, waste, abuse or other criminal activities shall be reported through the Department's Incident Reporting System, directly and immediately to the Department of Labor, Office of Inspector General, with a copy provided simultaneously to the Employment Development Department." WIOA contractors are required, therefore, to establish internal management procedures which insure that the City of Los Angeles WDB is *notified immediately* of any discovery of possible fraud, program abuse, or criminal activities.

Types of fraud include, but are not limited to: embezzlement, forgery, theft, falsification of records and claims regarding trainees (e.g., knowingly enrolling ineligible participants); misapplication of funds (e.g., intentional service to ineligible participants, violation of contact procedures); gross mismanagement (e.g., un-auditable records, unsupported costs, inaccurate fiscal and/or program reports and payroll deductions not made to the Internal Revenue Service of the State of California Franchise Board).

The WDB is not permitted to release information concerning an ongoing investigation except with the consent of the investigation agency/authority. Notification of any such discovery should be made within **24 hours** to:

City of Los Angeles
Economic & Workforce Development Department
444 South Flower Street, 14th Floor
Los Angeles, CA 90071

Attn: Richard Cheng, EO Compliance Officer
TTY: 711
E-Mail: Richard.Cheng@LACity.Org

REFERENCES

- WIOA Section 181
- Title 20 CFR §683.600
- Title 29 CFR §38.35

Fiscal Management

Administrative Cost Limitation Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This Policy provides a definition and information related to administrative costs and limitations to their expenditure as set forth and defined in the Workforce Innovation and Opportunity Act (WIOA) 20 CFR Part 683.215. The City has implemented this policy and established a lower administrative costs cap for all its WIOA and other workforce-related programs.

BACKGROUND
The Workforce Innovation and Opportunity Act imposes an administrative cost limit of ten percent (10%) of the grant award. This limit is shared by the Economic and Workforce Development Department (EWDD), the Workforce Development Board, City Controller, City Attorney, Personnel Departments, WorkSource and YouthSource Centers, and other service providers.

Under WIOA 20 CFR Part 683.215, the costs of administration are those expenditures associated with the functions described in the following paragraph and which are not related to the direct provision of workforce investment services, including services to participants and employers. These costs can be both personnel and non-personnel and both direct and indirect.

Overall general administrative functions and coordination of those functions under title I of WIOA:

- Accounting, budgeting, financial and cash management;
- Procurement and purchasing;
- Property management;
- Personnel management;
- Payroll;
- Coordinating the resolutions of findings arising from audits, reviews, investigations and incident reports;
- Audit;
- General legal services;
- Developing systems and procedures, including information systems, required for these administrative functions; and
- Fiscal agent responsibilities;
- Oversight and monitoring responsibilities related to WIOA administrative functions;
- Costs of goods and services required for administrative functions of the program, including goods and services such as rental or purchase of equipment, utilities, office supplies, postage, and rental and maintenance of office space;
- Travel costs incurred for official business in carrying out these administrative activities; and
- Costs of the information systems related to administrative functions.

Additional Guidelines

- Awards that are solely for the performance of administrative functions are classified as administrative costs.
- Personnel and related non-personnel costs of staff who perform both administrative functions and programmatic services or activities must be allocated as administrative or program costs to the benefitting cost objectives/categories.

- Specific costs charged to an overhead or indirect cost pool that can be identified directly as a program cost are to be charged as program cost. Documentation of such charges must be maintained.
- Continuous improvement activities are charged as administrative or program based on the purpose or nature of the activity to be improved. Documentation of such charges must be maintained.
- Costs of the following information systems including the purchase, systems development, and operational costs are charged as program category:
    - Tracking or monitoring of participant and performance information;
    - Employment statistics information, including job listing information, job skills information, and demand occupation information;
    - Performance and program cost information on eligible training providers, youth activities, and appropriate education activities;
    - Local area performance information; and
    - Information relating to supportive services and unemployment insurance claims for program participants.
- Where possible, all entities must make efforts to streamline administrative services to reduce administrative costs by minimizing duplication and effectively using information technology to improve services.

As a policy, EWDD follows the WIOA regulations and guidelines for WIOA and all other workforce grants. However, other grantors generally impose a strict administrative budget and may have varying definitions for what may be considered an administrative function.

POLICY AND PROCEDURES

In order to stay within WIOA's administrative cost limitation, other grantors' administrative budget, and meet various program expenditure thresholds, EWDD imposed an administrative cost cap for all its service providers.

Therefore, service providers are required to track and report administrative costs, including the administrative component of indirect costs recovered using an approved indirect cost rate, incurred during the contract period. The total administrative costs must not exceed the administrative cap set forth in the City contract and/or approved budget, generally set at 4% of the total City award.

Any administrative costs in excess of the administrative cap and/or administrative costs reported as program costs will be disallowed or subject to repayment.

REFERENCES

- 20 CFR Part 683.215

Allowable Cost Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance on general cost principles and allowable costs under the 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Federal Acquisition Regulation Part 31.2, and other applicable Federal, State, Los Angeles County, City of Los Angeles, and other private sources awards regulations.

POLICY AND PROCEDURES
In general, to be an allowable charge, a cost must meet the following criteria:

- Be necessary and reasonable for the proper and efficient program performance and administration of the grant;
- Be allocable to the grant. A grantee may charge costs to the grant if those costs are clearly identifiable.as benefitting the grant. In order to be allocable, a cost must be treated consistently with like costs and incurred specifically for the program being operated;
- Conform to any limitations or exclusions set forth in the award;
- Be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the non-federal entity;
- Be accorded consistent treatment;
- Be determined in accordance with generally accepted accounting principles;
- Be adequately documented; and
- Not be used to meet cost sharing or matching requirements of any other federally financed program (without prior approval from the City).

The matrix below lists the various cost items referenced in Title 2 CFR Sections 200.420 through 200.475 (consideration for selected items of cost) and whether an item of cost is:

- A - Allowable,
- AP - Allowable with prior approval,
- AC - Allowable with condition,
- U - Unallowable, or
- NS - Not specified in the Uniform Guidance, the specific CFR sections, or in the comments section.

	Cost Item	Allowability	Uniform Guidance Section	Comments
1	Advertising and public relations	A/U	200.421	1) Unallowable if the costs are to promote other activities of the entity. 2) Costs for promotional items & memorabilia are unallowable.
2	Advisory councils	AC/U	200.422	Unallowable unless authorized by statue, the federal awarding agency or as an indirect cost.
3	Alcoholic beverages	U	200.423	
4	Alumni/ae activities	U	200.424	

	Cost Item	Allowability	Uniform Guidance Section	Comments
5	Audit services	AC/U	200.425	Any cost of auditing a non-federal entity that is exempted (Federal expenditures less than $750,000) from having an audit conducted under the Single Audit Act is unallowable.
6	Bad debts	U	200.426	
7	Bonding costs	A	200.427	
8	Collection of improper payments	A	200.428	
9	Commencement and convocation costs	AC/U	200.429	Unallowable except as indirect costs.
10	Compensation – personal services	A/U	200.430	Incentive compensation is allowable if it is based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., is determined to be reasonable and entered into in good faith between the non-federal entity and the employees before the services were rendered. Per City guidelines, bonuses are not allowable.
11	Compensation – fringe benefits	A /U	200.431	Allowable provided that the benefits are reasonable and are required by law, non-federal entity-employee agreement, or an established policy of the non-federal entity.
12	Conferences	A	200.432	Under DOL guidelines, food is allowable under this section
13	Contingency provisions	AC/U	200.433	Allowable under strict conditions. Any type of “reserve” is unallowable.
14	Contributions and donations	U	200.434	
15	Defense and prosecution of criminal and civil proceedings, claims, appeals, and patent infringement	AC/U	200.435	Allowable if a specific term or condition of the federal award or a specific written direction of an authorized official of the federal awarding agency.
16	Depreciation	AC	200.436	Must be capitalized based on GAAP and no depreciation may be allowed on any assets that have outlived their depreciable lives. Use allowance method is no longer allowed. Where the depreciation method is introduced to replace the use allowance method, it must be computed as if the asset had been depreciated over its entire life. Also, the acquisition costs must be reduced by any portion of the cost of

	Cost Item	Allowability	Uniform Guidance Section	Comments
				buildings and equipment borne by or donated by the Federal Government.
17	Employee health and welfare costs	A	200.437	Must be included in the organization's written policy.
18	Entertainment costs	U/AP	200.438	Allowable where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the federal award or with prior written approval of the Federal awarding agency.
19	Equipment and other capital expenditures	AP/U	200.439	Allowable with prior written approval of the federal awarding agency or pass-through entity.
20	Exchange rates	AP	200.440	
21	Fines, penalties, damages and other settlements	U/AP	200.441	Unallowable except when incurred as a result for compliance with specific provisions of the federal award.
22	Food Cost	U	City Policy	Cost of food for any purpose cannot be charged to the grant. However, see Conferences 200.432.
23	Fundraising and investment management costs	U/AP/A	200.442	Allowable if fund raising costs are for the purposes of meeting the Federal program objectives with prior written approval from the Federal awarding agency.
24	Gains and losses on disposition of depreciable assets	AC	200.443	Must be included in the year in which they occur as credits or charges to the assets.
25	General cost of government	U	200.444	
26	Goods or services for personal use	U/AP	200.445	1) Unallowable regardless of whether the cost is reported as taxable income to the employees. 2) Costs of housing, housing allowances and personal living expenses are only allowable as direct costs and must be approved in advance by the federal awarding agency.
27	Idle facilities and idle capacity	AC/U	200.446	Idle Facilities: Unallowable except to the extent that: 1) They are necessary to meet fluctuation in workload requirements; 2) Although not necessary to meet fluctuations in workload, they were necessary when acquired and are now idle because of unforeseen causes;

	Cost Item	Allowability	Uniform Guidance Section	Comments
				3) Allowable for a reasonable period, ordinarily not to exceed one year, depending on the initiative taken to use, lease, or dispose of such facilities. Idle Capacity: Allowable if reasonably anticipated to be necessary to carry out the purpose of the Federal award or was originally reasonable and is not subject to reduction or elimination by use on other Federal awards.
28	Insurance and indemnification	AC/U	200.447	Allowable: a) Costs of insurance required or approved and maintained, pursuant to the federal award; b) Actual losses incurred under nominal deductible insurance coverage if in keeping with sound management practice; c) Minor losses not covered by insurance which occur in the ordinary course of operations. Allowable but subject to limitations: a) a) Costs of insurance in connection with the general conduct of activities; b) b) Contributions to a reserve for certain self-insurance programs including workers' compensation, unemployment compensation, and severance pay. c) Unallowable: d) Actual losses which could have been covered by permissible insurance.
29	Intellectual property	A/U	200.448	Costs of patents, copyrights and royalties are allowable if required by the Federal Government and by the federal award.
30	Interest	AC/U	200.449	1) Interest on borrowed capital, temporary use of endowment funds, or the use of the non-Federal entity's own funds, however represented, are unallowable. 2) Financing costs (including interest) to acquire, construct, or replace capital assets are allowable but subject to specific conditions.
31	Lobbying	U	200.450	
32	Losses on other awards or contracts	U	200.451	
33	Maintenance and repair costs	A	200.452	Allowable if necessary to keep property in an efficient operational condition and:

	Cost Item	Allowability	Uniform Guidance Section	Comments
				a) Does not add to the permanent value of the property; and/or b) Does not prolong the property's intended life.
34	Material and supplies costs, including costs of computing devices	A	200.453	City requires prior approval for computers and other electronic equipment
35	Memberships, subscriptions, and professional activity costs	A/U	200.454	Allowable: a) Costs of the non-federal entity's membership in business, technical, and professional organizations. b) Costs of the non-federal entity's subscriptions to business, professional, and technical periodicals. c) Costs of membership in any civic or community organization are allowable with prior approval by the federal awarding agency or pass-through entity. Unallowable: a) Costs of membership in any country club or social or dining club or organization. b) Costs of membership in organizations whose primary purpose is lobbying.
36	Organization costs	U/AP	200.455	Unallowable except with prior approval of the federal awarding agency.
37	Participant support costs	AP	200.456	Allowable with prior approval of the federal awarding agency. Participant support costs as defined in the annual plan are allowable.
38	Plant and security costs	A	200.457	
39	Pre-award costs	AP	200.458	Allowable if: a) Incurred directly pursuant to the negotiation and in anticipation of the Federal award where such costs are necessary for efficient and timely performance of the scope of work. b) They would have been allowable if incurred after the effective date; and c) Only with the written approval of the Federal awarding agency. Not allowable per City guidelines
40	Professional services costs	A	200.459	To determine allowability, consider the following factors; (1) The nature and scope of the service rendered in relation to the service required.

	Cost Item	Allowability	Uniform Guidance Section	Comments
				2) The necessity considering the non-Federal entity's capability in the particular area. (3) The past pattern of such costs, particularly in the years prior to federal awards. (4) The impact of federal awards on the non-federal entity's business. (5) Whether the proportion of Federal work to the non-federal entity's total business is such as to influence the non-federal entity in favor of incurring the cost. (6) Whether the service can be performed more economically by direct employment rather than contracting. (7) The qualifications of the individual or concern rendering the service and the customary fees charged, especially on non-federally funded activities. (8) Adequacy of the contractual agreement for the service. Retainer fees must be supported by evidence of bona fide services available or rendered. All professional services costs (including but not limited to single audit, audit and related services, and accounting) must be procured and have prior written approval from the City's program monitor.
41	Proposal costs	A	200.460	Costs of preparing bids, proposals, or applications on potential Federal and non-Federal awards or projects, including the development of data necessary to support the non-federal entity's bids or proposals. Should be treated as indirect costs and allocated currently to all activities of the non-federal entity.
42	Publication and printing costs	A	200.461	
43	Rearrangement and reconversion costs	A/AP	200.462	(a) Costs incurred for ordinary and normal rearrangement and alteration of facilities are allowable as indirect costs. (b) Costs incurred specifically for a Federal award are allowable as a direct cost with the prior approval of the federal awarding agency or pass-through entity.

	Cost Item	Allowability	Uniform Guidance Section	Comments
44	Recruiting costs	A/U	200.463	Allowable to the extent that such costs are incurred pursuant to the non-federal entity's standard recruitment program and with prior approval from the City's program monitor. Unallowable: a) Salaries, fringe benefits and allowances incurred to attract professional personnel that do not meet the test of reasonableness and/or do not conform to the non-federal entity's established hiring practices. b) Relocation costs incurred incident to recruitment of a new employee have been funded in whole or in part to a federal award, and the newly hired employee resigns for reasons within the employee's control within 12 months after hire.
45	Relocations costs of employees	AC/U	200.464	Allowable with prior approval from the City's program monitor and: 1) The move is for the benefit of the employer. (2) Reimbursement to the employee is in accordance with an established written policy consistently followed by the employer. (3) The reimbursement does not exceed the employee's actual (or reasonably estimated) expenses. Limitations do exist.
46	Rental costs of real property and equipment	AC/U	200.465	Allowable to the extent that the rates are reasonable: a) Rental arrangements should be reviewed periodically to determine if circumstances have changed and other options are available; b) Rental costs under "sale and lease back" arrangements are allowable only up to the amount that would be allowed had the non-federal entity continued to own the property. Unallowable: Rental of any property owned by any individuals or entities affiliated with the non-federal entity, to include commercial or residential real estate, for purposes such as the home office workspace.
47	Scholarships and student aid costs	AC	200.466	1) Costs of scholarships, fellowships, and other programs of student aid at IHEs are allowable only when:

	Cost Item	Allowability	Uniform Guidance Section	Comments
				a) The purpose of the federal award is to provide training to selected participants; and b) Approved by the federal awarding agency. 2) Tuition remission and other forms of compensation paid as, or in lieu of, wages to students performing necessary work are allowable provided that: a) The individual is conducting activities necessary to the Federal award; b) Provided in accordance with established policy of the IHE; and consistently provided in a like manner to students in return for similar activities conducted under Federal awards as well as other activities; and c) Payments are reasonable compensation for the work performed and are conditioned explicitly upon the performance of necessary work. d) It is the IHE's practice to similarly compensate students under federal awards as well as other activities.
48	Selling and marketing	U/AP	200.467	Costs of selling and marketing any products or services of the non-Federal entity are unallowable, except: a) As direct costs, with prior approval by the federal awarding agency; and b) When necessary for the performance of the federal award.
49	Specialized service facilities	AC	200.468	Costs of services provided by highly complex or specialized facilities operated by the non-federal entity, such as computing facilities, wind tunnels, and reactors are allowable with conditions.
50	Student activity costs	U/AP	200.469	Costs incurred for intramural activities, student publications, student clubs, and other student activities, are unallowable, unless specifically provided for in the federal award. DOL exception: Unallowable unless the activities meet a program requirement and have prior written approval from the federal awarding agency.
51	Taxes	AC	200.470	Taxes that a governmental unit is legally required to pay are allowable.

	Cost Item	Allowability	Uniform Guidance Section	Comments
52	Termination costs	AC/U	200.471	Reasonable costs that would not have arisen had the Federal award not been terminated.
53	Training and education costs	A	200.472	The cost of training and education provided for employee development are allowable.
54	Transportation costs	A	200.473	
55	Travel costs	AC	200.474	Allowable with the prior written approval of the Federal awarding agency or pass-through entity when they are specifically related to the Federal award.
56	Trustees	A	200.475	Travel and subsistence costs of trustees are allowable.

Subrecipients may use the matrix above as an initial tool, rather than as a final authority for making a determination of whether or not a cost would be considered allowable. When determining whether the cost of an item is allowable, subrecipients must also refer to the applicable sections of the Uniform Guidance, and other federal, state, and local grant regulations and City contracts.

If a cost item is denoted with two or more legend keys, subrecipients should look further into the various information sources as they may provide the additional clarity that is needed. The “NS” legend key means that information may not be readily available. The “AP” legend key means that prior written approval will be required from the City.

Prior Written Approval
The Uniform Guidance lists the following cost items that are allowable only with prior written approval.

Circumstance	Section
Use of grant agreements (including fixed amount awards), cooperative agreements, and contracts	§200.201, paragraph (b)(5)
Cost sharing or matching	§200.306
Use of program income including interests earned	§200.307 City contract section 404
Revision of budget and program plans	§200.308
Real property	§200.311
Equipment	§200.313
Fixed amount sub awards	§200.332
Direct costs	§200.413, paragraph (c)
Compensation – personal services	§200.430, paragraph (h)
Compensation – fringe benefits	§200.431
Entertainment costs	§200.438 For non-DOL programs, unallowable for DOL programs
Equipment and other capital expenditures	§200.439
Exchange rates	§200.440
Fines, penalties, damages and other settlements	§200.441

Fund raising and investment management costs	§200.442
Goods or services for personal use	§200.445
Insurance and indemnification	§200.447
Memberships, subscriptions, and professional activity costs	§200.454, paragraph (c)
Organization costs	§200.455
Participant support costs	§200.456
Pre-award costs	§200.458
Rearrangement and reconversion costs	§200.462
Selling and marketing costs	§200.467
Taxes (including Value Added Tax)	§200.470
Travel costs	§200.474

Subrecipients should thoroughly review the Uniform Guidance sections referenced above, all applicable Federal, State, City and Local guidelines to determine when prior written approval must be obtained from the City's program monitor and assess if their specific circumstance(s) require prior approval from the City. Please note that inclusion of item(s) in the budget when awarded **does not** constitute prior approval. Subrecipients must still follow all applicable policies and procedures outlined in this directive.

Property procurements with a unit acquisition cost of $5,000 or more must have prior written approval. A non-property related purchase or circumstance that fits into one of the above referenced categories may still require prior written approval, regardless of the dollar amount.

Prior Written Approval Procedures
Subrecipients must complete and submit the City's Prior Written Approval Request Form (Attachment 2) to their assigned program monitor along with all necessary supporting documentation, to their assigned Program Monitor no less than 30 days before the requested action is to occur.

The EWDD will consider the following factors in its review of the requests:

- Is this purchase necessary and reasonable?
- Have the best products been selected?
- What other costs are associated with the purchase?
- If applicable, what procurement method will be used?
- If applicable, was a lease option considered in lieu of the purchase?

REFERENCES

- Title 2 Code of Federal Regulations (CFR) Parts 200 and 300, 2400, 2800, 2900,
- WIOA (Public Law 113-128) Sections 184(a)(3), 134(4)-(d), and 129;
- Federal Acquisition Regulation Part 31.2 Contracts with Commercial Organizations;
- US DOL One-Stop Comprehensive Financial Management Technical Assistance Guide (TAG), Part II Chapters 11-13, Cost Principles; Chapter 11-14 Allowable Costs;
- Workforce Services Directive (WSD) 16-16: Allowable Costs and Prior Written Approval (February 21, 2017).
- Los Angeles County Directive Number CD-15-14, Cost Principles and Allowable Costs, August 25, 2015
- City of Los Angeles Contract, Section 403, Allowable and Unallowable Costs
- Training and Employment Guidance Letter (TEGL) 03-23: Allowable Uses of Funds for Outreach Activities for Federal Formula and Competitive Grant Awards (September 6, 2023)

*Budget Submission Guidelines

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and requirements for the preparation and submission of contractor budgets.

BACKGROUND
A budget is an expenditure plan created to forecast any anticipated transactions. It identifies planned expenditures and provides estimated costs for those expenditures. The purpose of the budget is to ensure an organization's success by providing a framework within which management develops and implements financial plans necessary to achieve both long-term and short-term contract goals.

Financial control is achieved by carefully monitoring the budget in comparison to actual expenditures during the term of the contract. The financial control enables fiscal managers to assess whether the organization is operating within planned parameters.

POLICY AND PROCEDURES
The Workforce Innovation and Opportunity Act (WIOA) Formula, LA:RISE, Summer Youth Employment Program (SYEP), and County of Los Angeles programs, and other various workforce development system grants each have various funding streams that serve or fund a specific major program or initiative; therefore, a budget must be prepared for each funding stream to delineate expenses between funding streams. However, a single budget may be all that is required for some of the special programs, which may be either Discretionary Grant funds or possibly even private funds. Moreover, one contract may be let to fund a specific major program or initiative with multiple funding streams, yet a separate budget schedule is still required for each funding stream.

There are basic guidelines applied to the Formula programs that require compliance by its recipients. The requirements are as follows:

- A four percent (4%) Administrative cap on all three streams
- With the advent of Senate Bill (SB) 734, there is a mandated training set-aside except for the Youth.
- Additional guidelines may be stipulated by EWDD depending on the program.
- State of California required a minimum percentage of Formula Adult and Dislocated Worker, not including Youth, funds be spent on training services. A portion of this amount may be met by using leveraged resources (no more than ten percent) This amount must be reported to the State each year.

The program analyst is instrumental in calculating what the WorkSource Centers must set-aside from their budget, including what they can leverage, in order for EWDD to meet this requirement. The program analyst verifies this calculation as a percentage of the budget.

SUBMISSION PROCEDURES
Initial Submission
The initial budget for the Program Year (PY), which traditionally runs from July 1 to June 30, should be submitted to an assigned Program/Budget Analyst for review no later than **July 31** to ensure that the

agency has an approved budget in place by **August 31**. As mentioned in the Overview, an agency may be paid for the first month of the PY as long as their contract has been executed. However, expenses incurred after August 31, cannot be reimbursed without an approved budget.

Contractors are required to use current budget templates provided by the program analyst. Any budgets submitted using old templates will not be reviewed. In addition to the five budget forms, support documentation for the budgeted items will need to be submitted to the program analyst. This includes but is not limited to; facility and equipment leases, salary ranges, position descriptions, organizational chart, personnel handbook(s), telephone, insurance, utility bills, and maintenance or janitorial service statements. Bonus and Incentive payments are not allowable under the City's WIOA grant program.

The Spending Plan should be used to implement realistic future cash needs and should not reflect the funding allocation divided by twelve months or longer, depending on the term of the contract. When utilized appropriately, the spending plan can serve as a safeguard against prematurely exhausting the funding allocation prior to the end of the contract term.

While some of the expenditures such as cost of the lease are usually fixed and can be allocated equally over the contract term, there are other costs that should either be paid upfront or may vary at specific period(s) during the program term. Other costs are estimated by reviewing the history of actual expenditures by line item in past years, and considering fluctuations in program activity levels, implementation of new initiatives, along with various other anticipated operational and funding changes such as reduced or increased funding, new policies and procedures, application of Workforce Development Board (WDB) priorities and staff changes.

If furniture and equipment purchases are being requested, bids and technical specifications need to be submitted to the program analyst for approval prior to purchase. Should the cost of the furniture or equipment purchase exceed $9,999 in single unit cost, approval from the State of California Employment Development Department (EDD), and/or any other granting Federal Agency, must be obtained **prior to purchase.** EWDD will make this request on behalf of the Contractor to remain compliant with the U.S. Office of Management and Budget (OMB) Title 2 - Guidance for Federal Financial Assistance (previously known as the Uniform Guidance).

If subcontractors are listed in the budget, then procurement documents and the signed subcontracts themselves must also be submitted for review and approval. The Procurement Policy in the appropriate PY Annual Plan for the City of Los Angeles Workforce Development Board must be adhered to. Should an agency request a Return on Investment (ROI), the procedures outlined in WDS Directive No. 12-13 (issued on February 14, 2012) must be followed.

Contractors may be paid for the first month of their contract without an approved budget in place as long as they have an executed contract. In order to be paid for the remaining term, a complete budget must be submitted by July 31 and be reviewed and approved by the EWDD staff on or before August 31. A complete budget is made up of five sections. They are the Summary, Detail, Schedule of Personnel, Spending Plan, and Narrative.

Revisions
A budget may be revised within the PY with the consent of the program analyst. To process a budget modification, the agency should provide the program analyst with the request and the reason for the changes. Revisions should be kept to a minimum, and the Contractor should consider the complexity of

the intended modification and allow ample time for analysis and approval. Supplemental documentation should also be provided if required.

Final Submission
The final budget modification of the PY should be submitted to the program analyst no later than the third quarter of the contract term, which is on **March 31**. This allows ample time for the agency to project expenditures through the end of the contract term, and for the Workforce Development Division to provide the Financial Management Division (FMD) an approved budget with which to process invoices. Modifications may only be submitted after that deadline due to unforeseeable circumstances, and at the discretion of EWDD management.

REVIEW PROCESS
All budgets should be submitted electronically. Once the budgets are submitted the program analyst will review the documentation for completeness to ensure that all five budget forms have been submitted. A thorough analysis begins at this point to validate the mathematical calculations. Each budget must reflect the specific funding amount and term of the contract. The budget forms are in Excel format and are linked to each other.

The narrative section of the budget form is used as supporting documentation to validate the dollar figures presented and to describe the specific line items. Agencies are encouraged to provide as much information as possible in the narrative. If the program analyst is unclear about what a line item represents, or how a calculation was derived, they may need to contact the agency via e-mail or phone, which could cause potential delays in the approval of the budget.

Traditionally, the Schedule of Personnel is the highest percentage of the budget, so an in-depth review of that form occurs. The position descriptions, organizational chart, and salary range are matched against the Schedule to ensure accuracy. All positions listed in the Schedule must have names attached to them. Any positions without names will be made exceptions until filled.

The Schedule is completed by:

- Employee's monthly salary X the percentage of time they worked on the program X the number of months they will work on the program.
- This equates to the Total City Share.

The calculated salaries must be broken down into Program and/or Admin based on the appropriate function of the position. The Subtotal:

- Salaries of all employees are then multiplied by the Fringe Benefits Rate to determine the Subtotal
    - Fringe Benefits. When added together, this provides the Total Personnel Costs.
    - FICA is comprised of Medicare and Social Security and is set at **7.65%** or as adjusted by the Federal government/laws. The program analyst may request proof of any of the Fringe Benefits percentages.

The program analyst also verifies the calculations of the anticipated expenditures reported in the Spending Plan Worksheet, Budget Summary, and the Budget Detail. The program analyst will review each line item on the Detail page to verify that the item indicated is allowable under grant regulations and that there is a need for the requested amount. Any items that cannot be verified at the time of initial review will be made temporary exceptions and noted as such.

If there are issues with the budget or the letter itself, the budget coordinator will meet with the analyst for clarification or return the budget package to the program analyst for correction. The entire budget process is tracked from analyst review to distribution in the Coordinator Budget Tracking Report system for YouthSource, WorkSource, and Special Project contracts.

APPROVAL/DISTRIBUTION PROCESS

Once the review is complete, the program analyst will prepare a budget approval letter addressed to the Executive Director of the agency and submit the complete budget package on behalf of the contractor for the budget coordinator to review. After the approval of the budget package by the budget coordinator, the Workforce Development Director will provide final approval. An electronic copy of the approved budget will be emailed to the agencies Executive Director.

*Cash Advance Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides the requirements to receive cash advances from the Economic and Workforce Development Department (EWDD).

BACKGROUND
The Uniform Guidance 2 CFR 200.305, Subpart D, states that payment methods must minimize the time elapsing between the transfer of funds and the disbursement of funds. In order to be allowed to receive cash advances, a subrecipient must be able to demonstrate that it meets the financial management system standards as set forth in the Uniform Guidance.

POLICY AND PROCEDURES

Requirements
A subrecipient receiving awards from the City will not automatically be allowed to receive cash advances. To receive cash advances, a subrecipient must submit a written request to EWDD's Financial Management Division (FMD) with a copy to the respective program manager/coordinator for concurrence, and meet the following conditions:

- Satisfactory cash management review by FMD;
- Satisfactory risk assessment by EWDD-FMD;
- Submission of expense reconciliation to true-up actual expense against the cash advance amount request to not-exceed the 60 days expiration day of the cash advance period or in the event the cash advance is more than 90 days, then the expense reconciliation report not more than 90 days; and
- Submission of a Special Bank Account Agreement signed by the subrecipient and the bank where cash advances will be deposited for cash advances that exceed more than 60 days of operational cash flow requested.

A separate depository account for cash advances is not required for cash advances that do not exceed 60 days of operational cash flow requested. However, the subrecipient must be able to account for the receipt, obligation, and expenditure of funds. For cash advances that may be considered and approved, a separate depository account for the cash advance is required to ensure the non-commingling of funds.

Cash advances must be deposited and maintained in insured and interest-bearing bank accounts. Interest earned on cash advances is considered and must be reported on the monthly Expenditure Report and returned to the City quarterly and with the final closeout report.

Cash Advance Payments
Subrecipients who have been approved for cash advance payments may request for an initial cash advance payment to cover up to the **first two months (60 days)** of the contract period. Subsequent cash advance requests will only be allowed with an approved budget and may exceed 60 days at the approval discretion of the General Manager, EWDD as may be allowed by the City Controller. The time period of each cash advance beyond 60 days may be considered upon the recommendation of the Director of

Financial Management or Assistant General Manager, Finance & Administration and approval by the General Manager, EWDD.

A request for cash advance is limited to cover the subrecipient's anticipated cash needs of not more than **two months (60 days)** and may be submitted to FMD on the **20th day** of each month for consideration. Cash advance more than 60 days may require additional processing time and will require a separate repository bank account, including the recordation of interest income earned to be returned/repaid to EWDD on a monthly basis after the initial 60 day period.

Cash advances may be disallowed, withheld or reduced under the following conditions:

- Cash advance request is not in accordance with the approved Spending Plan and no explanation or justification was provided for the discrepancy;
- Delinquent submission of required financial reports --- i.e., Expenditure Reports (ER) and supporting schedules and/or supporting documentation (requested by FMD Auditor), attachments, General Ledger (GL), GL and ER reconciliation report, etc.;
- Subrecipient has fiscal monitoring review and/or audit findings related to cash management controls;
- Delinquent Single Audit report;
- Expired insurance coverage;
- Grant only allows cost reimbursements (e.g., LA County grants, Gang Injunction Curfew Settlement, Prison to Employment Initiative – P2E);
- A "specific condition" was imposed as a result of serious and/or repeated fiscal review and/or audit findings;
- Outstanding refund due to disallowed costs;
- High risk assessment during EWDD's risk assessment process; and/or
- Other special conditions, including at the discretion of EWDD.

If the subrecipient is determined to be in violation of requirements, EWDD may rescind the cash advance approval and place the subrecipient on cost reimbursement method of payment.

REFERENCES

- WIOA (Public Law 113-128)
- Office of Management and Budget (OMB), Title 2 Code of Federal Regulations (CFR) Part 200: "Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards" (Uniform Guidance)
- Office of Management and Budget (OMB), Title 2 Code of Federal Regulations (CFR) Part 200.305 "Payment" (Uniform Guidance)
- Office of Management and Budget (OMB), 2 CFR 200.302, Financial Management
- Office of Management and Budget (OMB), 2 CFR 200.303, Internal Controls.
- City Contract, Section 801, Defaults
- City Contract, Section 404 (B), Program Income
- See Uniform Guidance 2 CFR 200.208 - Specific Conditions and 200.339 – Remedies for Non-Compliance.

*Disallowed Cost Resolution and Repayment Policy and Procedures

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidelines and establishes procedures for the resolution and repayment of disallowed costs determined as a result of audits, fiscal and program monitoring reviews, and/or special investigations conducted by Federal, State or local agencies, City of Los Angeles monitors and auditors, and other independent auditors conducting a Single Audit.

Disallowed costs, as defined in 2 CFR 200.1, are those charges to a Federal award that are found to be unallowable or unauthorized, in accordance with the applicable Federal statutes, regulations, or the terms and conditions of the federal award. As a policy, the City of Los Angeles follows this same definition for all federal and non-federal grants passing through the City and for all City-funded programs.

POLICY AND PROCEDURES

RESOLUTION OF DISALLOWED COSTS
EWDD must establish an audit resolution file to document the disposition of reported questioned costs and corrective actions taken for all findings. The audit file may be saved electronically, or in a physical file or binder. (Reference: EDD Workforce Services Directives (WSD) 22-06: Audit Resolution (November 14, 2022)

Initial Determination
The subrecipient is responsible for addressing all findings and questioned costs identified in an audit, EWDD fiscal or program review reports, and/or other special investigations. If the subrecipient fails to provide the necessary support or fails to address the findings, then EWDD will issue a Final Resolution/Initial Determination letter. The Initial Determination letter issued by and through the Director of Financial Management or the Assistant General Manager, Finance and Administration, will include:

- A list of all questioned costs;
- Determination as to whether the costs are allowed or disallowed, including the reason(s) with appropriate citations for such actions;
- Acceptance or rejection of any corrective action taken to date, including correction on administrative findings;
- Possible “specific conditions” or sanctions imposed (e.g., withholding of future payments, requiring additional reports and/or supporting documentation, etc.); and
- The opportunity for an informal resolution of no more than sixty (60) days from the date of the Initial Determination.

Informal Resolution
Following the issuance of the Initial Determination, the subrecipient will have ten (10) days to request an informal resolution of the findings. The written request must be sent to the EWDD’s EO Compliance Unit as follows:

City of Los Angeles
Economic and Workforce Development Department (EWDD)

Attn: Richard Cheng
EO Compliance Unit
444 South Flower Street, 14th Floor
Los Angeles, CA 90071
Email Address: Richard.Cheng@lacity.org

During the informal resolution, the subrecipient may provide documentation to support allowability of costs and proposed action on administrative findings. Informal resolution discussions may be held by telephone, video conference or in person, if practicable. When a meeting is held, provide a sign-in sheet. The sign-in sheet must be retained as part of the audit file. The meeting must be documented either with a voice recording or written notes. (Reference: EDD Workforce Services Directives (WSD) 22-06: Audit Resolution (November 14, 2022). Negotiations of repayments may be initiated at this time.

Final Determination

EWDD will issue a Final Determination, by and through by and through the Director of Financial Management or the Assistant General Manager, Finance and Administration, which will include the following:

- Reference to the Initial Determination;
- Summation of the informal resolution meeting, if held;
- Decisions regarding the disallowed costs listing each disallowed cost and noting the reason(s) for each disallowance;
- Questioned costs that have been resolved and the reason(s) for the resolution;
- Demand for repayment of the disallowed costs;
- Description of the debt collection process and other sanctions that may be imposed if payment is not received;
- Rights to a hearing;
- Status of each administrative finding;
- Identified areas of disagreement between the parties
- Advise subrecipient that the determination is based on information that is currently available. If new information becomes available, the Final Determination may be reopened at the awarding agencies option.

  Note: The audit resolution process must be completed within six months after receipt of the subrecipient's audit report and must ensure that the subrecipient takes appropriate and timely corrective action. Also, the audit file must be assembled for reference in the event of future action. Electronic files must be saved in a logical order (generally chronological) and contain all supporting documentation. Physical files must be tabulated with the most current documentation first. All audit files should include the following:

  - Final Determination and proof of receipt by subrecipient.
  - Additional documentation submitted as part of the informal resolution process, including notes related to informal resolution and sign-in sheets from any informal resolution meetings:
  - Initial Determination and proof of receipt by subrecipient.
  - Response to the final audit report.
  - Final audit report. (Reference: EDD Workforce Services Directives (WSD) 22-06: Audit Resolution (November 14, 2022)

Administrative Hearing

The hearing allows both parties the right to present either written or oral testimony, call and question witnesses in support of their position, present oral and written arguments, examine records and documents relevant to the issues, and be represented.

The hearing shall be documented either with a voice recording, written notes, or by a court reporter. The subrecipient will have thirty (30) calendar days after the Final Determination is issued to submit a written request for hearing with the EO Compliance Unit, EWDD**. If there is no timely appeal request, the Final Determination shall constitute as the City's final action. The subrecipient shall pay the questioned and /or disallowed costs as set forth herein and implement the corrective action(s) on each administrative finding.**

EWDD shall ensure correction of any unresolved administrative findings and will determine the status of the unresolved administrative findings through its monitoring process and determine that appropriate corrective action has been taken. A copy of the monitoring report substantiating the implementation of the appropriate corrective action must be filed with the audit report.

If there is an appeal, the subrecipient will receive written notice of the scheduled hearing at least ten (10) days before the hearing. The 10-day notice may be shortened with the written consent of both parties. The subrecipient may withdraw the hearing by submitting a written request.

The hearing officer's report, which should be completed within sixty (60) days after the conclusion of the hearing, and any other reports or documentation, will be submitted to the Mayor for transmittal to the Committee of the City Council hearing items related to community or economic development or referred herein as the Economic Development and Jobs Committee (EDJ). The EO Compliance Unit, EWDD, will notify the subrecipient of the date of the EDJ meeting and provide the subrecipient with a copy of the Department's report to the Mayor on the hearing officer's findings and recommendations.

Note: Any hearing and issuance of the Final Determination are the final level for appeal of disallowed costs of up to $500,000.

The EDJ will review the matter and may allow testimony by the parties in accordance with its rules and procedures.

The recommendation of the EDJ will be sent to the City Council and the Mayor for final consideration. The subrecipient will be notified in writing of the final decision of the City Council and Mayor. The written notification will include a summation of the issues identified and determinations and shall be given 60 days from the date of the receipt of the subrecipient's request for appeal.

There is no administrative appeal beyond the City Council and the Mayor. Therefore, the decision by the City Council and Mayor is final. The subrecipient shall agree to a repayment plan within thirty (30) days of the final decision of the City Council and Mayor.

Records Retention

EWDD and subrecipients must retain all records of each WIOA allocation for a period of three years from the date of their last expenditure report submitted to the EDD Central Office Workforce Services Division. If any litigation, claim, or audit is started before the expiration of the three-year period, ALL records must be retained until all findings have been resolved and final action taken (Uniform Guidance Section 200.333).

(Reference: EDD Workforce Services Directives (WSD) 22-06: Audit Resolution (November 14, 2022)

PAYMENT OF DISALLOWED COST

If the subrecipient agrees with the findings and the related questioned costs or if the disallowed costs have been determined and finalized under the City and applicable grant's resolution procedures, the subrecipient shall:

1. Pay the questioned and /or disallowed costs by issuing a check payable to the City of Los Angeles – EWDD;
2. Request for a repayment plan by submitting a written request to the General Manager of EWDD and comply with the approved repayment plan; and/or
3. Request to use stand-in costs in accordance with the conditions set forth by the City.

Upon notice to the subrecipient, the EWDD may withhold questioned or disallowed costs from amounts due to the subrecipient pending resolution or payment of questioned or disallowed costs.

INQUIRIES

If you require further information regarding this policy, please contact your EWDD Program Monitor or the Financial Management Division at (213) 744-9000.

REFERENCES

- Title 20 Code of Federal Regulations (CFR) 683.420-What procedures apply to the resolution of findings arising from audits, investigations, monitoring, and oversight reviews?
- Title 2 Code of Federal Regulations (CFR) 200.207, Specific Conditions
- 68 Controller General 247, B2088712, February 9. 1989, Procurement Payment/-Costs-Substitution
- U.S. Department of Labor One-Stop Comprehensive Financial Management Technical Assistance Guide Part II, Chapter 11-12, Audit and Audit Resolution.
- https://www.doleta.gov/grants/pdf/TAG_PartII_July2011.pdf
- Employment Development Directive WIADO05-17, May 25, 2006, Audit Resolution
- City of Los Angeles Workforce Innovation and Opportunity Act (WIOA) Complaint Resolution Procedures (rev. Oct. 2017)
- Workforce Development System (WDS) Directive No. 20-10, December 4,2019, Transmittal of Updated Summary of the City of Los Angeles Local Workforce Development Area (LWDA) Complaint Resolution Procedures and Signature Receipt
- EDD Workforce Services Directives (WSD) 22-06: Audit Resolution (November 14, 2022)
- EDD Workforce Services Directives (WSD) 22-07: Debt Collection (November 14, 2022)

Financial Reporting Procedure

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides the financial reporting requirements for all subrecipients of the Economic and Workforce Development Department (EWDD).

BACKGROUND
EWDD's Financial Management Division (FMD) is responsible for submitting required financial reports to grantors and City officials. Grant reporting requirements and submission deadlines vary based on each grantor's reporting requirements and any obligation and expenditure restrictions that may be in place. EWDD's financial reporting instructions for subrecipients are in place in order to allow FMD to manage the cash needed for continued operations, meet grantors' financial reporting requirements, and obtain critical financial information for the department's oversight and monitoring responsibilities over grant funds.

POLICY AND PROCEDURES
The Uniform Guidance 2 CFR 200 and the City Contract require that expenditures reported be accounted for in the grantee's financial systems and accounting records and supported with adequate documentation.

1) Monthly Reports

EWDD's subrecipients must submit the following reports, commonly known as the "invoice", on a monthly basis:

a) Cash Request

The Cash Request is used to request for cash as advance or cost reimbursement for expenditures incurred.

b) Expenditure Report

The Expenditure Report is used to report the following:

1) Actual cumulative expenditures incurred as of the reporting period, including accruals, by approved budget line item,
2) Expenditure breakdown, if required – e.g., administrative and program costs, micro enterprise and technical assistance, work experience, etc.,
3) Program income earned and expended by budget line item,
4) Non-federal match, if required, and
5) Total cash received, total disbursements made, and cash balance as of reporting period.

Since grantors may impose varying and/or additional financial reporting requirements, subrecipients should verify with FMD if a special Expenditure Report must be prepared for a specific grant that is different from the standard form attached to this policy, prior to incurrence of expenditures. This ensures that a subrecipient's financial system and reporting methodology is prepared to track financial information for reporting purposes.

c) Attachment to the Expenditure Report

The Attachment to the Expenditure Report is used if additional financial information not included in the Expenditure Report is required. As with the Expenditure Report, subrecipients should verify with FMD if this report is required for reporting purposes.

d) Schedule of Personnel Costs

The Schedule of Personnel Costs is used to report employee salaries and fringe benefits charged to each City contract. This report should reflect actual direct or allocated hours worked by each employee, program income earned and expended for personnel costs, and non-federal matching share, if required.

e) **Schedule of Leveraged Resources,** if required.

Due Dates

Subrecipients who have been approved to receive cash advances may submit the Cash Request ten (10) days prior to the month the advance is for.

Subrecipients on cost reimbursement basis must submit the Cash Request together with the Expenditure Report and all required supporting schedules listed above on or before the applicable dates below following the reporting period:

LA County Grants	5th day of each month
Prison to Employment Initiative	10th day of each month
All Other Grants	15th day of each month

If the deadline falls on a weekend or a holiday, the reports are due on the preceding business day of that weekend or holiday.

If necessary, earlier or later deadlines may be established as a result of a grantor's reporting deadlines, audit findings, and/or other special conditions.

For final closeout reports, FMD will issue a closeout directive with detailed instructions prior to the end of the fiscal year or grant's program year. If a subrecipient fails to submit a final closeout report, FMD will unilaterally close a contract based on the most recent Expenditure Report submitted.

Delinquent reporting may impede payment of invoices and will have a negative impact on a subrecipient's Annual Performance Evaluation.

II. Quarterly Reports

For the quarters ending September 30, December 31, March 31, and June 30, the following must also be submitted with the Expenditure Report:

- General Ledger,
- Reconciliation of General Ledger and Expenditure Report,
- Payroll register,
- Individual Training Account (ITA)/On-the-Job Training (OJT) agreement, and payments to ITA/OJT providers,

- Support services payments, and
- Bank and cash reconciliation

Due Dates
These are due by the end of the month following each quarter (i.e., October 31st, January 31st, April 30th, and July 31st.).

III. Other Reporting Requirements
As part of the City's fiscal monitoring review process, FMD may request for additional reports and/or documentation. Below are examples:

- Time sheets to support payroll registers,
- Payroll registers,
- Cost/Time allocation schedules,
- Supporting documentation for any selected samples, and/or
- Other accounting records.

Additionally, FMD may impose specific conditions on high risk subrecipients and/or subrecipient with recurring and/or serious findings resulting from FMD's fiscal monitoring reviews, the subrecipient's Single Audit and/or special investigations. Depending on the reason for the specific condition, FMD may withhold payment, require additional reporting and/or documentation requirements, impose additional expenditure restrictions, etc. These specific conditions will be in place until FMD determines that deficiencies have been corrected and necessary corrective actions have been implemented.

REFERENCES

- WIOA (Public Law 113-128),
- Office of Management and Budget (OMB), Title 2 Code of Federal Regulations (CFR) Part 200: "Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards" (Uniform Guidance),
- Office of Management and Budget (OMB), Title 2 Code of Federal Regulations (CFR) Part 200.305 "Payment" (Uniform Guidance),
- State of California EDD WSD 19-05: "Monthly and Quarterly Financial Reporting Requirements",
- Financial Management Division (FMD) Directive 17-001: "New Financial Reporting Requirements for Workforce Innovation and Act (WIOA) Adult, Dislocated Worker, Youth, Governor's Discretionary, 25% Additional Assistance, and Special Grants,
- Financial Management Division (FMD) Directive 17-002: "New Financial Reporting Requirements Quarterly Submission of General Ledger.

Fiscal Monitoring Review Policies and Procedures

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy establishes procedures for the performance of a fiscal monitoring review and resolution of any subsequent findings and observations.

BACKGROUND
The Economic and Workforce Development Department (EWDD) awards federal, state, and local grants to for-profit and non-profit organizations (Subrecipient). It is the policy of the department to conduct desk and on-site fiscal monitoring reviews every fiscal year to determine the subrecipient's compliance with federal, state, local, and City grant regulations, including the requirements set forth in 2 CFR 200.331(d) – Requirements for Pass-Through Entities, and the audit requirements specified in 2 CFR 200.500 to 200.521, and ensure the resolution of any findings and questioned and/or disallowed costs.

The EWDD's Financial Management Division (FMD) Audit Section is responsible for conducting the fiscal monitoring reviews of subrecipients. The objectives of the fiscal reviews are to determine if:

- Subrecipient has good internal controls and adequate financial management systems in place to account for City funds;
- Funds are used for allowable activities;
- Expenditures are appropriately allocated to funding sources and required cost categories;
- Proper fiscal records are maintained and are auditable;
- Grant regulations and contract provisions are complied with; and
- Corrective actions from prior fiscal reviews and audits are being implemented.

POLICY AND PROCEDURES

I. PREPARATION FOR FISCAL REVIEW

A. Scheduling of the Site Visit

The FMD Auditor must coordinate with the subrecipient to schedule the field work. The date should be scheduled at least **ten business days** prior to the start of the field work to allow the subrecipient to prepare for the visit.

Once the dates have been confirmed, the FMD Auditor must send an appointment letter to:

- Confirm the dates of the site visit;
- Inform the subrecipient of records that should be ready and available for review; and
- Send a fiscal review checklist that must be completed and submitted by the subrecipient on or before the Entrance Conference.

B. Preparation for the Field Work

Prior to the field work, the FMD Auditor must perform an on-site and audit plan by reviewing the following:

- Background information about the subrecipient – current news, organization's website, etc.,
- Contracts,
- Status of specific conditions imposed, if any,
- Prior year's fiscal review reports and status of findings and corrective actions,

- Latest Single Audit report,
- Prior year closeout Expenditure Reports,
- Latest Expenditure Report,
- Approved budget,
- Latest indirect cost rate proposal,
- Program monitoring report and status of findings and corrective actions,
- Invoice payment analysis,
- General ledger and Expenditure Report reconciliation,
- Documentation of sampled expenditures, if any; and
- Others, as necessary.

II. FIELD WORK

The length of the field work ranges from **five to twenty business days**, depending on the results of the risk assessment, size, complexity and structure of the organization, the availability and auditability of fiscal records, availability and responsiveness of staff, and the number of contracts and fiscal years to be covered.

A. Entrance Conference

The entrance conference is the initial meeting with the subrecipient staff and starts off the field work. At this meeting, the following must be discussed:

- Objectives of the fiscal review,
- City contract(s) and fiscal year(s) to be covered,
- Planned on-site field work dates,
- Fiscal review procedures that will be performed and the standard timeline,
- Financial records to be reviewed,
- Completed Fiscal Review Checklist,
- Any changes in the subrecipient's accounting system, executive and fiscal personnel, etc.
- Subrecipient's other non-City funding sources,
- If preferred by the subrecipient, the assignment of a Single Point of Contact (SPOC) or contact persons for specific areas of the review,
- Requests for FMD Auditor working space, and
- Other questions and concerns the subrecipient may have.

It is preferable that the subrecipient's Executive Director attend the Entrance Conference in order to ensure full cooperation from staff most familiar with the financial system, internal control structure, and financial transactions. At the minimum, the subrecipient's Chief Financial Officer and senior accounting staff should attend the meeting.

B. Review

The FMD Auditor should conduct the review immediately after the entrance conference and perform the fiscal review procedures as discussed during entrance meeting.

During the review, the FMD Auditor must:

- Make every effort to minimize the disruption to the subrecipient's daily operations by scheduling interviews in advance and by coordinating requests for information and documentation in an organized and clear manner;
- Prepare Requests for Documentation for additional records or supporting documentation needed. Issue a Notice of Insufficient Documentation if documentation requested is incomplete or not received within **three business days**;

- When deemed necessary, offer or provide technical assistance on financial related matters such as grant regulations, proper internal controls, EWDD's financial reporting requirements, cost allocation, cost allowability, indirect cost proposals, fiscal monitoring, Single Audit, etc.; and
- Follow-up on any outstanding desk review and prior year fiscal review findings and Single Audit issues and/or deficiencies.

C. Exit Conference

The exit conference concludes the field work. At the meeting, the FMD Auditor must provide the subrecipient with an Exit Report that lists all preliminary findings and discuss the following:

- Elements of each preliminary finding --- i.e., criteria, condition, cause, effect, and recommendation;
- Any questioned costs;
- Additional information and/or supporting documentation the subrecipient can provide to resolve preliminary findings and questioned costs and when these should be submitted (See Section III-A);
- Implication of questioned costs becoming disallowed costs and the process for repayment to EWDD;
- Process for using stand-in costs; and
- Timetable for issuance of draft and final reports.

III. DRAFT REPORT

A. Pre-Issuance of Draft Fiscal Review Report

Within **five business days** after the date of the exit conference, the subrecipient must be allowed to:

- Submit additional information and/or supporting documentation to resolve any potential findings, as agreed upon at the Exit Conference or
- Submit a written request and justification for an extension to the deadline, subject to the review and approval of the FMD Audit Section head.

B. Issuance of Draft Fiscal Review Report

The FMD Auditor must issue the draft fiscal review report within **ten business days** from the date of the exit conference, the submission of the additional information and/or supporting documentation or the extended deadline.

The draft fiscal review report will include the following:

- Subrecipient's background information;
- City Contracts, funding sources and period covered by the fiscal review;
- Findings and resulting questioned costs, if any, that were not resolved during the field work and pre-issuance period;
- Applicable Federal, State, and/or local grant regulations and directives (e.g., 2 CFR 200) and City contract provisions that were violated, if any;
- Supporting schedules;
- Recommended corrective actions;
- Status of Prior Year's Fiscal Review findings;
- Status of Single Audit report deficiencies and findings;
- Other matters of concern; and
- Deadline to submit a written response to each finding.

IV. FINAL FISCAL REVIEW REPORT

A. Pre-Issuance of Final Fiscal Review Report

Upon issuance of the draft fiscal review report, the subrecipient has **fifteen business days** to submit a written response. During this fifteen-day period, the subrecipient may request for a meeting if necessary and/or if assistance is needed. If no written response is received from the subrecipient by the 10th business day, the FMD Auditor must make a follow-up on the status. If additional time to respond is needed, the subrecipient must send a written request and justification, at least **five business days** before the deadline and subject to the review and approval of the FMD Director,

B. Issuance of Final Fiscal Review Report

The FMD Auditor must issue the final fiscal review report within **ten business days** after receipt of the subrecipient's response. If no response was received from the subrecipient, the FMD Auditor must issue the final fiscal review report within **three business days** after the subrecipient's response was due.

The final fiscal review report must include all information included in the draft fiscal review report **plus** the following:

- Subrecipient's response (or lack of) to the findings;
- Status of findings and any changes in recommended corrective actions based on subrecipient's response;
- Amount of unearned grants and/or disallowed costs, supporting computations, and instructions on how to return funds to EWDD;
- Specific conditions and/or sanctions that may be imposed (e.g., withholding of cash request); and
- Other areas of concern.

C. Distribution of the Final Fiscal Review Report

The final fiscal review report must be sent to the subrecipient's:

- Executive Director and
- Chief Finance Officer.

The fiscal review report will be posted on EWDD's intra-departmental website with copies sent to the following EWDD managers:

- Program Monitor,
- Program Division Director,
- Program Assistant General Manager, and
- General Manager.

V. FINAL DETERMINATION AND RESOLUTION OF FINDINGS

Upon issuance of the final fiscal review report, the subrecipient has **ten business days** to submit a written response to the remaining outstanding issues. The FMD Auditor must send the subrecipient a reminder letter if a written response is not received **three business days** before the due date.

If the subrecipient requests a meeting with the EWDD's Executive Management, the FMD Director must:

- Advise the subrecipient to contact the EWDD's Assistant General Manager and
- Brief the EWDD's Assistant General Manager of unresolved issues.

Within **ten business days** from the date the written response is due or received from the subrecipient, the FMD Auditor must issue a final resolution report that includes the subrecipient's additional

responses and the FMD Auditor's final determination/resolution and recommended corrective actions, including the following:

- Reason(s) justifying the final determination/resolution for each finding,
- Questioned costs resolved and the reason(s) for allowance,
- Disallowed cost and the reason(s) for disallowance,
- Instructions for the repayment of disallowed costs,
- Instructions on how to request for installment payment arrangement for the disallowed costs,
- Sanctions that will be imposed for non-payment,
- Subrecipient's rights under the WIOA Complaint Resolution Procedures, and
- Other areas of concern.

VI. REPORT TO THE WORKFORCE DEVELOPMENT BOARD

Upon instruction of the General Manager, the FMD Director shall report to the Workforce Development Board a list of service providers with disallowed costs and/or financial stability issues.

VII. SUMMARY OF TIMELINE

Task	**# of business days**
Preparation for field work	5
Field work	20
Draft fiscal review report – including review of additional supporting documentation	15
Subrecipient response	15
Final fiscal review report	15
Subrecipient response to remaining outstanding findings	10
Final determination and resolution letter	10
Total # of business days	**90**

VIII. SUBRECIPIENT'S APPEAL RIGHTS

If the subrecipient disagrees with FMD Final Fiscal Review Determination/Resolution Report, it may exercise its appeal rights in accordance with the rules and regulations applicable to the grant affected. In the case of WIOA, the City of Los Angeles Workforce Innovation and Opportunity Act (WIOA) Complaint Resolution Procedures shall be followed. In such case, the FMD Final Fiscal Review Resolution shall constitute the Initial Determination. Accordingly, fiscal review resolution shall follow the three-part process under the WIOA Complaint Resolution Procedures.

IX. PAYMENT OF DISALLOWED COST

If the subrecipient agrees with the findings and the related questioned costs or if the disallowed costs have been determined and finalized under the City and applicable grant's resolution procedures, the subrecipient shall pay the disallowed costs as follows:

- Issue a check payable to the City of Los Angeles – EWDD;
- Apply stand-in costs in accordance with the conditions set forth below; and/or
- Request for a repayment plan through the FMD Director for approval of the General Manager and comply with the approved repayment plan.

Upon notice to the subrecipient, the EWDD may withhold questioned or disallowed costs from amounts due to the subrecipient pending resolution or payment of questioned or disallowed costs.

X. STAND-IN COSTS

A subrecipient may propose the use of stand-in costs to substitute for questioned or disallowed costs during the audit resolution process. To be acceptable, the stand-in cost must meet the following criteria:

- It must be incurred for allowable program costs that have not been charged to the program.
- The cost must be included within the scope of the audit, accounted for in the subrecipient's financial system, and adequately documented as all other program costs.
- It must have been expended in support of the same grant, title and funding stream for WIOA grants, and program year as the costs they propose to replace.
- It must not cause a violation of the cost limitations (e.g., administrative cost limitation) and must be actual expenses paid with non-federal funds.
- The proposal to replace disallowed costs with stand-in costs must be submitted before the end of the informal resolution period.
- Stand-in costs may not be considered as a substitute for disallowed costs for which non-federal cash repayment is required.

EWDD will not accept proposed stand-in costs if costs were disallowed as result of fraud.

REFERENCES

- 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards;
- 2 CFR 200 Sub Part D - Post Federal Awards Requirements- Subrecipient Monitoring and Management;
- 2 CFR 200.331 Requirements for Pass-thru Entities;
- 2 CFR 300 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Health and Human Services;
- 2 CFR 1000 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Treasury
- 2 CFR 2800 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Justice;
- 2 CFR 2900 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Labor;
- 31 CFR Part 35 Pandemic Relief Programs, Subpart A. Corona Virus State and Local Fiscal Recovery Funds – Department of Treasury
- Workforce Innovation and Opportunity Act, Subtitle E- Administration, Section 185(f)(2) Reports; Record Keeping; Investigations.
- 68 Controller General 247, B2088712 , February 9, 1989, Procurement Payment/-Costs-Substitution;
- 86 FR 4182, Department of the Treasury, Coronavirus Relief Fund for States, Tribal Governments, and Certain Eligible Local Governments;
- City Contract, Section 608 Audits and Inspections

*Indirect Cost Rate Policy

EFFECTIVE DATE: JULY 1, 2025

POLICY STATEMENT
This policy provides guidelines and establishes the procedures for requesting approval for an indirect cost rate from the subrecipient's Federal cognizant agency for indirect cost or from EWDD.

DEFINITIONS

Federal Cognizant Agency for Indirect Costs:
The federal agency responsible for reviewing, negotiating, and approving cost allocation plans or indirect cost proposals developed on behalf of all Federal agencies. (2 CFR 200.19)

Indirect (Facilities & Administrative (F&A) Costs:
Those costs incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. To facilitate equitable distribution of indirect expenses to the program, function, activity, award, organizational division, contract, or work unit served (2 CFR 200.28, Cost objective), it may be necessary to establish a number of pools of indirect (F&A) costs. Indirect (F&A) cost pools must be distributed to benefit cost objectives on bases that will produce an equitable result in consideration of relative benefits derived. (2 CFR 200.56)

Indirect Cost Rate:
The ratio between the total indirect expenses and some direct cost base. The indirect cost allocation methods used by each organization depend on its own structure, program functions, and accounting system. The use of an indirect cost rate enables the organization to determine the proportion of indirect cost each program should bear.

Indirect Cost Proposal:
The documentation to substantiate the request for the establishment of an indirect cost rate (2 CFR 200.57)

POLICY AND PROCEDURES

SUB-RECIPIENTS WITH FEDERAL COGNIZANT AGENCY FOR INDIRECT COST

- Develop and submit an Indirect Cost Rate Proposal to your Federal cognizant agency for indirect cost. The requirements for negotiation and approval of indirect cost rates are in the following:
  - 2 CFR 200 - Appendix III for Institutions of Higher Education (IHE),
  - 2 CFR 200 - Appendix IV for Non-Profits,
  - 2 CFR 200 - Appendix VII for State and Local Government (2 CFR 200.414(e), 2 CFR 200.57), and
  - Federal Acquisition Regulations (FAR), Part 31.2, Contracts with Commercial Organizations, and FAR Part 42.7, Indirect Cost rates, for commercial entities (https://www.acquisition.gov/Far/).

The U.S. Department of Labor, Office of Cost Determination, has also issued a Guide for Indirect Cost Determination (https://www.dol.gov/sites/dolgov/files/OASAM/boc/A-Guide-with-Respect-to-Indirect-Costs.ppt) that may be used as a guide.

Subrecipients must follow these requirements and regulations.

- Upon negotiation and approval of an Indirect Cost Rate, submit copies of the following to EWDD Financial Management Division:
  - Indirect Cost Rate Agreement from the Federal cognizant agency for indirect costs and
  - Indirect Cost Rate proposal submitted.
- This Indirect Cost Rate Agreement will be the basis for EWDD's approval of the sub-recipient's indirect cost rate, subject to funding availability and grant restrictions**.**
- For WIOA and other workforce-related City contracts subject to an administrative cost cap/limit (generally at 4% of total City contract or actual expenditures, if lower), the subrecipient must submit a detailed breakdown of its indirect cost components into administrative and program costs and the calculation of the proportion (percentage) of each category to the total indirect costs. If this breakdown and calculation is not submitted, indirect costs will be considered 100% administrative costs. In addition, indirect costs classified as program costs must be fully documented.

As a practice, EWDD uses the WIOA definition of administrative costs found in 29 CFR 683.215.

- The procedures or methodology for calculating indirect administrative and program costs are as follows:
  - Review all the costs included in the indirect pool and label them as program or administrative costs based on the WIOA definition (20 CFR 683.215, What WIOA functions and activities are subject to cost limitations);
  - Calculate the proportion (percentage) of total costs for each of the two categories;
  - Calculate the total dollar amount of indirect costs attributable to the particular WIOA program (i.e., apply the negotiated indirect cost rate to the specified base); and
  - Apply the percentages of administrative and program as calculated to the total dollar amount of indirect costs to establish the dollar amount that is to be recorded/reported as administrative costs and the amount that is program costs for that particular program

(Please see the U.S. Department of Labor One-Stop Comprehensive Financial Management Technical Assistance (TAG) Guide Part II) for additional guidance.)

SUBRECIPIENTS WITHOUT A FEDERAL COGNIZANT AGENCY

The subrecipient may do one of the following:

1. Request to use an approved indirect cost rate negotiated with another pass-through entity;
2. Select to use a direct allocation method for its indirect costs;
3. Select to use a 15% de minimis rate (discussed below); or
4. Submit an indirect cost rate proposal package to EWDD FMD. The package must include the following:

- Worksheet(s) showing the computation of the indirect cost rate – (including notes for adjustments);
- Audited financial statements – The direct and indirect costs in the worksheet should be traceable and reconcilable with the costs in the audited financial statements;
- A breakdown of its indirect cost components into administrative and program and the percentage of each to the total indirect costs in accordance with 20 CFR 683.215 and One-Stop Comprehensive Financial Management Technical Assistance Guide Part II (TAG);

- Certificate of Indirect Costs signed by a staff at a level no lower than Executive Director or Chief Financial Officer;
- A cost policy statement that identifies what the agency considers as direct and indirect costs and the rationale to support those costs;
- Latest Organization Chart;
- A cover letter forwarding these documents to the Director, Financial Management Division; and
- All other documents that EWDD may require.

If the proposal is complete and approved, EWDD FMD will issue a formal letter stating the following:

- Approved final or tentative indirect cost rate and period covered and
- Direct cost base (example direct salary, or total direct cost).

The tentative rate will be revised and a final rate approved for the same period when a new indirect cost rate proposal is submitted the following year.

DUE DATES TO SUBMIT AN INDIRECT COST PROPOSAL

For Direct Federal Award Recipients:
A subrecipient which has not previously established an indirect cost rate with a Federal agency must submit its initial indirect cost proposal immediately after the organization is advised that a Federal award will be made and, in no event, later than three months after the effective date of the Federal award, except when the organization has elected to use the 10% de minimis rate. (2 CFR 200, Appendix IV C (2) (b))

A subrecipient with previously submitted or established rates must submit a new indirect cost proposal to the Federal cognizant agency for indirect costs within six months after the close of each fiscal year, unless an extension has been approved in accordance with the procedures stated below. (2 CFR 200, Appendix IV C (2) (c))

For Subrecipients Requesting Approval from EWDD:
EWDD follows the same deadlines as described above for direct Federal award recipients.

EXTENSIONS
A subrecipient that has a current federally negotiated indirect cost rate may apply for a one-time extension of the rates in that agreement for a period of up to four years. This extension will be subject to the review and approval of the Federal cognizant agency for indirect costs.

If an extension is granted, the subrecipient may not request a rate review until the extension period ends. At the end of the 4-year extension, a subrecipient must re-apply to negotiate a rate.

Subsequent one-time extensions (up to four years) are permitted if a renegotiation is completed between each extension request (2 CFR 200.414(g)).

These rules on submission and extensions shall apply to indirect cost rates negotiated with the City.

15% DE MINIMIS RATE

2 CFR 200.414(f) allows any non-Federal entity (NFE) that does not have a current negotiated indirect cost rate to charge a *de minimis* rate of 15% of **modified total direct costs (MTDC)**. The City follows this same rule for all City contracts.

In accordance with the provisions of the Uniform Guidance 2 CFR §200.414 (f), Indirect (F&A) Costs, the use of the 15% de minimis rate shall be based on meeting the following eligibility criteria and requirements:

- The subrecipient does not have a current negotiated indirect cost rate from any Federal agency or from EWDD;
- The 15% rate will be applied to Modified Total Direct Costs (MTDC), as defined in 2 CFR §200.68.

MTDC shall include:

  - All direct salaries and wages, applicable fringe benefits,
  - Materials and supplies,
  - Services,
  - Travel, and
  - Up to the first $25,000 of each sub award (regardless of the period of performance of the sub awards).

- MTDC shall exclude:
  - Equipment, capital expenditures,
  - Charges for patient care,
  - Rental costs,
  - Tuition remission, scholarships and fellowships,
  - Participant support costs, and
  - The portion of each sub award in excess of $25,000.
  - Other items when necessary to avoid a serious inequity in the distribution of indirect costs.
- Participant related costs such as Individual Training Accounts (ITAs) and On-the-Job Training (OJTs) are considered flow-thru or pass-thru funds, These costs shall be excluded from MTDC when they cause distortion in the distribution of indirect costs;
- Costs must be consistently charged as either indirect or direct and not double charged or inconsistently charged as both (2 CFR §200.403, Factors affecting allow ability of costs);
- The subrecipient is responsible for the proper use and application of the de minimis rate;
- The subrecipient must disclose its election to use the 15% de minimis rate in its budget proposals or modifications with EWDD;
- The subrecipient must track all administrative costs as defined in 20 CFR §683.215 separately from program costs, including the administrative cost portion of the indirect cost pool. The total administrative costs may not exceed the established administrative cost limit (generally set at 4% of your award or actual expenditures, if lower).

The subrecipient must also provide a breakdown of the indirect costs between administrative and program indicating the percentage of each to the total indirect cost. The same breakdown must be used in reporting its monthly expenditures. The EWDD will not reimburse administrative costs in excess of the administrative cost limit and/or costs that are inherently administrative but are classified and reported as program without adequate supporting documentation.

Upon review of the request to use 15% de minimis rate, EWDD-FMD will issue a formal letter approving/disapproving the request based on the above criteria and requirements.

EWDD FMD will verify the organization's compliance with 2 CFR §200.414(f), 2 CFR §200.68, 2 CFR §200.403, 20 CFR §683.215, and City requirements.

The 15% de minimis indirect cost rate may be used indefinitely until the subrecipient elects to negotiate an indirect cost rate.

CHARGING INDIRECT COSTS TO CORONAVIRUS RELIEF FUNDS

The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) established the Coronavirus Relief Fund (CRF). Based on the latest update (as of January 15, 2021) to Federal Register 86 FR 4182 issued by the Department of the Treasury, indirect cost rates may not be applied to CARES Act funds. However, a recipient/subrecipient may use these funds to cover employee salaries and benefits for time spent on **necessary** administrative work --- which may include disbursing payments, managing the program, and other related administrative work as long as the program qualifies as responding to a COVID-19 public health emergency and second-order effects of the emergency.

The Guidance, therefore, allows charging of indirect costs as **eligible direct costs** if:
(a) Proper timekeeping records were maintained to **track actual time spent on the program** and
(b) If these costs are **not** recovered either as direct or indirect costs from another Federal program.

REFERENCES

- Title 2 Code of Federal Regulations (CFR) Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements;
- Title 2 Code of Federal Regulations (CFR) Part 2900 Uniform Administrative Requirements, Cost Principles, and Audit Requirements – Department of Labor;
- 2 CFR 200.414 – Indirect (F&A) costs;
- 20 CFR 683.215, What WIOA administrative functions and activities constitute the costs of administration subject to administrative cost limitation?
- 86 FR 4182, Document No. 2021-00827 – Coronavirus Relief Fund for States, Tribal Governments, and Certain Eligible Local Governments – Department of the Treasury;
- U.S. Department of Labor One-Stop Comprehensive Financial Management Technical Assistance Guide Part II, Chapter 11-5, Cost Classification, Indirect Costs pages 11-5-6 to 11-5-7. https://www.dol.gov/sites/dolgov/files/ETA/grants/pdfs/TAG_PartII_July2011.pdf
- Federal Acquisition Regulations (FAR), Part 31.2, Contracts with Commercial Organizations, and FAR Part 42.7, Indirect Cost rates. (https://www.acquisition.gov/Far/)
- City Contract, Section 301 (F) Indirect Cost

Leveraged Resources Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance to the City of Los Angeles America's Job Center of California[SM] (AJCC) operators, locally known as WorkSource Centers (WSC) and YouthSource Centers (YSC), on reporting leveraged resources that support program participants. In addition, the policy provides specific guidance for the AJCCs on reporting training leveraged resources mandated by California Senate Bill (SB) 734 as modified by California Assembly Bill (AB) 1149.

BACKGROUND
Leveraged resources are defined as federal and non-federal resources (cash contributions and in-kind contributions) used to support grant activity and outcomes that would normally be paid for using grant funds. Leveraged resources must be allowable and auditable under the Workforce Innovation and Opportunity Act (WIOA) program. Leveraged resources supplement WIOA formula funding, allowing centers to provide needed services, especially in times of decreasing funding.

General Leveraged Resources (WSC and YSC)
In the procurement of WSC and YSC contractors, proposers were required to identify a minimum amount of leveraged resources they would secure to support their WIOA programs. WSC. These amounts were incorporated into WSC and YSC contracts as performance requirements. The Economic and Workforce Development Department (EWDD) requires all WSC and YSC operators to report all leveraged resources on a regular basis.

Training Leveraged Resources (WSC Only)
California Senate Bill (SB) 734 imposed a training expenditure requirement on local Workforce Development Boards carrying out WIOA funded programs that allowed a portion of the minimum training expenditure requirement may be met by applying specific leveraged resources used for training services. In 2017 the Governor signed into law Assembly Bill (AB) 1149, which expanded the types of services to which leveraged funds may be applied to include Supportive Services for those in training, and expanded the sources of leveraged funds that may be applied(See Training Expenditure Requirement Policy for additional information on training expenditure requirements related to SB 734 and AB 1149)

On January 31, 2019, the State of California Employment Development Department (EDD) issued Directive WSD 18-10 incorporating the modifications AB 1149 made to SB 734 requirements. Attached to that Directive was a Summary of Training Leveraged Resources form (Attachment 2) to capture the leveraged training resources. The Summary of Training Leverage Resources form listed the twelve categories that EDD will accept EWDD has modified that form for use by WSC contractors to report training leveraged resources.
EWDD issued Directive 20-13 on January 24, 2020, detailing the reporting requirements for both training leveraged resources, as well as those that do not count towards the training requirement. The Directive contained three forms; Match Funds form Employer Paid Portion of On-the-Job Training, Summary of Training Leveraged Resources Form, and an internal EWDD form to capture all other leveraged resources.

POLICY AND PROCEDURES

At the start of each fiscal year, which runs from July 1 through June 30, agencies are required to submit a Budget/Expenditure Plan that lists all planned leveraged resources separated by Cost Category. The total amount of leveraged resources (training and general) each WSC operator must report is determined by their response to the most recent Request for Proposals (RFP). EWDD requires all YouthSource operators to report $200,000 in leveraged resources. Adult Non-Training Leverage Resources and Youth Leveraged Resources may include those Personnel Costs, Other Costs (facility, materials, copiers etc.), Participant Related Costs (including supportive services and those forms of adult training that do not meet SB 734 and AB 1149 requirements), Subcontractor Costs, Furniture and Equipment Costs, and Indirect Costs that are not paid for with WIOA formula funds.

Each month WSC and YSC operators are to determine and validate through support documentation the amount of leveraged resources utilized for that month. For the WSCs this includes both those that qualify under AB 1149 as training leveraged resources, and those that do not. The Leveraged Resources forms must be completely filled out indicating the source, type, description, amount, program year, and the number of participants served. All forms should reflect a cumulative program year amount of leveraged resources.

For the WSCs the Summary of Training Leveraged Resources form also needs to be completed for training leveraged resources. As with invoices, one version of each form (training and non-training) needs to be completed for the Adult funding stream and one needs to be completed for the Dislocated Worker funding stream. This equates to four (4) possible leveraged resource forms that WSCs need to submit each month.

Monthly Invoices are due to the Financial Management Division (FMD) no later than the 15th of the month for expenses incurred in the prior month. Contractors must include leveraged resources forms with their expenditure reports, both of which are due the 15th of each month. Two copies of each form need to be **submitted each month, including for months where no new leveraged resources were utilized.** One copy of each form needs to be submitted to FMD, and one copy of each form needs to be submitted to an agency's assigned budget/program analyst. FMD does allow invoices to be e-mailed prior to the actual signed copy submission, so if e-mailing FMD, an agency must copy their analyst. When the agency submits hard copies, one copy must also be sent to the assigned Budget analyst.

FMD will compile the data and make that information available for use in the agency's annual performance evaluation. This information will also be made available to the Operations Division to help program analysts track their agency's progress throughout the program year and subsequently verify information during a site visit. Failure to conform to this requirement may adversely affect an agency's performance results.

REFERENCES

- SB 734 (DeSaulnier), Chapter 498, Statues of 2011
- AB 1149 (Arambula), Chapter 423, Statutes of 2017
- EDD Workforce Services Directive (WSD) 18-10: WIOA Training Expenditure Requirement (January 31, 2019)

*Property/Equipment – Purchasing, Inventory, and Disposition Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures for the purchasing, inventory, and disposal of property and equipment using WIOA funds. The intent is to ensure that purchases of property and equipment are procured properly through fair and open competition, and managed according to proper inventory, maintenance, and disposition procedures.

DEFINITIONS
Property- real property or personal property (Uniform Guidance Section 200.81)

Intangible Property – property having no physical existence, such as a trademark, copyrights, patents and patent applications and property, such as loans, notes and other debt instruments, lease agreements, stock, and other instruments of property ownership (whether the property is tangible or intangible) Uniform Guidance Section 200.59)

Real Property – land, including land improvements, structures, and appurtenances thereto, but excludes movable machinery and equipment, and any parcel with legal interest in land (Uniform Guidance Section 200.85 and 2 CFR 200.1).

Personal Property – property other than Real Property. It may be tangible, having physical existence or intangible (Uniform Guidance Section 200.78).

Equipment – tangible, personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-federal entity for financial statement purposes, or $10,000 (Uniform Guidance Section 200.313, 200.33, and 200.439).

General Purpose Equipment – equipment which is not limited to research, medical, scientific, or other technical activities. Examples include office equipment and furnishings modular offices, telephone networks, information technology equipment and systems, air conditioning equipment, reproduction and printing equipment, and motor vehicles (Uniform Guidance Section 200.48).

Supplies – all tangible personal property other than Equipment (as defined above). A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the non-federal entity for financial statement purposes or $10,000, regardless of the length of its useful life. The supply disposition allows if the total price of unused supplies is $10,000, then the entity may retain or sell them (Uniform Guidance Section 200.94 and 2 CFR 200.1).

Information Technology Systems – computing devices, ancillary equipment, software, firmware, and similar procedures, services (including support services), licensing or subscriptions to software and software support services, and related services (Uniform Guidance Section 200.58). This includes fees for licensing or subscriptions to software and software support services. Even if a monthly subscription fee is under $5,000, if the total annual cost for the subscription exceeds $5,000, then prior approval must be obtained (WSD 16-10).

Hardware – physical components of computer systems.
Software – programs, procedures, data, and routines used, accessed, and/or stored by computers.

Subscription – the regular remittance of pay for the licensed use of services, application/software, equipment, or property with a cost of $5,000 or more per unit, or cumulative cost within a twelve-month period.

POLICY AND PROCEDURES

Budget Plans
A contractor may occasionally submit budget plans that include a request to purchase property. However, the approval of the budget plan DOES NOT constitute approval of the purchase request. The contractor will be required to submit required procurement documentation per the contract to the Program Analyst for review and approval.

PURCHASE CONSIDERATIONS
To ensure funds are being spent in a fiscally prudent and efficient manner, subrecipients need to consider the following prior to purchasing property:

- Is the purchase reasonable?
- Why is the purchase needed?
- Have the best products been selected?
- What procurement method will be used?
- Has a lease option been considered?
- Does the State/City already provide the item, service, or software being considered for rent, purchase, or subscription?

PURCHASE PROCEDURES
Contractors should anticipate purchases prior to the start of each Program Year, and budget accordingly. Unanticipated purchases are still allowable, but must be accounted for in a revised budget, complete with a narrative justifying the need for purchase. Contractors must obtain prior approval from the Economic and Workforce Development Department (EWDD) to purchase any equipment or property using WIOA funds.

Purchases must be made in accordance with the Procurement Policy as set forth in the Workforce Development Board's Annual Plan. The required documentation, including specifications and pricing, must be submitted to the Program Analyst for review. EWDD will make a decision and notify the contractor in writing of the decision.

Items with a per-unit cost of $10,000 or more also require prior approval from the State of California Employment Development Department (EDD). Once the documentation is provided to the Program Analyst, EWDD will submit a request to the State for the purchase. The contractor will be notified in writing of the State's decision.

All purchases using WIOA funds must be used for allowable activities under the terms of the contract, grant, or other agreement. Failure to follow these procedures may result in questioned or disallowed costs.

LEASING CONSIDERATION

The decision to lease or buy personal property should be governed by considerations of economy. Consideration for leasing may differ by property type and according to market conditions. The length of the contract period of the lease should also be considered. Leasing with an option to purchase is generally preferable to straight leasing. However, for real property, administrative requirements make leasing the *only* option, as the construction or purchase of real property is not allowed under the WIOA program except in certain limited circumstances, with prior written approval of the DOL Secretary (WSD 16-10).

INVENTORY RECORDS

Contractors must maintain an inventory control of all equipment and property purchased with WIOA funds. Items should be tagged with the assistance of the Program Analyst, and all pertinent information (description of property, purchase date, serial number, cost, location, tag number, condition, etc.) recorded on the City's Equipment Inventory form. Title to property and supplies purchased with WIOA funds are vested in EWDD. Contractors must take a physical property inventory and reconcile the inventory with the property records at least once every two years.

The transfer or removal of any equipment from the contractor's assigned inventory is prohibited unless first approved by EWDD. Contractors must also ensure adequate safeguards to City property to prevent loss, damage, or theft of such property. In the event that an item of City property is lost, vandalized, or stolen, the contractor has the responsibility to act promptly and notify local law enforcement and the City documenting the surrounding circumstances. If the City property is vandalized or stolen, the contractor must submit a copy of the police report to the assigned EWDD Program Analyst.

DISPOSITION

If property or equipment with a per unit fair market value (FMV) of $10,000 or more is no longer needed for the original project or program, the contractor may use the property for other activities currently or previously supported by the Department of Labor (DOL). FMV is defined as the selling price of an item that is sold through auction, advertisement, or a dealer.

If the property or equipment is not needed for a DOL program/project, the contractor may either retain or sell the property and reimburse the State (via the City) for the WIOA federal funds' share. If equipment is valued at more than $10,000, then the recipient or sub-recipient may retain, from the federal share, $1,000 of the proceeds to cover expenses from selling and handling. Any excess must be refunded/reimbursed to the Federal Agency through the State (via the City). The amount of reimbursement is computed by applying the percentage of WIOA funds used to purchase the items to the current FMV of the property.

The City will send the funds from any sale of property or equipment to the following address:

Attn: Cash Control Unit
Fiscal Programs Division, MIC 70
Employment Development Department
P.O. Box 826217
Sacramento, CA 94230-6217

If the contractor has no further use for tagged and inventoried property and wishes to dispose of it in a manner other than selling, they must request City approval in writing prior to disposition. Contractors should contact their assigned City Monitor for a copy of the "Computer and Cellular Telephone Devices

Salvage Certification Form" and "Request for Sale/Reuse" form. Property must be cataloged with its inventory numbers and an explanation for why the item is being salvaged. If the property disposition includes computers, then the contractor will need to submit a plan on how it intends to clear and erase the hard drives in order to prevent confidential information from being obtained. Once approved, the City will arrange the best pick up time for property disposition. Should the item be salvaged, the Inventory form must be kept and updated for any transaction in accordance with record retention procedures.

REFERENCES

- Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)
- Workforce Services Directive WSD 16-10, Subject: Property – Purchasing, Inventory, And Disposal (November 10, 2016)

*Salary and Bonus Limitations for Calendar Years 2023 through 2025

EFFECTIVE DATE: January 1, 2025

POLICY STATEMENT
This policy provides the salary and bonus limitations for individuals compensated by Department of Labor-Employment and Training Administration (DOL ETA) funded programs for the calendar year 2023 through 2025. It applies to all City subrecipients expending Workforce Innovation and Opportunity Act (WIOA) and Department of Justice (DOJ) Second Chance funds.

BACKGROUND
On June 15, 2006, President Bush signed into law an emergency supplemental appropriation bill, Public Law 109-234. Section 7013 of this public law limits salary and bonus compensation for individuals who are paid by funds appropriated to DOL ETA and provided to recipients and subrecipients. Specifically, Section 7013 states:

"*None of the funds appropriated in Public Law 109-149 or prior acts under the heading 'Employment and Training' that are available for expenditure on or after the date of enactment of this section shall be used by a recipient or subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II, except as provided for under section 101 of Public Law 109-149.*

This limit shall not apply to vendors providing goods and services as defined in OMB Circular A-133. Where States are recipients of such funds, States may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from subrecipients of such funds, taking into account factors including the relative cost-of-living in the State, the compensation levels for comparable State or local government employees, and the size of the organizations that administer the Federal programs involved including Employment and Training Administration programs."

Subsequently, on August 15, 2006, the DOL ETA issued TEGL 05-06. The State of CA Employment Development Department (EDD) also issues a directive every year, the latest of which is WSD 22-10, issued on March 21, 2023, applicable for 2023. These directives inform states and other DOLETA-funded recipients and subrecipients of limitations on salary and bonus payments, the programs affected by this provision, effective dates and funding cycles, covered individuals and transactions, application of the limitation, and related grant and contract modifications.

POLICY AND PROCEDURES
Public Law 109-234 sets the limit on salary and bonus compensation at a rate equivalent to no more than an Executive Level II. A salary table providing this rate is listed on the federal Office of Personnel Management website, under Policy, Data, Oversight "Pay and Leave" Executive Order for 2025 Pay Schedules. **These levels are adjusted annually**. The levels for 2025 and the last two years are as follows:

Year	Limit	Effective Date
2023	$212,100	January 1, 2023
2024	$221,900	January 1, 2024
2025	$225,700	January 1, 2025

Additional guidelines regarding the limitation:

- It applies to both the gross amounts of salaries and bonuses. The sum of all bonuses received over the twelve-month period when added to the employee's salary may not, at any time, exceed the limitation.
- It does not apply to benefits that are not salaries and bonuses. For example, fringe benefits, insurance premiums, and/or pension plans are not included in the calculation.
- **It is prorated based on the amount of time the employee is dedicated to the DOL ETA-funded program(s).**

***Example #1**:*
Executive Director's 2024 W-2 Gross Compensation is $175,000. He worked part-time (.60 FTE) all year but 100% of his time benefited the City WIOA contract:

Description	**Amount**
2024 Salary & Bonus Limit	221,900
Prorated Salary & Bonus Limit [$221,900 x (.60 x 100%)]	133,140
Executive Director's Total Gross Compensation	175,000
Salary Benefiting City WIOA Contract ($175,000 x 100%)	175,000
Compensation in Excess of Limitation ($175,000 - $133,140)	41,860

Example #2:
Executive Director's 2024 W-2 Gross Compensation is $175,000. He worked part-time (.50 FTE) all year and only 80% of his time benefited the City WIOA contract.

Description	**Amount**
2024 Salary & Bonus Limit	221,900
Prorated Salary & Bonus Limit [$221,900 x (.50 x 80%)]	88,760
Executive Director's Total Gross Compensation	175,000
Salary Benefiting City WIOA Contract ($175,000 x 80%)	140,000
Compensation in Excess of Limitation ($140,000 - $88,760)	51,240

Example #3:
Executive Director's 2024 W-2 Gross Compensation is $175,000. He worked full-time all year but only 50% of his time benefited from the City WIOA contract.

Description	**Amount**
2024 Salary & Bonus Limit	221,900
Prorated Salary & Bonus Limit ($221,900 x 50%)	110,950

Executive Director's Total Gross Compensation	175,000
Salary Benefiting City WIOA Contract ($1750,000 x 50%)	87,500
Compensation in Excess of Limitation ($87,500 < $110,950)	**0**

- It applies to salaries and bonuses regardless of whether they are paid as a direct or an indirect cost.
- It does not apply to "contractors" as defined in 2 CFR 200.23.
- The City will use the limitation imposed by the State EDD if and when it sets a limit below Executive Level II.

REFERENCES

- Public Law 109-234
- DOL Training and Employment Guidance Letter (TEGL) 05-06: Implementing the Salary and Bonus Limitations in Public Law 109-234 (August 15, 2006)
- U.S. Office of Personnel Management (OPM) Salaries and Wages, https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/
- U.S. Office of Personnel Management (OPM) Executive Senior Level - Pay Table of Rates of Pay for the Executive Schedule for 2025 https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2025/executive-senior-level
- State of California Employment Development Department Workforce Services Directive, WSD 22-10, Salary and Bonus Limitations for 2023, dated March 21, 2023.

*Single Audit Policy and Procedures

EFFECTIVE DATE: JULY 1, 2025

POLICY STATEMENT
This policy provides guidance to all Economic and Workforce Development Department (EWDD) subrecipients on the revised audit requirements for Federal awards in accordance with the provisions of the Uniform Guidance 2 CFR 200, Sub Part F, 200.500 to 200.521, Audit Requirements.

POLICY AND PROCEDURES

Requirement for Audit
The Uniform Guidance 2 CFR 200.501 requires subrecipients that expend $1,000,000 or more of Federal awards and sub-awards during the entity's fiscal year to have a single audit or a program-specific audit.

Single Audit
A subrecipient that expends $1,000,000 or more of Federal awards and sub awards during the entity's fiscal year must conduct a single audit.

Program-Specific Audit
When a subrecipient expends $1,000,000 or more during the entity's fiscal year under only one Federal program, the subrecipient may elect to have a program-specific audit conducted in accordance with the provisions of the Uniform Guidance. The cost of a program specific audit is allowable to that program.

Exemption from Audit
When Federal awards and sub-awards expended are less than $1,000,000 during the entity's fiscal year, a subrecipient is exempt from Federal audit requirements for that year. In those instances, EWDD requires the subrecipient to submit a written certification stating the exemption.

For-profit Subrecipient
The audit requirements in 2 CFR 200.500 to 200.521 do not apply to for-profit subrecipients. Those requirements make the pass-through entity responsible for establishing requirements, as necessary, to ensure compliance by for-profit subrecipients. In accordance with that direction, EWDD requires all for-profit subrecipients to follow the guidance established in this policy and procedures for the conduct of audits, either single audits or program specific audits, depending on whether the entity is multi-funded or receives only one source of Federal funds, and the level of total Federal expenditures incurred in the organization's fiscal year.

Subrecipients and Contractors
An auditee may simultaneously be a subrecipient and a contractor. Federal awards expended as a subrecipient are subject to audit. The payments received for goods or services provided as a contractor are not Federal awards.

Frequency of Audits (2 CFR 200.504)
Audits must be performed annually.

Sanctions (2 CFR 200.505)
In cases of continued inability or unwillingness to have an audit conducted in accordance with these requirements, the EWDD will impose sanctions which may include but are not limited to suspension of payments or termination of City contract(s). EWDD may, at its sole discretion, have a single audit or program specific audit conducted in accordance with the provisions of the Uniform Guidance. The cost of such audit will be chargeable to the subrecipient.

Auditee Responsibilities (2 CFR 200.508)
The auditee must:

- Procure or otherwise arrange for the audit (2 CFR 200.509, Auditor Selection);
- Provide EWDD with a copy of the engagement letter no later than 6 months prior to the audit submission due date;
- Prepare the appropriate financial statements and the schedule of expenditures of Federal awards for the fiscal year audited (2 CFR 200.510, Financial Statements);
- Promptly follow up and take corrective action on audit findings, including preparation of a summary schedule of prior audit findings and a corrective action plan (2 CFR 200.511, Audit Findings); and
- Provide the auditor with access to personnel, accounts, books, records, supporting documentation, and other information as needed for the auditor to perform the audit (2 CFR 200.508(d)).

Report Submission

- The single audit report package must be completed and submitted electronically to the Federal Audit Clearinghouse (FAC) within the earlier of 30 calendar days after receipt of the auditor's report(s) or nine months after the end of the audit period (2 CFR 200.512, Report Submission).
- A copy of the single audit report must also be submitted within the same period stated above to:

  City of Los Angeles
  Economic and Workforce Development Department
  Attn: Financial Management Division (FMD)–Audit Section
  444 South Flower Street, 14th Floor
  Los Angeles, CA 90071

- If the due date falls on a weekend or Federal holiday, the reporting package is due the next business day.
- The auditee must make copies available for public inspection. Auditees and auditors must ensure that their respective parts of the reporting package do not include protected personally identifiable information.

Audit Documentation and Access to Documentation (2 CFR 200.517)
The auditee must ensure that the auditor retains audit documentation and reports for a minimum of three years after the date of issuance of the auditor's report(s) to the auditee, unless the auditor is notified in writing by the cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or EWDD to extend the retention period.

When the auditor is aware that the Federal agency, EWDD, or auditee is contesting an audit finding, the auditor must contact the parties contesting the audit finding for guidance prior to destruction of the audit documentation and reports.

Audit documentation must be made available upon request from the cognizant or oversight agency for audit or its designee, cognizant agency for indirect cost, the General Accounting Office, and/or EWDD and its representatives at the completion of the audit, as part of a quality review, to resolve audit findings, or to carry out oversight responsibilities. Access to audit documentation includes the right of the above agencies to obtain copies of audit documentation, as is reasonable and necessary.

REFERENCES

- Uniform Guidance 2 CFR 200, Sub Part F, Audit Requirements, 200.501 to 200.521
- Uniform Guidance 2 CFR 200, Sub Part D, Post Federal Awards Requirements, 200.331, Requirements for Pass-Thru Entities
- WSD 20-03 Audit Requirements
- City Directive FMD 17-003, Audit Requirements-Policies and Procedures
- City Contract, Section 608, Audit and Inspections

Stand-In Cost Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy establishes guidelines for the proposal and approval of stand-in costs to replace disallowed costs.

BACKGROUND
Stand-in costs are non-Federal costs that may be substituted for disallowed costs identified through monitoring, audits, special investigations, and/or other types of review, when certain conditions are met. This policy applies to all funded programs of the Economic and Workforce Development Department (EWDD).

POLICY AND PROCEDURES
Stand-in costs must meet the following criteria to be considered and accepted:

- Must be allowable costs that were actually incurred for the benefit of the funded program and paid by non-Federal funding sources. Thus, for example, the dollar value of in-kind donations cannot be recognized as stand-in costs. Additionally, since costs must be net of credits under the governing cost principles, the dollar value of discounts cannot be considered allowable costs.
- Must have been included within the scope of the organization's single audit (not necessarily tested but potentially subject to testing). This means that the costs must be recorded and included in the financial statements presented by the agency to the auditor for audit. Failure to include unbilled costs disqualifies the costs for stand-in consideration.
- Must have been accounted for in the subrecipient's financial system. This means that the unbilled expense must be recorded and documented in the books of accounts. It cannot be presented as a separate consideration outside the entity's accounting system.
- Must be adequately documented in the same manner as all other program costs. This means that the unbilled expense must be treated in a manner consistent with cost principles affecting other expenses, including but not limited to the cost allocation methodology and supporting documentation requirements.
- Must be reported to the City in the period in which it was incurred. The subrecipient must report stand-in costs on the Stand-in line item in its report of expenditures to the City. The subrecipient shall submit a written request to use stand-in costs stating the purpose, amount of stand-in and disallowed costs to be substituted, and the documentation to support the stand-in for City audit. City staff will make a determination whether the stand-in costs will be accepted as a resolution for disallowed costs.

The source of stand-in costs is intended to be limited to the same entity that incurred the disallowed costs. If the cause of the disallowed costs was fraud, the City will not consider proposals of stand-in costs to substitute for such costs.

Examples of Stand-In Costs:

- Staff salaries and benefits paid from the subrecipients' own funds;
- Facility costs paid for by the subrecipient from its own funds,
- Supplies, transportation expenses, and other program related expenditures paid for by the subrecipient’s own funds,

- Cash match (i.e., expenditures of the organization used as non-federal match share) in excess of the required match may also be considered for use as stand-in costs.

Exclusions to Stand-in Costs:

Stand-in costs cannot be created using circumstances or conditions that appear to be legitimate liabilities if no actual costs are incurred by any entity. Certain costs, including in-kind contributions, are not considered unpaid program liabilities but rather as in-kind match. Therefore, they cannot be used as stand-in costs because they cannot be charged to the federal grant.

Examples of other costs that are not allowable as stand-in costs are:

- Uncompensated overtime;
- Unbilled premises costs associated with fully depreciated publicly owned buildings;
- Discounts and rebates;
- Allocated costs derived from an improper allocation methodology; and
- Any State share of the cost of State and community college tuition.

REFERENCES

- Workforce Innovation and Opportunity Act, Subtitle E- Administration, Section 185(f)(2) Reports; record keeping; investigations
- US Department of Labor One-Stop Comprehensive Financial Management Technical Assistance Guide Part II, Chapter 12, Audits and Audit Resolution, pages 12-12 to 12-14, https://www.doleta.gov/grants/pdf/TAG_PartII_July2011.pdf
- 68 Comptroller General 247, B-208871.2, February 9, 1989, Procurement Payment/Discharge - Costs – Substitution https://www.gao.gov/products/464734
- Employment Development Directive WIAD05-17, Audit Resolution https://www.edd.ca.gov/jobs_and_training/Active_Directives.htm

Stevens Amendment – Public Communications Regarding Federally Funded Programs

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The Stevens Amendment is an appropriations provision that requires a federal grant funding disclosure statement on all state and local projects or programs using federal funds to promote transparency and accountability.

BACKGROUND
The Stevens Amendment requires grantees, including pass-through entities, of the U.S. Department of Labor (DOL), Department of Health and Human Services (HHS), and the Department of Education (ED) to include a federal grant funding disclosure when communicating projects that are federally financed in whole or in part for a grant project or program.

All grantees, including pass-through entities, who receive funding from the aforementioned agencies are required to comply with the Stevens Amendment. This requirement is part of the terms and conditions in grant agreements and contracts, as applicable.

POLICY AND PROCEDURES
When issuing statements, press releases, requests for proposals, bid solicitations, and other documents describing projects or programs funded in whole, or in part, with Federal money, a federal grant funding disclosure statement must clearly state the following:

- The percentage of the total costs of the program or project which will be financed with federal money.
- The dollar amount of federal funds for the project or program.
- The percentage and dollar amount of the total costs of the project or program that will be financed with non-federal sources.

The federal grant funding disclosure statement is required on any public-facing communication that describes a program or project that is funded in whole or in part with federal money. Additionally, the federal funding disclosure statement will be included in all project-related grant agreements.

The term “other documents” refers to any public-facing communication including, but not limited to, public statements, social media, toolkits, resource guides, websites, and visual presentations. The Stevens Amendment provision requirement does not apply to internal policy documents, program intake or application forms, invoices, etc.
The general format should include the following: “This [Insert Name of Project or Publication] was funded by [a grant award] totaling [insert total allocation amount and percentage from the [insert name of federal agency] with [insert total allocation and percentage] financed from non-federal sources.

EXAMPLES
Example #1 – Federal disclosure statement with zero financed from non-federal sources:
This Equity and Special Populations Grant Program is funded by a grant award totaling $11.5 million (100%) from the US Department of Labor, with $0.00 (0%) financed from non-federal sources.

Alternatively:
This Equity and Special Populations Grant Program is fully funded by a grant award totaling $361,633 (100%) from the US Department of Labor.

Example #2 – Federal disclosure statement with multiple funding sources, with some financed by non-federal sources:
This Equity and Special Populations Grant Program is funded by grant awards totaling $1,000,000 (85%) from the US Departments of Labor, Health and Human Services, and Education, with $176,470 (15%) financed from State and local sources.

Example #3 – Federal disclosure statement with multiple funding sources, with zero financed by non-federal sources stated:
The Equity and Special Populations Grant Program is fully funded by grant awards totaling $1 million (100%) from the US Departments of Labor, Health and Human Services, and Education, with $0.00 (0%) financed from non-federal sources.

*Subcontractor Monitoring Policies and Procedures

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy establishes guidelines and procedures for the performance of subcontractor monitoring and resolution of any subsequent findings and concerns or observations by all Economic and Workforce Development Department (EWDD) subrecipients.

DEFINITIONS
Concern or Observation – statement or comment on a matter which the monitor believes may possibly result in a finding if not addressed. Generally, a concern or observation does not require a corrective action plan.

Corrective Action Plan (CAP) - A list of specific steps that subcontractors must take within a stated period of time in order to achieve compliance.

Finding – A violation of a specific compliance requirement contained in laws, regulations, federal, state and City policies and directives, Uniform Guidance, and grant terms and conditions that requires specific corrective action plan. Findings may result in questioned costs, and/or disallowed costs.

Monitoring – The monitoring review is an oversight activity that may lead to opportunities for technical assistance and/or corrective action. A monitoring review is a process used to measure progress, identify areas of compliance, offer opportunities for technical assistance to help resolve non-compliance issues, and ensure that federal funds are used responsibly.

Oversight – Performed by subrecipients in various ways such as on-site monitoring, risk assessment, desk reviews, and analysis of performance and financial reports.

Subrecipient – A non-federal entity that expends federal awards received from the City as pass-through entity to carry out a federal program but does not include an individual that is a beneficiary of such a program. A subrecipient may also be a recipient of other federal awards directly from a federal awarding agency. 2 CFR Section 200.93). Characteristics which support the classification of the non-Federal entity as a subrecipient include when the non-Federal entity:
(1) Determines who is eligible to receive what Federal assistance;
(2) Has its performance measured in relation to whether objectives of a Federal program were met;
(3) Has responsibility for programmatic decision making;
(4) Is responsible for adherence to applicable Federal program requirements specified in the Federal award; and
(5) In accordance with its agreement, uses the Federal funds to carry out a program for a public purpose specified in authorizing statute, as opposed to providing goods or services for the benefit of the pass-through entity.

Subcontractor – in this policy and procedures, is an entity that receives funding from a subrecipient to carry out a part of federal or City program and is subject to federal, state and City compliance requirements. The subrecipient's other contracts/vendor agreements are not covered in this policy and procedures.

POLICY AND PROCEDURES

The Economic and Workforce Development Department (EWDD) awards federal, state, and local grants to for-profit and nonprofit subrecipients. It is the policy of the department to require its subrecipients to conduct annual on-site fiscal and programmatic reviews of their subcontractors to assure compliance with federal, state, local, and City grant regulations. Desk and on-site monitoring reviews provide the subrecipients with sufficient fiscal oversight of their subcontractors, ensuring that public funds are safeguarded and utilized for goods and services necessary for program operations.

Subcontractor monitoring must include the following procedures:

- Evaluation of the subcontractors' internal control systems,
- Verification of expenditures against supporting documents,
- Review of the necessity and reasonableness of billed expenses,
- Verification of recording in the books of accounts,
- Verification of compliance with the subcontractor agreement, and
- Performance of additional procedures as appropriate.

Subcontractor monitoring may be conducted using one or a combination of on-site visit or desk review. Subrecipients' approach will depend on whether or not the subcontractor is at the same time a subrecipient of EWDD or receives direct funding from EWDD. EWDD shall provide a list of subrecipients annually.

- **On-site Visit** – Use this approach if the subcontractor does not receive direct funding from EWDD.
    - Visit subcontractor on-site and perform the above monitoring procedures.
- **Desk Review** – Use this approach if the subcontractor receives direct funding from EWDD.
    - Require subcontractor to submit general ledgers,
    - Verify reported expenditures against the subcontractor's general ledgers,
    - Review supporting documentation for selected samples,
    - Review and ensure adherence to the approved budget, expenditure cost limitations, cost classifications, and other reporting requirements, and
    - Obtain, a copy of the latest fiscal review report and single audit report from EWDD and note relevant findings and concerns.

Subrecipients must maintain documentation of subcontractor monitoring, be it on-site or desk review. At a minimum, the subrecipient must have on file for EWDD verification, a written report or memorandum communicating to the subcontractor the results of the review including the findings and basis, if any, and their resolution. Subrecipients may take appropriate action, such as withholding of funds, if a subcontractor fails to comply with these sub monitoring requirements and/or be nonresponsive in providing the necessary documents for review. In such cases, the subrecipient should immediately notify EWDD in writing stating the reasons for withholding funds, and if applicable, return funds to EWDD.

A complete monitoring log must be maintained for all monitored entities. The log must contain the following details:

- Date of Review – The specific date review was conducted.
- Type of Review – The type of review being performed (e.g., fiscal, programmatic).
- Period Reviewed – The period covered by the review.

- Monitor – The name of the person or team conducting the review.
- Report Information – Include the following details in the monitoring log:
    - Draft/Final Report Date – The date when the draft/final report was issued. o Findings – Any issues or discrepancies identified during the review. o Corrective Actions – The actions required to address the findings.
        - Initial Determination – The preliminary conclusions based on the review.
        - Final Determinations – The final conclusions of the report to include corrective actions needed to resolve deficiencies.
        - Recovery of Disallowed Costs – Any amounts that must be recovered due to the disallowed costs identified during the review.
    - Documentation – The location of working papers, and dates and number of attempts made to contact subrecipient for responses to draft and/or final report.

Subrecipients may request technical assistance or guidance from EWDD fiscal and program monitors regarding on-site program and fiscal monitoring and desk review procedures, federal, state, local, and City grant regulations.

In cases of extraordinary circumstances, such as natural disasters or public health emergencies, subrecipients may implement alternative monitoring methods, such as virtual reviews or extended timelines. These alternative approaches must be documented and justified in writing, aligning with risk-based monitoring principles outlined in Uniform Guidance Section 200.332(b). Subrecipients are encouraged to prioritize higher risk subcontractors for more frequent or detailed reviews.

REFERENCES

- 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards;
- 2 CFR 200 Sub Part D - Post Federal Awards Requirements- Performance and Financial Monitoring and Reporting (200.327, 200.328)
- 2 CFR 200 Sub Part D - Post Federal Awards Requirements- Subrecipient Monitoring and Management; (200.330, 200.331)
- 2 CFR 300 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Health and Human Services;
- 2 CFR 2800 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Justice;
- 2 CFR 2900 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards – Department of Labor;
- 20 CFR 683.400 (C) (1), (D) - What are the Federal and State monitoring and oversight responsibilities.
- 20 CFR 683.410 (a) (1) through (4) – What are the roles and responsibilities of recipients and subrecipients.
- Employment Development Department Directive WSD 18-06, Subrecipient and Contractor Determination.
- Employment Development Department Draft Directive WSSD 210, Standards for Oversight and Instruction for Substate Monitoring.
- Employment Development Department Directive WSD24-11, Oversight and Monitoring Standards for Substate Entities (January 24, 2025)

*Supportive Services/Needs-Related Payments/Stipends and Incentive Payments Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures to the City of Los Angeles America's Job Center of California (AJCC)[SM] Operators, locally known as WorkSource and YouthSource Centers, in providing supportive services that are necessary to enable WIOA eligible individuals who cannot afford to pay for such services to participate in authorized Workforce Innovation and Opportunity Act (WIOA) activities and State of California General funds, including formula allocated funds, 15 Percent Governor's discretionary funds, and any WIOA-funded discretionary program. This policy also sets procedures for needs-related payments, stipends and incentive payments.

Further, this policy provides general guidance for non-WIOA service providers or programs (such as LA:RISE, Californians for All, City General Fund, Youth at Work, and other special non-WIOA formula grants).

BACKGROUND
Supportive Services provide participants of WIOA activities with key assistance beyond career and training services necessary to achieve success. Supportive services, like assistance with transportation or childcare, allow participants to successfully engage with WIOA career and training activities, such as Registered Apprenticeships or classroom training, that are vital to entering or re-entering the workforce.

Supportive Services are available for WIOA Title I Adult, Dislocated Worker, and Youth programs and other non-WIOA special grants funded by EWDD. All Support Service costs must be necessary, reasonable, and allowable.

WIOA regulations allow Workforce Development Boards to establish limits on the provision of supportive services or provide the WorkSource and YouthSource Centers with the authority to establish such limits, including a maximum amount funding and maximum length of time for supportive services (including needs-related payments) to be available to customers.

WorkSource Centers shall include a minimum amount of $10,000 for Support Services in their annual budget. YouthSource Centers shall allocate funds for Support Services in their annual budget based on the amounts required in contracts. Procedures may also be established to allow WorkSource and YouthSource Centers to grant exceptions to the limits established under this provision.

Additionally, WIOA regulations mandate that post-employment follow-up services must be made available for a minimum of 12 months after registered customers are placed into unsubsidized employment; WIOA regulations require that Youth be provided follow-up services for not less than 12 months after the completion of participation. Follow-up services may include supportive services, provided the services are clearly documented in a participant's CalJOBS profile.

DEFINITION
Supportive services are customer services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized WIOA activities. For Youth

participants, (those enrolled in a YouthSource Center, or programs funded for youth participants, typically ages 14-24), such activities must correspond to the required WIOA Elements or other authorized Workforce Development Youth Programs.

Supportive Services may include, but are not limited, to the following:

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

Disallowed Supportive Services

Supportive services will not be provided for expenses incurred prior to participant's enrollment in WIOA career services and training. Some examples of disallowed supportive services may include, but are not limited, to the following:

- Fines, penalties, interest payments, traffic violations, late finance charges, damages and other settlements;
- Refundable deposits;
- Taxes;
- Child support payments;
- Membership fees (i.e fitness club, social club, annual fees, etc.)
- Entertainment;
- Auto loan or mortgage payment;
- Alcohol, tobacco or recreational drugs;
- Pet products;
- Plants or plant supplies;
- Items for family members, friends, or anyone who is not the participant; or
- Personal medical/health expenses
- Cell phone bills

- Expenses incurred prior to enrollment or after participation in a WIOA program.

Note: Please contact your assigned program monitor for additional technical assistance. For more information on allowable program costs, see the Allowable Cost Policy.

POLICY AND PROCEDURES

I. Supportive Services Policy

Eligible Customers

Supportive Services are available for customers enrolled in WIOA Title I Adult, Dislocated Worker, and Youth programs. Support services are also available for customers enrolled in other EWDD non-WIOA formula special grants.

Supportive Services provide participants of WIOA activities with key assistance beyond career and training services necessary to achieve success. Supportive services, like assistance with transportation or childcare, allow participants to successfully engage with WIOA career and training activities, such as Registered Apprenticeships or classroom training, that are vital to entering or re-entering the workforce.

The utilization of Supportive Services is determined on an individual basis. Fund distribution is determined by the AJCC operator with guidance from the Case Manager as needed. Eligibility or enrollment in WIOA does not constitute entitlement to Supportive Services. Supportive Services dollars are not guaranteed as they are based on availability of program funds.

Supportive Service Purpose and Justification

All Support Service costs must be necessary, reasonable, and allowable.

Supportive Services may only be provided to participants when it is necessary to enable individuals to participate in activities tied to a specific service. Such needs are typically identified through the objective assessment process and outlined in the Individual Employment Plan (IEP). Supportive services are payments made to or on behalf of eligible participants for one-time or temporary services required to support the IEP. WIOA Title I will only pay for expenses incurred while a participant is enrolled in the program and actively participating in activities authorized under WIOA.

Supportive Services are not intended to assist in paying for expenses refundable to the participant. All Supportive Services must be approved in advance by the AJCC Case Manager. As a part of the objective assessment process and development of the IEP, determine a participant's need for Support Services and appropriate community resources and referrals.

Supportive services are services that are reasonable and necessary to enable a participant to take part in other services and activities related to their Employment Plan.
Supportive services should not duplicate a service a participant could receive from another program in the community.

Supportive Services are not intended to meet every need of the participant. Rather, they provide temporary assistance. For this reason, staff should assist the participant in developing a plan to cover the supported costs once WIOA Title I funds are no longer appropriate for the individual. This plan must be documented in a CalJOBS case note.

AJCC Procedures and Responsibilities

The AJCC operator shall ensure the costs for Support Services are reasonable, necessary, and allowable under federal guidelines and City of Los Angeles EWDD policies.

Support Service Documentation

WIOA Documentation:

Supportive services must be documented and uploaded into a participant's CalJOBS profile, and identified as a barrier as part of the individual's Individual Employment Plan (IEP), or Youth Individual Service Strategy (ISS). This should also include a needs assessment for how the supportive services will assist with the barrier and justification for supportive services, amount of planned funding, and verification that services were received. This should be thoroughly documented in customer's case notes.

Documentation of supportive services must include a receipt and affidavit in the participant's CalJOBS profile to validate that services were received and to ensure that payments are made for authorized WIOA services. Contracted providers must utilize CalJOBS to update Case Notes and report actual date support services were provided. Documentation will be verified by WDD monitors in CalJOBS.

Non-WIOA and Special Grants Documentation:

Supportive services must be documented and uploaded into a participant's CalJOBS profile. For non-WIOA Workforce Development program Youth participants and other special grants, supportive services shall be provided if there is a need for items or services to aid in the successful completion of the program in which the youth is enrolled. For non-WIOA Workforce Development Youth programs, documentation of supportive services must include program enrollment verification, justification (dress code requirements from employers, class syllabus, and similar documents indicating the items requested are needed), receipts, and a document to validate that services/items were received by the youth participant.

Direct Payment to Vendors

AJCC Operators/WIOA Youth Providers must strive to pay vendors directly whenever possible to ensure that Supportive Services are administered in a reasonable manner on behalf of the participant. If unable to pay vendors directly, the AJCC Operators have the responsibility of reviewing receipts for reimbursements to ensure costs are allowable.

Basic Documentation for Monitoring and Audits

In all cases, contractors must always have the following basic documentation in a participant's CalJOBS profile, which must always be made available for review by EWDD program and/or fiscal monitors, and grant auditors:

1. Approved Budget for current fiscal year with support service line items
2. Program Eligibility of Recipient
3. Request for Support Service (service provider internal process)
4. Case Manager's identification and evaluation of supportive service
5. Approval of Support Service and amount (including EWDD approvals if required)
6. Verification of Support Service received (participant certification/signature, proof of check, vendor payment, vendor receipt)
7. Vendor Receipt, Billing statement for purchased items/services rendered
8. Vendor/Service Provider Name Address, Phone no., Purchase/Service dates
9. Supportive services are to be documented in the participant's profile, reported in CalJOBS, and case noted accordingly.

Following are types of "Allowable" support services and the type of acceptable documentation:

Supportive Services*		
Types of Supportive Services	**Applicable Programs**	**Acceptable Documentation**
Childcare	WIOA Adult, Dislocated Worker, WIOA Youth, Youth at Work, Californians for All and City General Fund and Measure H (when applicable)	• Day Care Agreement/Contract, Invoice, and Proof of Enrollment
Clothing	WIOA Adult, Dislocated Worker, WIOA Youth, Youth at Work, Californians for All and City General Fund and Measure H (when applicable)	• Interview Clothing Receipts • Work Uniform Receipts
Housing	WIOA Adult, Dislocated Worker, WIOA Youth, Youth at Work, Californians for All and City General Fund and Measure H(when applicable)	• Rental Agreement and Current Rental invoice or receipt that shows total cost. • Current Utility Bill • Dept of Water and Power (DWP) • Gas Company • Internet Provider (Internet ONLY, may not extend to "bundle" of cable) • Phone (Cellphone or landline) • YOUTH - temporary dwelling receipt (i.e. hotel, motel) • Invoice or Room Bill with name of location, total cost incurred and check in date
Transportation	WIOA Adult, Dislocated Worker, WIOA Youth, Youth at Work, Californians for All and City General Fund and Measure H (when applicable)	• Gasoline Reimbursement • Driver's License, Proof of Insurance, registration, and gas receipts • Rideshare Services (Uber, Lyft), Metro Bus Pass (Daily, Weekly or Monthly) copy of pass (front and back) and receipt of purchase
Food	WIOA Youth and City General Fund	• Original Receipts • Sign-in Attendance Sheets • Agendas • Invoices *For detailed information on allowable costs and documentation, please see the Food as a Supportive Service Policy below.*

Other	WIOA Adult, Dislocated Worker, WIOA Youth, Youth at Work, Californians for All and City General Fund and Measure H (when applicable)	• Work equipment such as boots, tools or eyeglasses and protective eye gear. • Items for school such as books and required materials. • Other Youth program-specific items as needed.
**This table does not include all acceptable supportive service and corresponding documentation. For program-specific guidance, please contact the assigned program monitor for additional technical assistance. For more information on allowable program costs, see the Allowable Cost Policy.*		

Note: *For certain non-WIOA formula Special Grants - Self Attestation may be considered acceptable documentation, if no other documentation can be made available by the enrolled participant. The operator must maintain details related to failed attempts to obtain documents in the participant's file. This may not be used as the primary method of verification for supportive services, and prior approval must be obtained from the City. Mortgage payments may also be considered an allowable support for these special grant projects. The participant must first provide proof of an attempt to lower payments, or enter forbearance, through the lender. Additionally, supporting documentation showing the cost of the mortgage and participant's obligation will be required. For other non-WIOA formula special program guidance, please contact the assigned program monitor for additional technical assistance.*

Supportive Services and Follow-up Services for Adults and Dislocated Workers
Follow-up services must be provided to all participants for a minimum duration of 12 months. Supportive services may be provided to WIOA title I adult and DW participants as necessary to enable an individual to participate in career services and/or training services. As stated in TEGL 19-16, individuals identified as needing ongoing supportive services must still be participating in career services (other than follow-up), training activities, or both to continue to receive supportive services. Follow-up services may be provided to participants placed in unsubsidized employment, for not less than 12 months after the first date of employment as appropriate. For performance reporting purposes follow-up services do not extend the exit date but can take place after exit and therefore do not make an individual a participant on their own.

Supportive Services and Follow-Up Services for YouthSource Center customers
Follow-up services, which for youth may include supportive services, must be provided to all participants for a minimum duration of 12 months.

Supportive services can be provided to WIOA title I Youth during program participation and during follow-up services. There are no specific requirements for when to provide supportive services. They may be provided based on the needs of the participant as identified in the youth's Individual Service Strategy (ISS). Supportive services are 1 of the 5 types of WIOA title I Youth program elements that may be provided during follow-up as discussed in 20 CFR 681.580. If supportive services are provided as a follow-up service, they do not extend the date of exit.

II. Needs-Related Payments Policy

Needs-related payments are supportive services in the form of monetary assistance necessary to enable individuals to participate in training services. Needs-related payments are provided through cash assistance or arrangement with another human resource agency.

- Needs-related payments may be provided to participants in the WIOA Adult or Dislocated Worker programs.

- Needs-Related Payments may be provided during the entire length of time that a customer utilizes a WIOA training program or unpaid work experience but may not be continued after the customer completes training. If necessary, needs related payments may be provided to an eligible participant within 30 calendar days of acceptance into a training program.
- Needs-related payments may be provided to WIOA Youth participants at any level of the provision of WIOA Youth services during the entire length of time that a Youth participant remains in the WIOA Youth program. Needs-related payments are not an allowable post-exit follow-up service.
- Needs-related payments must be documented in a participant's CalJOBS profile and include justification for services, amount of planned funding, and verification that services were received by customer(s).
- Eligibility for Needs-related payments:
    - Adults must be unemployed, not qualify for or have ceased to qualify for unemployment insurance (UI) and be enrolled in a program of training services under WIOA.
    - In addition, a Dislocated Worker may be eligible to receive needs-related payments, only if such worker was enrolled in training services:
    - By the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility for employment and training activities for dislocated worker; or
    - If later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months; or
    - Dislocated Workers must be unemployed and cease to qualify for UI or trade adjustment allowance under Trade Adjustment Assistance (TAA) and be enrolled in a program of training services.
    - All WIOA Youth participants may receive need-based payments. An urgent need for such payments must be demonstrated and uploaded into the participant's CalJOBS profile.
- Limits on payments
    - For adults, establish that the maximum is the current minimum wage for every hour of documented participation in WIOA classroom training. Payment may not exceed the applicable weekly level of the UI.
    - For dislocated workers, payments must not exceed the greater of the following two levels:
    - For customers who were eligible for UI as a result of a qualifying dislocation, payment may not exceed the applicable weekly level of the UI. Payment is based on every hour of documented participation in WIOA classroom training.
    - For customers who did not qualify for UI as a result of a qualifying layoff, the weekly payment may not exceed the poverty level for an equivalent period. Payment is based on every hour of documented participant in WIOA classroom training.
    - For Youth, the maximum needs-based payment is $1,200 per participant per year.
    - A participant may not receive needs-related payments for either post-employment or post exit follow-up services as he/she is no longer participating in an eligible WIOA activity but may still receive all other support services for up to 12 months after exiting the program.

III. Food Policy (Youth Only)

The WIOA Youth program allows providers to pay for food as a supportive service when needed to enable youth and young adults to fully participate in the program. Food may be provided to WIOA youth participants when it will assist or enable the participant to participate in youth program activities and to reach their employment and training goals, thereby achieving the program's overall performance goals.

Youth service providers should coordinate with other programs to ensure that participants who are eligible for the Supplemental Nutrition Assistance Program (SNAP) or other food services are enrolled in such programs.

Note: *For additional guidance on food as an allowable supportive service, please contact your program monitor.*

IV. Stipends and Incentive Payments Policy

Stipends and incentive payments can be made available to eligible participants enrolled in WIOA Title I Adult, Dislocated Worker and Youth programs or State of California General funds. Non-WIOA formula special grants shall also follow this guidance unless explicit language exists stating that stipends or incentive payments are not allowable activities under the grant program. Stipends and incentive payments to participants are strong motivators that help enable participation and lead to more successful outcomes for workforce program participants. Stipends can help alleviate financial stress by providing participants with the funds they need in order to be successful in the program. Stipends cover the costs associated with attending training, lost wages due to time spent in training, and ultimately ensure that participants do not drop out and return to lower wage, lower skilled occupations to meet immediate financial needs. Stipends cannot be used to replace wages.

Incentive payments, on the other hand, are provided as recognition for achievements, and can help motivate participants to achieve successful outcomes that will lead to long term financial self-sufficiency. Incentives are considered awards and are used to encourage participants to complete training, remain in jobs, or complete program activities. Incentives may be given for a participant's achievement in training, education, work readiness skills and/or an occupational skills attainment goal as identified in the Individual Service Strategy (ISS) or Individual Employment Plan (IEP). These payments may be awarded in the form of cash, check, gift card, or other type of card.

Definitions

Stipends - Fixed payments paid to program participants for participation in a training or other workforce activity that requires a substantial regularly scheduled time commitment. Stipends are a form of financial support paid to a participant to help cover the costs associated with living expenses, travel, and/or materials needed to be successful in training or other workforce activities.

Incentives - Payments paid to program participants for recognition and achievement directly tied to work experience, education, and training.

For WIOA Youth, incentive payments are funds paid to Youth participants in the form of cash and/or gift cards based on attendance, successful performance, or completion of an activity that leads to attainment of a goal as identified in the participant's Individual Service Strategy. Such payments are intended to provide participants with an incentive to remain in the activity or be a reward for good performance. Incentives may be provided when participants reach certain milestones such as credential

attainment, measurable skill gains, completion of Career Assessment, Job-Readiness Training, or Grant specific task, and employment and retention.

Note: Each program year, WorkSource and YouthSource Centers must establish their internal limits for stipends and incentive payments and submit their own written Incentive Payments Policy to EWDD for review and approval prior to the implementation of stipends and incentive payments. For more information on these requirements, please contact the Adult or Youth Operations Unit at EWDD.

Requirements for the Provision of Stipend Payments

Stipends must enable individuals to achieve their goals; and cannot be paid in lieu of wages. In order to provide stipends to program participants, recipients of funding from the City must have policies and procedures in place that meet the following criteria:

A. Provides appropriate justification for how the provision of stipends is aligned with the goals of the specific program(s), including who is being served, what type of training, and why stipends are needed for participants to be successful.
B. Aligns with the local program's organizational policies.
C. Is in accordance with the requirements contained in 2 CFR part 200. (e.g., federal funds must not be spent on entertainment). This applies to federal funds through 2 CFR part 200 and is adopted to apply to state funds, by incorporation in this Directive.
D. Outlines that stipends will not be used to replace wages. In cases where wages are the most appropriate form of payment to the participant, wages must be paid in accordance with existing work based learning and other policies.
E. Outlines methodology for the determination of need for stipends, the determination of stipend amounts, and how determinations will be documented.

Appropriately differentiates criteria between stipends and incentives if both types of payments are allowed within the program.

Requirements for the Provision of Incentive Payments

Incentive payments must be for the recognition and achievement directly tied to training activities and work experiences; and cannot be paid in lieu of wages. In order to provide incentives to program participants, recipients of funding from the state must have policies and procedures in place that meet the following criteria:

A. Provides appropriate justification for how the provision of incentives is aligned with the goals of the specific program(s), including who is being served, and what type of activities and outcomes are being incentivized with the payments.
B. Aligns with the local program's organizational policies.
C. Is in accordance with the requirements contained in 2 CFR part 200 (e.g., federal funds must not be spent on entertainment). This applies to federal funds through 2 CFR part 200 and is adopted to apply to state funds, by incorporation in this Directive.
D. Outlines that incentives will not be used to replace wages. In cases where wages are the most appropriate form of payment to the participant, wages must be paid in accordance with existing work-based learning and other policies.
E. Outlines methodology for determining the appropriate use of incentives based on how they will help participants achieve goals, milestones, or outcomes, incentive amounts, and how determinations will be documented.
F. Appropriately differentiates criteria between stipends and incentives if both types of payments are allowed.

Appropriate Incentives: Per WIOA Sec 129; 20 CFR § 681.640; 2 CFR Part 200 incentives must not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment. Additionally, there are requirements related to internal controls to safeguard cash, which also apply to safeguarding of gift cards, which are essentially cash. Contracted providers will establish limits for incentives.

Documentation of Stipends and Incentive Payments
All stipends and incentive payments must be documented in CalJOBS through case notes and appropriate activity code(s). When providing stipends and/or incentive payments, the following must be documented in the participant case file (case note): (1) Justification for why stipends and/or incentives are being provided, (2) the contribution it makes to the participant's success, and (3) how the stipend or incentive payment was calculated and why the dollar amount provided is necessary and reasonable.

Stipends must also be recorded using the appropriate activity code:

- Stipends to Adult participants must be recorded using activity code 197 Supportive Services: Stipends
- Stipends to Youth participants must be recorded using activity code 494 Supportive Services: Stipends

Incentive Payments must also be recorded using the appropriate activity code:

- Incentive Payments to Adult participants must be recorded using activity code 183 Supportive Service: Incentives/Bonuses
- Incentive Payments to Youth participants must be recorded using activity code 419 Incentive Payment

Recipients of funds from the state must maintain appropriate and identifiable expenditure records of stipends and incentive payments for the purposes of local, state, and federal monitoring/audits. When writing stipend and incentive policies, the EDD encourages entities to adhere to Internal Revenue Service guidelines to understand the differences between stipends, incentives, and wages. It is critical to correctly identify payments to avoid a disallowed cost if deemed as wages. The recipient of funds is responsible for properly educating participants on any potential tax implications or impact to public benefits, like federal disability benefits or other benefit types that are impacted by earned or unearned income.

Eligibility Requirements: Participants are eligible for incentives provided for recognition and achievement directly tied to training activities and work experiences. Incentive payments must be tied to the goals of the specific program; outlined in writing before the commencement of the program that may provide incentive payments; align with the local program's organizational policies; and are in accordance with the requirements contained in 2 CFR part 200.

V. Expenditure Reporting Requirements

Service providers should not assume the allowability of support services expenses (reference 2 CFR 200 Subpart E – Cost Principles & EWDD's Allowable Costs Policy).
WorkSource Centers shall include a minimum amount of $10,000 for Support Services in their annual budget.

YouthSource Centers shall allocate funds for Support Services in their annual budget based on the amounts required in contracts.

At the start of each fiscal year, which runs from July 1 through June 30, agencies are required to submit a Budget/Expenditure Plan that lists the total amount set aside for Supportive Services.

The AJCC or service provider should establish their own Supportive Services policy and procedures to support expenditures. At a minimum, the policy should make considerations to:

- Review and verify if participants are eligible,
- Review and verify the amounts that were paid on behalf of participants, and
- Review and verify participant acknowledgement, request forms, and official receipts.

For WIOA, the Monthly Expenditure Reports are due to the Financial Management Division (FMD) of the EWDD no later than the 15th of the month for support services provided in the prior month. Agencies need to include those support services provided, as well as those support services leveraged and report them accordingly on to the Non-training Leverage Resources Form.

A copy of the Non-training Leverage Resources Form should reflect the supportive services provided to Adult and Dislocated Worker participants. The form should include the participant's name, grant code, description of support services and amount.

Two copies of each form must be submitted each month. One copy of each form must be submitted to FMD, and one copy of each form must be submitted to your assigned budget/program analyst. FMD does allow invoices to be e-mailed prior to submitting a signed/hard copy. If emailing FMD, ensure your assigned analyst is copied in your electronic submission. If the agency only submits hard copies, one copy needs to be sent to the assigned analyst.

REFERENCES

- WIOA (Public Law 113-128) Sections 3 and 134
- SB 734 (DeSaulnier), Chapter 498, Statues of 2011
- EDD Workforce Services Directive (WSD) 18-10: WIOA Training Expenditure Requirement (January 31, 2019)
- WIOA Sec 129; 20 CFR § 681.640; 2 CFR Part 200
- Title 2 Code of Federal Regulations (CFR) Section 200.438, Entertainment Costs
- Training and Employment Guidance Letter (TEGL) 09-22: Workforce Innovation and Opportunity Act Title I Youth Formula Program Guidance (March 2, 2023)
- Uniform Guidance at 2 CFR 200.403
- EDD Workforce Services Directive (WSD) 17-07: WIOA Youth Program Requirements (January 16, 2018)
- EDD Workforce Services Directive (WSD) 23-08: Stipends and Incentive Payments (May 23, 2024)
- EDD Workforce Services Directive (WSD) 24-05: CalJOBS Activity Codes (October 10, 2024)

Procurement and Contracting

Assignment of WorkSource and YouthSource Center Agreements Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
Contractors must immediately inform the City of any facts that may materially affect the performance of their agreements or impact the City's decision to continue an agreement with the Contractor. Contractors shall not transfer their agreement to another entity without prior City approval. If there is a need to replace a contractor, specific procedures will be followed as described herein.

BACKGROUND
The AJCC locations are the core of California's workforce system. The AJCC Operators and Adult and Dislocated Worker Career Services Providers play a critical role to ensure that AJCCs are serving as all-inclusive access points to education and training programs for a wide range of customers.

Local Boards are required to conduct an open and competitive process to select their AJCC Operators. The Local Board, with the agreement of the Chief Elected Official and the Governor, may provide Adult and Dislocated Worker Career Services, or by awarding contracts. Although not required by statute, Local Boards are encouraged to use a competitive process to select their Adult and Dislocated Worker Career Services Providers, similar to the AJCC Operator, to promote efficiency and effectiveness of these roles by regularly examining performance and costs.

POLICY AND PROCEDURES
Contractors must immediately provide the City written notice of any facts that may materially affect the performance of their agreements or impact the City's decision to continue an agreement with the Contractor. Among the items to be disclosed are negotiations leading to the sale, merger or acquisition of the Contractor. Contractor may not assign, delegate, or transfer their agreements, nor assign or transfer any right, interest or obligation in their agreements, including the right to payment, without the prior written consent of the City.

When any City Workforce Innovation and Opportunity Act (WIOA) funded WorkSource or YouthSource Center operator proposes to assign their agreement to another organization due to sale, acquisition or merger, the Department shall submit to the Workforce Development Board (WDB) a recommendation as to whether or not to accept said assignment.

If the Department and/or WDB do not approve the contractor's request to assign their agreement or when any City WIOA WorkSource or YouthSource Center operator:

- Proposes to assign their agreement to another organization for reasons not stated above,
- Fails to meet certification requirements, or
- Proposes termination of their agreement for any other reason.

The Department shall submit to the WDB a recommendation whether to continue WorkSource or YouthSource Center operations at the specified location.

If the WDB agrees to continue operations at the specified location, the selection of the replacement operator shall be made based on the established Replacement Operator Policy.

The Department shall maintain a list of qualified replacement operators based on proposers to the WorkSource and YouthSource Requests for Proposals (RFP) who attained a predefined passing score. The list shall remain in effect for the same term as the underlying RFP.

REFERENCES

- EDD Workforce Services Directive (WSD) 22-13: Selection of AJCC Operators and Career Service Providers (May 1, 2023)
- WIOA (Public Law 113-128)
- Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)
- Title 2 CFR Part 2900: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Department of Labor [DOL] Exceptions)
- Title 20 CFR Part 678: Description of the One-Stop Delivery System Under Title I of the Workforce Innovation and Opportunity Act
- Title 20 CFR Part 679: Statewide and Local Governance of the Workforce Development System Under Title I of the Workforce Innovation and Opportunity Act
- Training and Employment Guidance Letter (TEGL) 15-16, Competitive Selection of One-Stop Operators (January 17, 2017)

Conflict of Interest Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The City's Agreement(s) and Directives prohibit Contractors from allowing employees who work in a decision-making capacity from engaging in any activity, including participation in the selection, award, or administration of a sub-grant or contract where there is a conflict of interest, either real or perceived. Additionally, no employees shall be allowed to be members of its Board of Directors if the employee receives any financial benefit from the City Agreement. This policy applies to all funded programs of the Economic and Workforce Development Department (EWDD).

BACKGROUND
EWDD is funded by several grant sources, each with different regulations related to prohibiting conflicts of interest. The City is required to apply conflict of interest laws cumulatively, meaning the strictest law is what controls a given situation.

All Contractors are required to ensure that none of its directors, officers, employees, or agents shall participate in selecting, or administering any sub-contract supported (in whole or in part) by City funds (regardless of source) where such person is a director, officer, employee or agent of the subcontractor; or where the selection of subcontractors is or has the appearance of being motivated by a desire for personal gain for themselves or others such as family business, etc.; or where such person knows or should have known that:

1. A member of such person's immediate family, or domestic partner or organization has a financial interest in the subcontract; or
2. The subcontractor is someone with whom such person has or is negotiating any prospective employment; or
3. The participation of such a person would be prohibited by the California Political Reform Act, California Government Code §87100 et seq. if such person were a public officer, because such person would have a "financial or other interest" in the subcontract.
4. Definitions:
    a. The term "immediate family" includes but is not limited to domestic partner and/or those persons related by blood or marriage, such as husband, wife, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law.
    b. The term "financial or other interest" includes but is not limited to:
        i. Any direct or indirect financial interest in the specific contract, including a commission or fee, a share of the proceeds, prospect of a promotion or of future employment, a profit, or any other form of financial reward.
        ii. Any of the following interests in the subcontractor ownership: partnership interest or other beneficial interest of five percent or more; ownership of five percent or more of the stock; employment in a managerial capacity; or membership on the board of directors or governing body.
        iii. A subcontract is any agreement entered into by Contractor for the purchase of goods or services with any funds provided by this Agreement.
5. Minutes of Board Meetings must reflect disclosure of transactions where Board Members may have had a direct or indirect interest/benefit in the action.

6. No director, officer, employee (or agent) of the Contractor may be on the Board of Directors if they receive any financial benefit provided by any City Agreement.
7. The Contractor further covenants that no officer, director, employee, or agent shall solicit or accept gratuities, favors, anything of monetary value from any actual or potential subcontractor, supplier, a party to a sub agreement, (or persons who are otherwise in a position to benefit from the actions of any officer, employee, or agent).
8. The Contractor shall not subcontract with a former director, officer, or employee within a one-year period following the termination of the relationship between said person and the Contractor.

POLICY AND PROCEDURES

All new contractors will be provided a copy of the City's current Code of Conduct/Policy on Conflict of Interest and required to adopt or provide documentation of compliance with requirements of the City's Code of Conduct via Board Resolution. City staff will provide all new contractors with standardized Board Resolution forms that need to be completed by the Contractor as part of conditions precedent to execution of a contract. Upon discussion and adoption of the City's Code of Conduct/Policy on Conflict of Interest by the Board of Directors, the Contractor shall complete the required forms and return them to their assigned program monitor for further review.

The City will not execute any Agreements and/or Amendments with Contractors where an employee (an individual who is paid or receives any financial benefit from funds from the Agreement with the City), is a member of the Board of Directors. The Board minutes must reflect this requirement.

All Contractors/Sub-Contractors are required to notify the City immediately upon discovery that a potential conflict of interest situation exists or may come into existence due to upcoming contractual/business dealings prior to each year's execution of a new City Agreement or Amendment.

If an existing or pending conflict of interest situation(s) is not brought to the attention of the City prior to execution of the Agreement or Amendment, and subsequent audit or monitoring visits determine that a conflict of interest does exist, the City will **NOT** approve a Contractor/Sub-Contractor's request for waiver/exception of the conflict of interest. Further, the City will question and may disallow any and all costs associated with the conflict of interest. All exceptions/waivers to conflicts of interest that have been previously granted must be reviewed before execution of a new City funded Agreement or Amendment.

REFERENCES

- EWDD WDS Directive No. 17-08 Policy on Conflict of Interest or subsequent Directives that are issued to supersede WDS Directive No. 17-08,
- §x STANDARD PROVISIONS, subsection "x". The section and/or subsection number may vary dependent on program; Refer to "Conflict of Interest" in table of contents within EWDD Contract.
- Political Reform Act – Gov. Code Section 87100 et seq Conflict of Interest

Contract Execution Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidelines and timeframe for the execution of City of Los Angeles Workforce Development System (WDS) contracts.

BACKGROUND
The Workforce Development Board (WDB), along with the City Council and the Mayor develop the WDB Annual Plan. The Annual Plan outlines how the City will deliver services and meet workforce development needs through the WDS. The WDS requires over 200 contracts and amendments be executed throughout the program year.

POLICY AND PROCEDURES
The WDS will make its best effort to execute contracts within 60 days of final approval from the Workforce Development Board (WDB), City Council, and/or Mayor, whichever occurs last. The WDS will track the contract execution cycle, and report to the WDB any contracts that do not meet this standard.

Contractors shall submit to the Economic and Workforce Development Department (EWDD) all documentation required for contract execution, including signature pages, within 10 working days following issuance of their final contract package. Contractors must provide timely notification of their inability to meet any deadlines to EWDD's Contract Unit and their assigned program analyst.

*Procurement and Contract Execution Guidelines

EFFECTIVE DATE: JULY 1, 2025

POLICY STATEMENT
The purpose of these procedures is to ensure that all procurement activities conducted by the Economic and Workforce Development Department (EWDD) are in accordance with established federal, state, and local guidelines, and that all procurement is conducted in an ethical, legal, consistent, and timely manner. These procedures shall serve as guidelines both for EWDD and for EWDD-funded subrecipients.

BACKGROUND
Procurement provides EWDD with the mechanism to identify organizations that have the integrity, business ethics, financial, personnel and physical plant resources, demonstrated ability and the overall potential ability to deliver the services solicited by EWDD in a timely manner and at a reasonable price. It will also ensure the avoidance of the purchasing of unnecessary or duplicate items or services.

POLICY AND PROCEDURES

Procurement Planning

Management of Procurement
Procurement shall be managed by EWDD's Procurement and Contract Development (PCD) staff. If procurement is conducted by other staff in EWDD, documents that are identified in the "Maintenance of Records'' section of these Guidelines shall be submitted to PCD to be maintained in the Procurement Central Files.

Authority to Procure
City Council and Mayor approvals are required to conduct any procurement, with two exceptions:

1. Transactions less than $25,000, which the EWDD General Manager has the authority to execute; and
2. 2. Workforce Innovation and Opportunity Act (WIOA) transactions less than $250,000, for which only Workforce Development Board (WDB) approval is required.

A request to the City Council and the Mayor for approval to conduct procurement shall be prepared in the form of a Committee Transmittal Report. The draft procurement document shall not be included with the transmittal.

Lease vs. Purchase Consideration
The decision to lease or buy personal property should be governed by considerations of economy. Consideration for leasing may differ by property type and according to market conditions. The length of the contract period of the lease should also be considered. Leasing with an option to purchase is generally preferable to a straight lease.

Procurement Development

Procurement Cycle
Funding of an organization through any one of the procurement methods shall be for a period of up to four years.

Competitive Bidding
To the greatest extent possible, procurement shall be conducted in a manner that provides full and open competition. The following are examples of requirements that are restrictive of competition and must be avoided:

- Placing unreasonable requirements on firms or organizations as conditions to qualify to do business.
- Requiring unnecessary experience or excessive bonding.
- Imposing noncompetitive pricing practices between firms or organizations, or between affiliated companies or organizations.
- Granting noncompetitive awards to consultants that are on retainer contracts.
- Organizational conflicts of interest.
- Specifying only "brand name" products.
- Imposing overly restrictive specifications.
- Imposing any arbitrary action in the procurement process.

Methods of Procurement
Within the context of open competition, there are five methods by which agencies may procure goods and services: micro-purchase, small purchase, sealed bids, competitive proposals, and noncompetitive proposals. For a transaction of less than $250,000, the small purchase method may be used. However, the sealed bid and competitive proposal may also be selected. For transactions of $250,000 or more, the sealed bid or competitive proposal must be used.

Method	Threshold	Required Action
Micro-Purchase	≤$50,000	May be awarded without quotes if the entity considers the price to be reasonable
Small Purchase	$50,001–250,000	3+ written quotes; lowest responsive bidder selected
Sealed Bids (RFB)	>$250,000 (easily defined)	Publicly advertised; award to lowest responsible bidder
Competitive Proposals (RFP, RFQ)	>$250,000 (complex)	Evaluated on non-price factors (e.g., design, expertise)
Noncompetitive	Exceptions only	Justification required (e.g., single-source, emergency)

Micro-Purchase Procurement – This method shall be used for the purchase of goods or services, the aggregate dollar amount of which does not exceed $50,000 (formerly $25,000). The increased Micro-Purchase threshold shall become effective upon EWDD self-certification pursuant to 2CFR 200.320(a)(1)(iv). To the extent practicable, the non-Federal entity must distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the entity considers the price to be reasonable.

Small Purchase Procurement – This method shall be used for the purchase of goods or services up to $250,000. Quotations must be solicited from vendors that can reasonably be expected to provide the goods or services needed. Such quotations should include vendor contact information, and a description of the goods or services being offered.

For small purchases between $50,001 and $250,000, a Request for Quote must be used. The request shall be provided in writing (including fax or email) to the vendors and should specify the quantity, time frames, and all the requirements of the product or services being sought. Three or more written quotes must be obtained with this method. All responses shall be in writing. A memorandum to file that identifies the selection process, the written solicitation, and all written responses shall serve as sufficient documentation.

For all quotations, the lowest price, most responsive and responsible estimate shall serve as the primary criterion for selection. If the selected proposers did not offer the lowest price, justification must be incorporated into the memorandum to file and/or Workforce Development Board Report documenting the criteria for selection and the relevance of the criteria to the need and benefit.

Proper documentation for a small purchase includes:

- The reason for selecting the small purchase method.
- An estimate of the potential purchase price.
- A description of the goods or services being purchased, including the quantity and any additional criteria used to determine the procurement decision. A copy of the RFQ would suffice.
- All providers contacted/considered and the prices offered using current catalogs, price lists, prior sales receipts, or formal quotes depending on the amount of the purchase.
- Why the provider was selected, including how the provider met any additional criteria, and the price analysis.
- Copy of the purchase document (sales receipt, contract).

Sealed Bids – This method shall be used when the nature of the good or service to be purchased will be more than $250,000 and can be precisely defined. Sealed bids shall be solicited publicly for a fixed-price contract through a Requests for Bids (RFB). The RFB will be publicly solicited or advertised through the Regional Alliance Marketplace for Procure (RAMP), newspapers, local advertising and/or trade papers. RFB defines the quantity, timeframes, and product requirements. Vendors are notified of the purchase requirements and submit a sealed bid to a specified location by a specified date and time. The bids are then opened at a specific date and time. A diligent effort should be made to secure at least three competitive bids. The responsible bidder (a bidder that can meet the technical requirements of the procurements), that submits the lowest bid is usually awarded the contract. Any bidder that falls outside of the parameters will normally have their bid rejected. Award of a firm fixed-price or fixed unit price contract by written notice is sent to the lowest responsible bidder. If only one bid is obtained and that bidder is deemed to be responsible, then the noncompetitive or sole source process may be used. Contract offers shall be made to the most responsible bidder whose bid conforms to all of the material terms and conditions of the RFB and is the lowest price.

Proper documentation for a sealed bid purchase includes:

- The reason for selecting the sealed bid method.
- An estimate of the potential purchase price.
- A copy of the IFB/RFB.

- Bids received.
- Determination of the responsibility of the bidder.
- Why the provider was selected.
- Copy of the award document.

Competitive Proposals (RFP) – This method shall be used for procurements in excess of $250,000 when the nature of the goods or services to be acquired cannot be defined as required by the sealed bid method; specifically, when factors other than price are important in the selection decision. Competitive proposals shall be managed through a Request For Proposals process with the objective to offer a fixed-price or cost-reimbursement type of contract.

The RFP must indicate the scope of work, the deadline for receipt of proposals, and the appeals process. The RFP will be made available on the City's Regional Alliance Marketplace for Procurement (RAMP) at RAMPLA.org. A bidders' conference will be held to present the RFP to interested parties. Bidders are required to submit their proposals to a specified location by a specified date and time. Each RFP is reviewed and evaluated as to the merits of the proposal. This review includes a cost reasonableness analysis. There should be a documented methodology for technical evaluation of each proposal. Careful documentation of the successful bidder selection should be maintained for reference. A public notice of intent to award is issued, followed by the award and the execution of the contract. If only one proposal is obtained and that proposal is deemed to be responsible, then the noncompetitive or sole source process may be used.

Proper documentation for a competitive proposal purchase includes:

- The reason for selecting the competitive proposal method.
- An estimate of the potential purchase price.
- A copy of the RFP.
- Questions and answers posed during the RFP process.
- Bids received.
- The scoring criteria and the evaluation/scoring sheets for each proposal, including determination of the responsibility of the bidder and the cost analysis.
- Why the provider was selected.
- The public notice of intent to award.
- Copy of the award document.

*Note: RFB versus RFP – The RFB is used when there is a clear understanding of the project requirements, scope of work and technical specifications. The Request for Proposal (RFP) is used in cases where the specific requirements and technical specifications of a project are of a functional nature or unclear. The RFP then provides a guideline for potential proposers to use in preparing a bid/proposal.

Noncompetitive Procurements – There are specific circumstances in which noncompetitive procurement can be used. Noncompetitive procurement can only be awarded if one or more of the following circumstances apply (2 CFR 200.320(c)(1))

1. The acquisition of property or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (see paragraph(a)(1) of this section);
2. The item is available only from a single source;
3. The public exigency or emergency for the requirement will not permit a delay resulting from publicizing a competitive solicitation;

4. The Federal awarding agency or pass-through entity expressly authorizes a noncompetitive procurement in response to a written request from the non-Federal entity; or
5. After solicitation of a number of sources, competition is determined inadequate.

Proper documentation for a non-competitive procurement includes:

- The reason for selecting the non-competitive method, including why the procurement was infeasible under one of the other procurement methods and which of the additional non-competitive conditions the procurement met.
- An estimate of the potential purchase price.
- A determination of the responsibility of the bidder and the cost analysis.
- Why the provider was selected.
- Copy of the award document.

To the greatest extent possible, this method of procurement shall be avoided.

Piggyback Method – This method of procurement may be used when an organization has been procured by another federal, state, local agency, or City department within the past two years (or current procurement cycle) and EWDD seeks to contract with that organization for comparable services. In this instance, EWDD shall secure and retain copies of the other agency's procurement document, a detailed summary of the procurement process, and elected official approval of the procurement process and selection. EWDD shall prepare written justification for such action and secure City Attorney approval. EWDD may authorize a funded subrecipient to use a vendor that has been procured by the City without requiring a further procurement process.

Request for Qualifications (RFQ) – This method of procurement may be used when EWDD is seeking to establish a list of qualified organizations that provide highly specialized or technical services. By establishing the list of qualified organizations, EWDD or its subrecipients may elect to contract with one or more of the organizations on an "as needed" basis.

Development of RFP or RFQ
PCD shall designate a Procurement Coordinator for each procurement process. It shall be the responsibility of the Procurement Coordinator to ensure compliance with the procedures set forth herein, and to ensure that all procurement is conducted in a confidential manner.

Guiding principles and a procurement schedule shall be presented to the appropriate Commission or Board for comment and or approval. PCD will brief the EWDD General Manager on the procurement document and associated schedule on a regular basis.

A determination shall be made and concurred with by the City Administrative Officer (CAO) and the Personnel Department that the services to be procured cannot be performed by City staff, in accordance with Charter Section 1022.

Prior to its release, PCD shall submit the procurement document to the City Attorney for review and approval as to form and legality.

EWDD shall include projected annual funding levels based on its own budget estimate.

Procurement Release and Advertisement
PCD will work with the EWDD Information and Technology Division to issue public notification through an announcement in a local public medium, the EWDD webpage, the City's Early Notification System, Regional Alliance Marketplace for Procurement (RAMP) at RAMPLA.org, and other customary and reasonable means of notifying the public, advising of the release of the procurement document.

All procurement documents shall remain open for a minimum of three (3) weeks from the date of release. Any modifications and amendments to a procurement process will be publicly noticed and incorporated into the procurement document through posting on the RAMPLA.org website. EWDD may request a mandatory Letter of Intent to Propose from potential proposers.

PCD will advise all EWDD staff of the release of the procurement document together with instructions that staff is prohibited from assisting any proposer in the preparation of a proposal; from discussing the process and/or the merits of any potential proposer with any third party; and to forward any unattended procurement documents left in common areas to the Procurement Coordinator.

A minimum of one (1) Bidders' Conference shall be conducted per procurement. The date, time and location of the session shall be specified in the procurement document. All technical assistance questions from potential proposers shall be posed through e-mail communication, and all responses provided by EWDD shall be shared with all potential proposers on the RAMPLA.org website.

To promote open competition, a Performance Verification form that allows non-City contractors to certify their demonstrated ability on performance measures that mirror those against which City contractors are evaluated shall be included, when appropriate. The certification shall include contact information of third parties who can verify the proposer's performance.

Acceptance of Proposals
One of two methods will be identified in the procurement document for the submission of proposals:

Online Submission -- All proposals must be completed and submitted per the instructions set forth in the procurement document using the on-line platform identified. Proposals submitted by any other manner including those hand-delivered will not be accepted or considered for funding. Also, on-line submissions not meeting the deadline, as set forth in the procurement document, will have no standing for an appeal.

Hard-Copy Submission -- One (1) week prior to the deadline for submission, all EWDD staff shall be advised of the proposal deadline and instructed to direct any proposers attempting to submit proposals immediately to the EWDD Front Desk staff for formal receipt and to have their proposals be date- and time-stamped. On the day of the deadline for the submission of proposals, as set forth in the procurement document, PCD staff shall be stationed to receive proposals. Such proposals shall immediately be stamped with the date and time of the receipt of each proposal. Following the deadline for proposal submission, the receiving staff shall immediately deliver all date- and time-stamped proposals to the designated Procurement Coordinator.

Proposals not received by the deadline, as set forth in the procurement document, shall not be accepted.

Proposal Evaluation and Rating
The Procurement Coordinator shall coordinate the review and evaluation of proposals and assign staff responsibilities.

PCD staff shall prepare and maintain a log that identifies all proposers, funds requested, collaborators, services to be provided, area to be served, number of individuals to be served, proposed outcomes, and any other elements of the proposal that shall serve as the executive summary of all proposals received.

PCD staff shall conduct an eligibility and responsiveness review to determine if each proposer is eligible to apply, including whether the proposer has been debarred by the State of California and whether all sections of the proposal have been completed as identified on the proposal checklist.

PCD will develop a worksheet or checklist for determining the eligibility and responsiveness of each proposal. If a proposer is found to be ineligible or non-responsive, their proposal will not be scored.

PCD staff shall ensure that each proposer has complied with the City's RAMP and Business Inclusion Program (BIP) requirements.

PCD staff shall review the documentation that all subcontractors identified in a proposal have been competitively procured by the proposer prior to submission of the proposal.

PCD staff shall be responsible for the review and evaluation of the non-narrative sections of the "Demonstrated Ability" and "Cost Reasonableness" categories of the proposals.

Evaluation Criteria
Clear evaluation criteria and a standard proposal evaluation instrument shall be developed. At a minimum, all proposals shall be evaluated for Demonstrated Ability (requiring a minimum of two years of experience within a defined period of time in providing comparable services), Program Design, and Cost Reasonableness. All attempts should be made so that the criteria for Demonstrated Ability shall neither favor nor discriminate against existing City contractors or entities that have not contracted with the City.

Determination of cost reasonableness will be evaluated by EWDD. This analysis may include a comparison of each proposed contract price to: 1) all other proposals received; 2) current contract prices; 3) published market prices; 4) EWDD's own cost estimate; and 5) various metrics such as the cost per individual served. All proposed costs shall also be reviewed to determine that they are allowable, allocable, and necessary in keeping with federal, state and City procurement guidelines.

Cost Analysis vs. Price Analysis
A cost or price analysis must be performed in connection with every procurement action in excess of the Simplified Acquisition Threshold including contract modifications. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the non-Federal entity must make independent estimates before receiving bids or proposals. CFR § 200.324

A cost analysis will be necessary when adequate price competition is lacking, and for non-competitive procurements, including contract modifications or change orders. A cost analysis may not be necessary if one can establish price reasonableness on the basis of a catalog or market price of a commercial product sold in substantial quantities to the general public or based on prices set by law or regulation. A price

analysis will be used in all other circumstances to determine the reasonableness of the proposed contract price. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts.

Proposal Rating
The Procurement Coordinator shall ensure that no conflict of interest exists for any individual, firm, or organization participating in the rating process. This process refers to internal and external raters of procurements and a Conflict of Interest form shall be signed.

To the extent possible, the review and evaluation of proposals shall be conducted by individuals ***independent of the City of Los Angeles***, who are experts in the subject matter of the procurement. All reviewers must be briefed on and acknowledge in writing that they will abide by the Conflict of Interest requirements described in the Code of Conduct section of this policy. For procurements in which EWDD was not successful in identifying sufficient outside raters, the PCD may utilize internal raters as long as there are no financial conflicts of interest.

Formal training sessions shall be conducted by the Procurement Coordinator for all individuals who are to review proposals. Training materials shall include the procurement document, the evaluation instrument, and the conflict of interest declaration.

Proposals shall be reviewed by a team of at least two raters, with each rater reviewing proposals independently of one another and then convening to form a single, consensus final evaluation score.

Each review team shall be assigned to review and evaluate multiple proposals that focus on specific communities, populations, or services. For example, a team would be assigned to review proposals submitted to serve the East Region, while another team would review proposals submitted to serve the North Valley Region, in order to achieve a consistency of scoring within a specific region.

Consensus meetings for each review team shall be facilitated by EWDD staff. The consensus meeting will result in a single consensus scoring document for each proposal, which will be submitted to EWDD.

Proposed costs that cannot be accurately determined as a result of errors and/or omissions in preparation of the proposed budget shall not be considered reasonable and shall not be scored. All proposed indirect costs shall be supported by a letter from the cognizant federal agency. All proposed profit must be reviewed to determine that it is in accordance with any relevant Directives that are current for the proposed contract period.

EWDD staff shall review all scores provided by the raters to ensure that there is consistency in the review of the proposals and that consensus has been reached by the raters. For existing EWDD contractors, Demonstrated Ability shall be evaluated on the basis of past performance as documented in the Annual Performance Evaluation completed by EWDD.

To maintain the integrity of the process, a minimum of two (2) staff members shall review sections of proposals that cannot be reviewed by outside reviewers.

In the event that the EWDD Operations (OPS) notifies PCD of its intent to respond to a procurement issued by PCD, a clearly defined firewall must be established between PCD as the administrator of the procurement and OPS as the proposer.

The following actions shall be taken:

- The EWDD General Manager and the Assistant General Managers of Workforce Development and Finance and Administrative Services shall be notified in writing of such intent;
- EWDD Operations (OPS) staff shall be prohibited from participating, discussing, or inquiring of PCD staff in any way, regarding the development, review, and/or scoring of such proposal, with the exception of any publicly held meeting of which the procurement and proposal are the subject; and
- PCD staff and OPS staff, including the respective Assistant General Managers, are prohibited from engaging in any discussions regarding the procurement until the procurement review has been concluded and the scores have been formally released to the proposers and to the appropriate governing board.
- In the event that a City Department notifies PCD of its intent to respond to a procurement issued by PCD, a clearly defined boundary must be established between PCD, as the administrator of the procurement, and the City Department as the proposer.
- The following actions shall be taken:
- The EWDD General Manager and the Assistant General Managers of Workforce Development and Finance and Administrative Services shall be notified in writing of such intent;
- City Department staff shall be prohibited from participating, discussing, or inquiring of PCD staff in any way, regarding the development, review, and/or scoring of such proposal, with the exception of any publicly held meeting of which the procurement and proposal are the subject; and
- PCD staff and City Department staff, including the respective Assistant General Managers, are prohibited from engaging in any discussions regarding the procurement until the procurement review has been concluded and the scores have been formally released to the proposers and to the Workforce Development Board.

To be considered for funding, a proposal must receive a score of at least 70 percent of attainable points. However, a score of 70 percent or more is not a guarantee of funding. In addition, a high score does not necessarily guarantee funding.

EWDD shall reserve the right to determine that a procurement process has failed. The basis for failure may include a lack of sufficient responses and/or a lack of responses that meet the requirements of the procurement document. In the event that EWDD determines that procurement has failed, EWDD shall notify all proposers of such determination in writing.

Release of Procurement Results and Funding Recommendations
All proposers shall be notified in writing signed by the Assistant General Manager of Workforce Development of the outcome of the procurement.

Funding Recommendation Letters shall include: 1) the score awarded; 2) the amount of funds being recommended to the proposer; 3) the right to appeal the procurement process; and 4) a caveat that the recommendations remain subject to approval by the appropriate governing board, City Council and Mayor, and are contingent upon the availability of funds.

The results of the procurement may be concurrently released to the appropriate governing board.

Presentation of Scores and Funding Recommendations to Appropriate Governing Board
PCD shall present the results of the procurement, including the scoring, to the appropriate committee on the governing board in a Funding Recommendation Report addressed to the relevant Board president.

The Funding Recommendation Report shall provide:

- The summary of the facts pertaining to the procurement;
- The purpose of the procurement;
- When the procurement was conducted;
- The number of proposals received;
- The method of evaluating the proposals;
- The meeting(s) conducted with proposers; and
- The results of any appeals hearing(s).

The results of the procurement may be concurrently released to the proposers. The relevant committee shall meet within a reasonable time following the conclusion of the review process and consider EWDD's recommendations.

Approval of Funding Recommendations

Commission and/or Board Approval
Upon approval of the funding recommendations by the Executive Committee of the appropriate governing board, EWDD shall prepare a City Council Committee transmittal that outlines the procurement process and results.

In accordance with EWDD policy, all transmittals shall be executed by EWDD executive staff and the General Manager at the regularly scheduled transmittal meeting. Transmittals that pertain to the use of WIOA funds shall be jointly addressed to the Mayor and City Council and signed by both the EWDD General Manager and the WDB Chair.

PCD shall draft an "Offer Sheet" to be issued to successful proposers. The Offer Sheet contains a summary of the services to be provided, the cost of such services, performance goals, and the term of the agreement.

No proposer shall be recommended for funding if the State of California or the City of Los Angeles has established that there is a debt against a proposer that has not been repaid, or for which a repayment agreement has not been executed.

No proposer shall be recommended for funding that has been debarred, suspended, or otherwise excluded from participation in federal assistance programs. All contracts shall include a self-certification by the subrecipient that it is not a debarred party. The federal government System for Award Management website (www.sam.gov) shall be searched for exclusion records, and a copy of said search shall be maintained with scoring documents.

Notwithstanding a designation of being "high risk," a proposer may be recommended for funding where there is documentation of the proposer's demonstrated ability to perform under the agreement.

High Risk is defined as having a demonstrated history of unsatisfactory performance, financial instability, poor administrative practices, or failure to comply with the terms and conditions of previously awarded agreements.

In the event a high-risk proposer is recommended for funding, special conditions shall be imposed and set forth in the agreement with the City. Such special conditions shall include:

- Compensation to the subrecipient solely on a cost-reimbursement basis with no opportunity for the receipt of advance payments for services performed;
- Requiring the subrecipient to subcontract with a third party to perform those duties and responsibilities that the subrecipient has a demonstrated inability to perform, or to secure technical assistance;
- Increased monitoring by the City and/or increased reporting by the subrecipient;
- Requiring prior approvals of personnel and other actions.
- The subrecipients shall be advised of any special conditions included in the agreement prior to the execution of the agreement with the City and the reasons for the imposition of such special conditions. The process for requesting the reconsideration or termination of such special conditions shall be set forth in the agreement.

City Council and Mayor Approval
Upon approval by the City Council and Mayor of EWDD's funding recommendations under the procurement, PCD shall notify all proposers in writing of the final results of the procurement.

The letter shall include an offer to contract, a.k.a. the Offer Sheet, to the successful proposers. The letter shall include a request that the successful proposer accept, in writing, the terms set forth in the Offer Sheet within five (5) days of receipt. If the successful proposer does not accept the terms, the proposer may request a meeting to negotiate the outstanding terms.

Appeals Procedures
Appeals shall be limited to issues arising from the procurement process only. All proposers shall be advised of their right to appeal the procurement process.

For all WIOA-funded procurements, the Appeals Board shall be established in accordance with the WDB/LEO (Local Elected Official) agreement.

All Appeals Board hearings are public hearings; however, if necessary, a part of the meeting may be conducted in closed session. Closed sessions may be called during the course of a meeting or public hearing in order to allow the members to obtain advice from counsel. Members are not permitted to deliberate among themselves unless in an open, public session.

All Appeals Board members shall be provided with a copy of the procurement document, a copy of this document (Procurement Guidelines), a summary of facts regarding the specific procurement that includes a written summary of the procurement process, and each written appeal together with a departmental response.

In the Appeals Hearing, appellants shall have five (5) minutes to make their oral presentation, which shall be followed by a question and answer period not to exceed fifteen (15) minutes at the discretion of the Board.

At the conclusion of the Appeals Hearing, the Board shall take one (1) of the following actions:

- Uphold the score awarded by EWDD; or
- Sustain the appeal and remand the proposal to EWDD with direction.
- For WIOA-funded programs, the Appeals Board's decision shall be considered final.
- The results of the Appeals Hearing shall be compiled into a report and submitted to the executive committee of the appropriate commission or board.

Maintenance of Procurement Records

EWDD shall maintain records documenting each procurement, including:

- A copy of the procurement document.
- The cost or price analysis, if procurement is in excess of the Simplified Acquisition Threshold.
- Document showing check of Excluded Parties List System (SAM.gov) to verify the entity is not excluded or disqualified.
- The scoring instrument.
- A description of the scoring methodology.
- The public notice of release of the procurement.
- Technical assistance questions and answers.
- A copy of proposals.
- A copy of the letters notifying the proposers of their scores.
- A copy of the report to the governing authority seeking approval of the scores awarded.
- A copy of the materials provided to the Appeals Board, if convened.
- A copy of the letters notifying the proposers of the Appeals Boards' action(s) and their funding recommendations, if appeals process was required.
- A copy of the report to the governing authority advising of the Appeals Boards' actions(s) and requesting approval of the funding recommendations, if the appeals process was required.
- A copy of the transmittal to the Council and Mayor documenting the procurement process and requesting approval of the proposal results, if necessary.
- A copy of the final City Council and Mayor action, if necessary.
- A copy of letters to the proposers notifying them of the City Council and Mayor approved action.

Such records shall be electronically archived and placed in a location that is accessible for monitoring and auditing purposes.

Records shall be retained for a minimum of three (3) years following termination of the agreement and after final disposition of pending matters. Pending matters include audits, litigation, and other business associated with the procurement process. EWDD shall consult with the City Attorney prior to the destruction of any records.

Public Records Requests

Requests to review scoring instruments, the scores of other proposals, time and date stamp logs, or any other documents that are part of the procurement process must be submitted in writing in accordance with the California Public Records Act. The Communications Group of EWDD shall be notified any such request. EWDD shall seek City Attorney guidance prior to responding to any such requests.

Code of Conduct

No staff of the Economic and Workforce Development Department (EWDD) who works in a decision-making capacity shall engage in any activity, including participation in the selection, award, or

administration of a sub-grant or contract, where there is a conflict of interest, either real or perceived. A conflict of interest would arise where the EWDD staff member, any member of that person's immediate family, domestic partner, or organization that employs, or is about to employ, a member of the staff member's immediate family has a financial or other interest in the firm or organization competing for an award under an EWDD procurement.

The term "immediate family" includes those persons related by blood or marriage, such as husband, wife, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, son-in-law and daughter-in-law.

The term "financial or other interest" includes:

- Any direct or indirect financial interest in a specific contract including a commission or fee, a share of the proceeds, the prospect of a promotion or of future employment, a profit, or any other form of financial gain.
- Any of the following interests in the subrecipient ownership: a partnership interest or other beneficial interest of five (5) percent or more; the ownership of five (5) percent or more of stock; employment in a managerial capacity; or membership on the board of directors or governing body.

No EWDD staff member shall solicit or accept gratuities, favors, or anything of monetary value from proposers, subrecipients, potential subrecipients or parties to sub-agreements.
All Strategic Planning and Research section staff members that are assigned to participate in a procurement process shall participate in the City's ethics training program.

Contract Negotiations and Execution
OPS is responsible for all contract negotiations and contract execution, in accordance with EWDD's Contracting Procedures.

For Reference: Request for Proposals (RFP) Format
The following shall serve as a general guideline for the content of an RFP document:

Cover Page – The cover page should identify the funding source, program, issuance date, submission deadline, anticipated term of contracts, submission address, and information on technical assistance.

Table of Contents (TOC) – TOC should note all sections below along with identifying all exhibits, forms, appendices and attachments.

Background/Introduction – The background shall include a discussion of EWDD as the administrative entity for the RFP, a brief overview of the solicitation, and the purpose of the solicitation.

RFP Specifications – This section shall include a discussion of the contract term, eligibility requirements, source of funds and funding request amounts, a preliminary schedule, the proposer's conference, technical assistance, deadline for submission, proposal review process, proposal award, and appeals process.

Program Design – This section shall include a discussion of the scope of the work solicited.

Evaluation Criteria – This section shall include an overview of the major proposal evaluation categories and maximum points possible for award.

Proposal Package – This section shall include a description of the narrative responses to be prepared by the proposer and general proposal preparation guidelines.

General Proposal Preparation Guidelines – This section shall include a discussion of specific required proposal guidelines, including but not limited to:

- Overview – Guidelines for completion and submission of proposal
- Proposal Contents Checklist
- Required Documents Submitted with Proposal

General RFP and City Contracting Information – This section may include:

- Costs Incurred by Proposers
- Best Offer
- Alternatives
- Proposal Errors
- Waiver of Minor Administrative Irregularities
- Interpretations and Clarifications
- Optional Materials/Services
- Accuracy and Completeness
- Withdrawal of Proposals
- Addendum
- Representations
- Acceptance of Terms and Conditions
- Multiple Proposals
- Applicable Laws and Regulations
- Standard Provisions for City Contracts
- Standing of Proposer
- Proprietary Interests of the City
- Discount Terms
- Assurances

Additional RFP and City Contracting Information and Documents – This section may include:

- Municipal Lobbying Ordinance
- Contractor Responsibility Ordinance
- Equal Benefits Ordinance
- Living Wage and Service Worker Retention Ordinance
- Nondiscrimination, Equal Employment Practices and Affirmative Action
- Program
- Slavery Disclosure Ordinance
- Americans with Disabilities Act
- Child Support Assignment Orders
- First Source Hiring Ordinance
- Federal Funding Accountability and Transparency Act Reporting
- Articles of Incorporation and By-Laws

- Current roster of proposing company's Board of Directors with contact information
- Resolution of Executorial Authority – PCD will review this document, along with board minutes listing attendees, to verify board authorization to submit proposal and execute contract. PCD may also interview Board Chair or designee, if necessary.
- Bidder Certification City Ethics Commission (CEC) Forms
- Certification Regarding American Disabilities Act
- Business Inclusion Program Outreach
- Nonprofit Status Documentation from the Internal Revenue Service
- City Business Tax Registration Certificate
- Audited financial statements from those organizations not previously funded by the Department

Contract Execution Requirements – This section may include, but is not limited to, the description of the following requirements and information:

- Insurance Certificates
- Corporate Documents
- City Business License Number
- Proof of IRS Number
- Certifications
- Affirmative Action Plan
- Collaboration
- Contracting Method/Payment for Services
- Program Income
- Contract Cost
- Records Retention
- Security Clearance and TB Testing
- Governing Law
- Commitment to Carry out All Contractor Responsibilities
- City Attorney Contract Approval
- Contractor Non-Performance
- Breach of Contract
- Amendments/Modifications/Change Orders
- Prime Contractor
- Subcontractors/Joint Ventures
- Copies of Subcontractor Agreements
- Supplier Performance Feedback Meeting
- Periodic Independent Audit
- Financial Audit
- Contractor Evaluation Ordinance – Including notification of prospective proposers that their performance on a City service contract will be subject to City evaluation
- Federal Award Identification Number (FAIN) including Award Date and identification of whether award is Research & Development
- SAM.gov search results to verify non-exclusion

In drafting a Request for Proposals, EWDD staff shall use the most recently released RFP as an exemplar. Given that City contracting requirements are subject to revision, the draft will always be reviewed by the City Attorney to ensure that it is current and accurate.

REFERENCES

OMB Memo #M-18-18: Implementing Statutory Changes to the Micro-Purchase and the Simplified Acquisition Thresholds for Financial Assistance (June 20, 2018)
2CFR200.320. Methods of procurement to be followed.

Replacement Operator Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures to be followed if there is a need to replace an America's Job Center of California℠ (AJCC) operator, locally known as WorkSource or YouthSource Centers, in the City of Los Angeles Workforce Development System.

BACKGROUND
From time to time, it may become necessary to either terminate service or replace current WorkSource or YouthSource agreements at certain centers. Such instances include, but are not limited to, when:

1. The Contractor provides the City written notice of any facts that may materially affect the performance of their agreements or impact the City's decision to continue an agreement with the Contractor;
2. The Contractor fails to meet certification standards; and/or
3. The Department and/or Workforce Development Board (WDB) do not approve the contractor's request to assign their agreement.

POLICY AND PROCEDURES
In the event WorkSource or YouthSource Center agreements are to be terminated with an existing contractor, the Economic and Workforce Development Department (Department) staff shall prepare a report to the WBD regarding the impact of such actions on the community, together with recommendations to either discontinue services or identify a replacement operator.

Proposers to the WorkSource and YouthSource Requests for Proposals (RFP) who attain a passing score shall be placed on the Qualified Operator Replacement List (list of eligible providers). Inclusion on this list does not automatically result in a contract; rather, it establishes a list of qualified operators from which the City may select a replacement operator, if needed. The list shall remain in effect for the same term as the underlying RFP.

The Department shall, at all times, maintain a list of qualified replacement operators.

Replacement operators may only be drawn from the list of eligible replacement operators. All efforts to prevent or minimize a disruption in services to existing customers must be considered. If there is a need to replace a current operator, the evaluation factors to be reviewed may consist of:

1. The replacement operator's original proposed area of service and/or final score;
2. The replacement operator's financial stability at the time of evaluation;
3. The replacement operator's current program and fiscal performance;
4. The replacement operator's partnering and leveraging of community resources (preferably in the region to be assumed); and

<u>Responsibilities of the selected replacement operator shall be as follows</u>:
If assuming an existing location:

a) Assume the management of the day-to-day operations of an existing WorkSource/YouthSource Center;

b) Transition existing WorkSource/YouthSource Center staff to the replacement operator's payroll, in accordance with the City's Worker Retention Ordinance;
c) Assume a facility lease from the City or negotiate a new lease;
d) Assume all responsibility for the WorkSource/YouthSource Center facility management, including all City-owned furniture and equipment;
e) Assume responsibility for all active WorkSource/YouthSource Center customers and exited customers in follow-up;
f) Assume all active Individual Training Accounts (ITA), on-the-job training, customized training, and work experience (WE) agreements, and any other agreements which may have been entered into by the previous WorkSource/YouthSource Center operator.

If establishing a new service location:

a) Locate and negotiate a lease for the new service location of the WorkSource/YouthSource Center in the designated service delivery area;
b) Coordinate the transition of City-owned furniture and equipment to the new location;
c) Transition existing WorkSource/YouthSource Center staff to the replacement operator's payroll, in accordance with the City's Worker Retention Ordinance;
d) Manage the day-to-day operations of the WorkSource/YouthSource Center;
e) Assume responsibility for all active WorkSource/YouthSource Center customers and exited customers in follow-up; and
f) Assume all active ITA, on-the-job training, customized training, and WE agreements and any other agreements which may have been entered into by the previous WorkSource/YouthSource Center operator.

REFERENCES

- WSD22-13 - Selection of AJCC Operators and Career Services Providers

WDB Notification Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The Workforce Development Board (WDB) of the City of Los Angeles, is to be notified by the City of Los Angeles, Economic and Workforce Development Department (EWDD) upon finding or being notified of any performance and/or administrative issues, sanctions, disallowed costs, financial stability concerns, or any official government investigations involving a service provider(s) to EWDD, funded by Workforce Innovation Opportunity Act (WIOA) funds.

BACKGROUND
The Workforce Development System (WDS) currently reports performance and administrative issues to the WDB annually through its Annual Performance Evaluation. Additionally, EWDD currently makes all funding and contract renewal recommendations for existing contractors to the WDB prior to executing new agreements through the Annual Plan approval process.
EWDD has updated its policies and procedures to ensure that the WDB is notified of performance and/or administrative issues, sanctions, or disallowed costs, financial stability concerns, and any official government investigations involving a WorkSource (WSC) or YouthSource (YSC) Center provider subject to confidentiality parameters and approval by the Los Angeles City Attorney.

POLICY AND PROCEDURES
EWDD will notify the WDB through a WDB Report when a WSC or YSC service provider has been deemed to have any outstanding disallowed costs, financial stability concerns or any investigations in addition to performance and administrative issues. Additionally, all complaints received by EWDD's Equal Opportunity (EO) Compliance Unit will be documented on a continuous basis. Information pertaining to the number and category of complaints received relative to each WSC/YSC will be reported to the WDB on an annual basis.

Service providers will be provided due process with regards to ongoing performance and/or administrative issues, sanctions, questioned or disallowed costs, financial stability concerns and any official government investigations, prior to the WDB being notified.

Thresholds to be reached include:
Fiscal
- Financial Management Division (FMD) to have commenced and completed its Fiscal Resolution process to determine if a questioned cost is disallowed.
- Financial Management Division (FMD) to have commenced and completed its audit process to determine that an organization has financial stability concerns.

Administrative
- EWDD Incident Response (IR) Group to determine that an ongoing internal or external investigation can be reported to the WDB, subject to confidentiality parameters and approval by the Los Angeles City Attorney. IR Group includes, EWDD Executive Staff, affected Division Directors, City Attorney and IR Coordinator.

Upon reaching the necessary thresholds, EWDD will prepare and deliver a report to the WDB.

Reporting Timeframes
The WDB shall be updated as to the status of WSC service providers with performance, administrative, outstanding questioned and/or disallowed costs, financial stability concerns or any pending investigations:

- Annual Plan Process: March - June
- Performance Evaluation Process: November - December
- As needed when Certification may be revoked or an agreement may be terminated due to extenuating circumstances such as but not limited to, poor performance or confirmed organizational findings of fraud and abuse, and/or financial issues discussed herein.

Program Monitoring

*AJCC Operator Annual Performance Evaluation Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the Annual Performance Evaluation of all America's Job Center of California (AJCC) operators, locally known as WorkSource and YouthSource Centers, henceforth known as contractors by the City of Los Angeles Workforce Development Board (WDB), and requires they be successful in meeting annual contract performance goals.

BACKGROUND
The WIOA establishes a framework under which Local Boards are responsible for maintaining a network of high-quality, effective AJCCs that align a wide variety of publicly or privately funded education, employment, and training programs.

Annual Performance Evaluation Guidelines
Contractors shall be evaluated by the WDB, on an annual basis, through a formal performance evaluation.

Performance Evaluation
Evaluations will be conducted annually at the completion of the program year, evaluating results for the entire 12 months. Additionally, a six-month progress report will be prepared.
Contractors will be evaluated in four categories:

- Customer Satisfaction
- Performance Outcomes
- Customer Flow
- Administrative Capability (Financial, Human Resources & Organizational Effectiveness)

Success rates for performance measures compare actual performance with performance goals. Generally, success rates are expressed as a percentage and are computed by dividing actual performance by the performance goal.

The Department may develop criteria to recognize outstanding performance.
Evaluation results, including any outstanding performance and administrative issues related to WSC/YSC operators, and certification recommendations will be compiled by the Department and presented to the appropriate WDB Committee(s) following the end of the program year. See Attachment I for a reference of the local Annual Performance Evaluation Measures.

REFERENCES

- Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128) Sections 121(g) and 188
- Title 20 CFR Part 679: Statewide and Local Governance of the Workforce Development System Under Title I of the Workforce Innovation and Opportunity Act, Section 679.370(q)
- Title 34 CFR WIOA, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions (WIOA Joint Final Rule)
- Training and Employment Guidance Letter (TEGL) 16-16: One-Stop Operations Guidance for the American Job Center Network (January 18, 2017)
- TEGL 04-15, Vision for the One-Stop Delivery System Under the WIOA (August 13, 2015)
- WSD18-12, WIOA Memorandums of Understanding (April 30, 2019)

Attachment I: Annual Performance Evaluation Measures

Measures may include, but are not limited to the following:

1. Satisfaction

Measure	WorkSource	YouthSource
a. Customer Satisfaction (intercept/telephone)	X	X
b. Exiter Satisfaction (telephone)	X	

2. Outcomes (Products & Services)

a. Employment Rate (WSC)/ Employment/Education Rate (YSC) 2nd Quarter after exit	X	X
b. Employment Rate (WSC)/ Employment/Education Rate (YSC) 4th Quarter after exit	X	X
c. Median Earnings 2nd Quarter after exit	X	X
d. Attainment of a Postsecondary Credential, or secondary school diploma (or equivalent) if employed/in education or training for postsecondary credential.	X	X
e. Measurable Skills Gains	X	X
f. Effectiveness in Serving Employers (pilot)	X	

3. Flow (Customers Served)

a. Number of Enrolled and/or Exited Customers (including Hard to Serve Adults for WorkSource)	X	X
b. Percentage of Out-of-School Youth Served		X
c. Number of Employer Customers	X	
d. Number of walk-in customers (served through system of support, not enrolled in WIOA)		X
e. Total number of youth receiving educational assessments from the PSA Counselor		X
f. As implemented by the LAUSD PSA Counselors, a system goal for the number of out-of-school youth meeting with PSA Counselors who return to school		X
g. Minimum number of enrollments by December 31.	X	X

4. Administrative Capability/Annual Plan Priorities

a. Assessment of contractor administrative practices related to work performance, timeliness, and financial processes.	X	X
b. Assessment of fiscal capability, including any audit issues.	X	X
c. Expenditure of a minimum 42% of funding on training (may include up to an amount equal to 14% of funding in approved leveraged resources)	X	
d. Expenditure of a minimum 23% of funding on Work Experience		X

*Program Monitoring Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy establishes procedures for Program Monitoring to ensure compliance and identify areas of strength and weakness in operations, which leads to improved program operation, management capabilities, and overall performance improvement.

POLICY AND PROCEDURES
This policy establishes the guidelines and procedures for Program Monitoring of grant-funded workforce contracts such as the Workforce Innovation and Opportunity Act (WIOA). Program Monitoring is conducted to ensure compliance with the regulations and requirements of the funding source, to review progress toward achieving contract performance goals, and to identify both best practices for effectively serving clients and opportunities for improvement.

Program Monitoring is essential to ensure compliance with applicable laws, WIOA regulations, state and local policies, procedures, and quality of service delivery expectations. Program Monitoring for WIOA formula funded programs will be conducted on a quarterly basis to produce a total of four (4) Monitoring Reports for each Program Year (PY) that includes two (2) Desk Reviews and two (2) Quality of Service On-Site Visits. Notification of the monitoring schedule and focus topics will be communicated to Contractors by their assigned Program Monitor.

Desk Reviews which will include a review of participant profiles in CalJOBS and will be followed by a Monitoring Progress Report which will identify compliance issues including data integrity and compliance issues, suggested action required and/or request for a Corrective Action Plan (CAP) to ensure that contractor is achieving performance objectives on schedule and within budget. The Quality of Service On-Site Visits will be followed by a Quality of Service Observation and Monitoring Report which will capture issues observed including physical location and facility, signage, equipment checks, and compliance with customer flow and integrated customer flow procedures.

A complete monitoring log will be maintained for all monitored entities. The log will contain the following details:

- Date of Review – The specific date review was conducted.
- Type of Review – The type of review being performed (e.g., fiscal, programmatic).
- Period Reviewed – The period covered by the review.
- Monitor – The name of the person or team conducting the review.
- Report Information – Include the following details in the monitoring log:
- Draft/Final Report Date – The date when the draft/final report was issued.
    - Findings – Any issues or discrepancies identified during the review.
    - Corrective Actions – The actions required to address the findings.
        - Initial Determination – The preliminary conclusions based on the review.
        - Final Determinations – The final conclusions of the report to include corrective actions needed to resolve deficiencies.
- Documentation – The location of working papers, and dates and number of attempts made to contact subrecipient for responses to draft and/or final report.

In cases of extraordinary circumstances, such as natural disasters or public health emergencies, Program Monitoring may be done through alternative methods, such as virtual reviews or extended timelines. These alternative approaches must be documented and justified in writing, aligning with risk-based monitoring principles outlined in Uniform Guidance Section 200.332(b). Higher risk programs will be prioritized for more frequent or detailed reviews.

Special Projects

Special Projects include, but are not limited to; programs that are funded with WIOA non-formula and/or discretionary federal grants, WIOA 15% Governor's Discretionary Funded Projects, Community Development Block Grant (CDBG) funds, discretionary state grants, local grants, etc.. Special Projects will be monitored at minimum of one (1) time per year and may follow a similar monitoring process to the one used for WIOA to produce one (1) Desk Review Monitoring Report or one (1) Quality of Service Observation and Monitoring Report. For additional guidance, please contact your assigned program monitor.

REFERENCES

- Employment Development Department Directive WSD24-11, Oversight and Monitoring Standards for Substate Entities (January 24, 2025)

Training and Employment

Alternative Training Programs Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides instructions on alternative training programs for the City of Los Angeles Workforce Development System. In order to open sector and other training to a wider and more diverse participant base, the City of Los Angeles Workforce Development Board (WDB) adopted an alternative training policy for special populations with multiple barriers to employment to provide Vocational English as a Second Language (VESL) instruction, academic preparation, transitional work, and bridge programs for participants unable to qualify initially for Individual Training Accounts (ITA) and sector-based training.

BACKGROUND
This policy is applicable to WIOA Title I Adult, Dislocated Worker, and Youth programs. Except for certain types of customized, incumbent, and On-the-Job training, transitional jobs, and WDB contracts with institutions of higher learning, only training providers through their training programs listed on the Eligible Training Provider List (ETPL) are eligible to receive Workforce Innovation and Opportunity Act (WIOA) funds to train adults and dislocated workers through participant ITAs.

However, in order to provide special populations with multiple barriers to employment maximum opportunities to benefit from WIOA programs, alternatives to traditional ITA training programs may be employed. For example, short-term pre-vocational services, including development of learning and communication skills, may be provided as “Career Services” and do not require the establishment of an ITA.

POLICY AND PROCEDURES
In lieu of traditional ITA training, contracts for alternative training programs may be authorized when:

- Such services are on-the-job training provided by an employer, or customized training.
- The WDB determines that it would be most appropriate to contract with an institution of higher education or other provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit customer choice.
- The WDB determines that there are an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts.
- The Local Plan must describe the process to be used in selecting the providers under a contract for services.
- This process must include a public comment period for interested providers of at least 30 days.
- The WDB determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve targeted low-income special participant populations that face barriers to employment. Special participant populations that face barriers to employment include:
    - Displaced homemakers;
    - Low–income individuals;
    - Native Americans;
    - Individuals with disabilities;
    - Older individuals, i.e., those aged 55 or older;

- Ex-offenders;
- Homeless individuals;
- Youth who are in or have aged out of the foster care system;
- Individuals who are English language learners, individuals who have low levels of literacy, and/or individuals facing substantial cultural barriers;
- Eligible migrant and seasonal farmworkers;
- Individuals within two years of exhausting lifetime eligibility under TANF; or
- Other groups determined by the Governor to have barriers to employment.

The following criteria will be used to determine demonstrated effectiveness of training service programs:

- Financial stability of the organization;
- Demonstrated performance in the delivery of services to individuals with barriers to employment through such means as program completion rate; attainment of skills, certificates, or degrees the program is designed to provide; placement after training in unsubsidized employment; and retention in employment;
- How the specific program relates to the workforce investment needs identified
- in the local plan; and
- How the use of the program supports WDB priorities.

Those training providers operating under the ITA exceptions still must qualify as eligible providers. Qualifying is as follows:

- Appropriate service providers may be selected as long as the WDB takes into consideration the specific geographic and demographic factors where the program operates, and the characteristics of the special population being served.
- The WDB must require performance data for all WIOA Title I funded participants participating in any program of contracted training services.

Progress Reports and Attendance Records

A participant enrolled in a training program that can bypass the CA ETPL upon the determination of the Workforce Development Board for reasons, such as higher education, lack of providers, barriers to employment, etc. This activity should be coded in CalJOBS^{SM} as 330- Local Board Determination Training and requires staff to provide justification in CalJOBS^{SM} under case notes.

In addition, the alternative training providers must provide evidence on the participant's progress and attendance to the WorkSource Center staff on a regular basis to ensure the participant is attending classes. The WorkSource Center staff must file the progress reports and attendance sheets in the participant's profile. If the participant fails to attend school, the training provider must inform the WorkSource Center staff within three (3) days of consecutive non-attendance. All information obtained from the training provider must be entered into CalJOBS^{SM}.

REFERENCES

- Training and Employment Guidance Letter (TEGL) 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in Workforce Innovation and Opportunity Act Adult and Dislocated Worker Programs (June 9, 2023)
- Training and Employment Guidance Letter (TEGL) 19-16: Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act

(WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules (March 1, 2017)

- Training and Employment Guidance Letter (TEGL) 08-19: Workforce Innovation and Opportunity Act (WIOA) Title I Training Provider Eligibility and State List of Eligible Training Providers (ETPs) and Programs (January 2, 2020)
- President Biden issued Executive Order (EO 13985) Advancing Racial Equity and Support for Underserved Communities Through the Federal Government (January 20, 2021)
- Training and Employment Guidance Letter (TEGL) 10-16, Change 2: Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Core Programs (September 15, 2022)

Apprenticeship Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures regarding the use of Workforce Innovation and Opportunity Act (WIOA) funds for individuals in occupations with available apprenticeships, including pre-apprenticeship training. It is the shared vision of the City of Los Angeles Mayor, City Council, and Workforce Development Board (WDB) to have a robust apprenticeship policy that leads the nation in apprenticeship development, placement, and outcomes.

BACKGROUND
Both the Workforce Innovation and Opportunity Act (WIOA) and the California State Unified Plan (SUP) promote the "earn and learn" training model, which the SUP defines as "using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation." This definition is echoed in Senate Bill 342 (H.B. Jackson, Chapter 507, Statutes of 2015).

The State of California issued draft directive WSDD-178 in late March 2018, entitled "Quality Apprenticeship and Pre-Apprenticeship Opportunity." WSDD-178 applies to Local Workforce Development Boards (WDB) and Local Workforce Development Areas and includes only state-imposed requirements.

In 2011, Assembly Bill (AB) 554 modified California Unemployment Insurance Code (CUIC) Section 14230(e) to require Local WDBs to ensure that WIOA-funded programs and services involving apprenticeships and pre-apprenticeships are coordinated with apprenticeship programs already approved by the Department of Industrial Relations-Division of Apprenticeship Standards (DIR-DAS) under specific conditions, and include the fostering of collaboration between community colleges and approved apprenticeship programs.

Other specifications include increasing the representation of women in pre-apprenticeship programs in the building and construction trades; following Multi-Craft Core Curriculum (MC3) in building and construction; and providing the apprenticeship and pre-apprenticeship programs and services geared toward the geographic location of the apprenticeable industries.

DEFINITION
The Workforce Innovation and Opportunity Act (WIOA) defines Registered Apprenticeship as a proven model of job preparation that combines paid on-the-job training (OJT) with related instruction to progressively increase workers' skill levels and wages. Graduates of Registered Apprenticeship programs receive nationally- recognized, portable credentials, and their training may be applied toward further post- secondary education.

All Registered Apprenticeship programs consist of the five core components:

- Direct Business Involvement – Businesses must play an active role in building Registered Apprenticeship programs and are involved in every step of their design and execution.
- On-the-Job Training (OJT) – Every Registered Apprenticeship program includes structured OJT. Companies hire apprentices and provide hands-on training from an experienced mentor. This

training is developed by mapping the skills and knowledge the apprentice must learn over the course of the program to be fully proficient at the job.

- Related Instruction – Apprentices receive related instruction or classroom style training which can be provided at the school, online, or at the work site that complements the OJT. This instruction helps refine the technical and academic skills that apply to the job.
- Rewards for Skills Gain – Apprentices receive progressive wage gain as their skills and knowledge increase.
- National Occupation Credential – Every graduate of a Registered Apprenticeship receives nationally recognized credential issued by the USDOL or a federally recognized SAA. Many of the high-growth industries offer interim credentials as apprentices master skills as part of a career pathway.

The length of training and the skills and competencies required for mastery of an occupation are set by the industry. The Registered Apprenticeship system currently approves time-based, competency based and hybrid programs.

POLICY AND PROCEDURES

The Economic and Workforce Development Department's (EWDD) Apprenticeship Policy emphasizes the following key principles:

1. Build a robust apprenticeship program (which includes non-traditional industries) across the Los Angeles Region;
2. Leverage strategic partnerships with the WorkSource Center (WSC) and YouthSource Center (YSC) systems, businesses/corporations, economic development organizations, sector intermediaries, community colleges, K-12, trade unions/associations, State and local government, and government workforce groups, as well as develop key partnerships with the Department of Corrections to service the re-entry population, and with The Department of Industrial Relations-Division of Apprenticeship Standards and the Department of Labor;
3. Implement an apprenticeship program that will include participation across City departments to ensure stated goals are met Citywide;
4. Actively promote and enroll eligible candidates from the City's WSC and YSC programs.

Per WSDD-178, the Local WDB must follow the guidelines in CUIC Section 14230(e), which include conducting the WIOA-funded apprenticeship programs and pre-apprenticeship training "in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and geographic area." Additionally, a policy must be developed regarding "fostering collaboration between community colleges and approved apprenticeship programs in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs."

Furthermore, per CUIC Section 14230(e), WIOA-funded apprenticeships and pre-apprenticeship training must, "to the maximum extent feasible," align with and follow MC3, and work to increase representation of women in pre-apprenticeship training.

WSDD-178 also notes that Local WDBs "must establish the following:

- WIOA funded programs are operated in coordination with at least one DIR-DAS approved apprentice program in the relevant geographic area for the relevant apprenticeable occupation.
- WIOA funded pre-apprenticeship training in the building and construction trades utilizes the MC3 curriculum.

- Pre-apprenticeship program operators funded with WIOA have a plan detailing, in writing, how they will conduct outreach to and ensure the retention of women in the pre-apprenticeship program."
- Local WDBS are also required by WSDD-178 to:
- Retain a list of all programs they work with, noting which ones are WIOA-funded and "who the relevant DIR-DAS approved apprentice programs are for the relevant geographic area and occupations, and the manner in which the WIOA funded apprentice and pre-apprentice programs are coordinating with the relevant programs";
- Retain "a copy of all written outreach and retention plans developed to meet the statutory and policy mandates detailed in this policy directive. Local Boards may be required to submit the foregoing information as part of their Local Plans and any future High-Performance Board Certifications."

The Department of Labor (DOL) Employment and Training Administration (ETA) encourages the workforce system to use WIOA funds to support Registered Apprenticeships. WIOA Title I funds can be used to support Registered Apprenticeship (RA) programs in following ways:

- Individual Training Accounts (ITA) – RA sponsors are able to use ITA funds to support the education portion (i.e., related instruction component) of the registered apprenticeship for eligible apprentices.
- On-the-Job Training (OJT) – WIOA expands the potential for utilizing OJT to support RA. Unlike the related instruction component, the OJT is supported by contract, not an ITA. In certain circumstances, up to 75 percent of the apprentices' wages may be reimbursed by the public workforce system contributions if the employer meet criteria for a designated period of time.
- Customized Training – Local WDBs can support RA program sponsors and apprentices through customized training agreement.
- Contracted Classes for Training Cohort for Related Instruction – In certain circumstances a Local WDBs may contract with ETP to train a cohort of apprentices in in-demand industry sectors or occupations instead of an ITA. The grantees must ensure that contracts with training providers, including for profit training providers, meet the procurement standards found in the Uniform Guidance.
- Supportive Services – WIOA funds can provide for a variety of supportive services for apprentices, including books, supplies, childcare, transportation, tools and uniform.

REFERENCES

- EDD WSDD-178: Quality Apprenticeship and Pre-Apprenticeship Opportunity (March 12, 2018)
- Senate Bill 342 (H.B. Jackson, Chapter 507, Statutes of 2015)
- WIOA, Public Law 113-128
- California Unemployment Insurance Code Section 14230(e)
- Assembly Bill (AB) 554, Chapter 499, Statutes of 2011
- AB 2288, Chapter 692, Statutes of 2016
- Title 8 regulations, California Apprenticeship Council, Chapter 2, "Subchapter 1. Apprenticeship" (Sections 200-242.6), at https://www.dir.ca.gov/t8/ch2sb1.html (Note: Sections 204, 211, 214, 216, 217, 219, 220 through 223, 225 [Article 8], 226, 231.1 through 231.4, 233, 234, and 242 [Article 12] have been repealed)
- Department of Labor, https://www.dol.gov/apprenticeship/

- TEN 20-15, Change 1: New ApprenticeshipUSA Brand Information and Updated Technical Assistance Resources for Expanding and Modernizing Registered Apprenticeship Programs (January 5, 2023)
- TEGL 13-16, Change 1: Registered Apprenticeship Provisions and Opportunities under WIOA (May 17, 2021)
- TEGL 8-19, Change 1: Eligible Training Providers and Eligible Training Provider Lists under WIOA (May 17, 2021)

Customized Training Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides the guidance and establishes the procedures regarding Customized Training under the Workforce Innovation and Opportunity Act (WIOA) for the City of Los Angeles Workforce Development System.

BACKGROUND
Customized training is designed to meet the specific requirements of an employer or group of employers with the commitment that the business, or businesses employ an individual(s) upon successful completion of the training. In most instances, the business must pay for a significant portion of the cost of training, as determined by the WDB.

POLICY AND PROCEDURES
Certified AJCC contractors or Sector Intermediary Organizations may submit Customized Training proposals. An evaluation of Customized Training proposals will be determined by the Economic and Workforce Development Department. Both WorkSource and YouthSource Centers may enter into Customized Training agreements.

Individuals considered for customized training must meet eligibility requirements for WIOA Adult, Dislocated Worker, or Youth programs. Employed individuals may be considered for customized training under specific conditions.

Each Customized Training participant must receive an objective assessment and have completed the Individual Employment Plan (IEP) or Individual Service Strategy (ISS) documents supporting the need for the Customized Training as the best option for obtaining secure employment. No individual may be placed in a WIOA employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.

1. For approval to participate in customized training, an employer must: Be current in unemployment insurance and workers' compensation taxes, penalties and interest, or related payment plan;
2. Be in need of assistance in training future or current employees;
3. Be able to contract for customized, short term, training services (typically between six to twelve months.
4. Not have laid off any other individual from the same or any substantially equivalent job. WIOA Section 181. (b). (3). (A-C)
5. Not have any real, implied, or apparent conflict of interest with the service (training) provider.

To be considered for customized training, proposals should include the following:

- Identify employer or industry group with projected growth in the industry by labor market information and obtain a written commitment by the participating employer(s) to hire a minimum of 80 percent of those participants that successfully complete the training.
- Include Vocational English as a Second Language (VESL) component, when appropriate.

- Include both a classroom and worksite training component (classroom training does not have to appear on the State ETPL).
- Include subsidies and/or needs based payments for time spent in classroom training.
- Be in a demand occupation and within a target training sector defined and/or allowed by the Workforce Development Board (WDB) and identify a career ladder.
- Result in a wage at placement that meets or exceeds the City's Living Wage Standard, and which includes medical benefits.
- Identify Employment (2nd & 4th quarters) Rates and Median Earnings (2nd quarter after exit) that will assist the City in meeting its Department of Labor performance standards.
- Include a detailed line-item budget that identifies a minimum 50 percent cash match or in-kind contribution by the participating employer(s) or industry group. Employer contributions of less than 50 percent are subject to prior approval. In considering such approval, the Department may consider:
    - The size of the employer;
    - The number of training participants;
    - Wage and benefit levels (at present and anticipated upon completion of training);
    - Relation of the training to the competitiveness of the trainee; and
    - Other employer-provided training and advancement opportunities.
- Demonstrate a regional approach by detailing the participation of other WorkSource Centers or YouthSource Centers and their job seekers.
- Customized Training of an eligible employed individual may be provided for an employer or group of employers when:
    - The employee is not earning a self-sufficient wage as stated in the Annual Plan Self-Sufficiency Policy or wages comparable to or higher than wages from previous employment; and
    - The Customized Training relates to the introduction of new technologies or new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, other appropriate purposes identified by the WDB.

Progress Reports and Attendance Records

In addition, the customized training provider must provide evidence on the participant's progress and attendance to the WorkSource Center staff on a regular basis to ensure the participant is attending classes as part of the customized training agreement. The WorkSource Center staff must file the progress reports and attendance sheets in the participant hard file. If the participant fails to attend school, the training provider must inform the WorkSource Center staff within three (3) days of consecutive non-attendance. All information obtained from the training provider must be entered into CalJOBS℠.

REFERENCES

- Training and Employment Guidance Letter (TEGL) 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in Workforce Innovation and Opportunity Act Adult and Dislocated Worker Programs (June 9, 2023)
- Training and Employment Guidance Letter (TEGL) 08-19: Workforce Innovation and Opportunity Act (WIOA) Title I Training Provider Eligibility and State List of Eligible Training Providers (ETPs) and Programs (January 2, 2020)
- Training and Employment Guidance Letter (TEGL) 10-16, Change 2: Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Core Programs (September 15, 2022)

*Disaster Recovery Worksite Selection and Management Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures for all National Dislocated Worker Grant (DWG) worksite selection and management, as well as health and safety standards, including disaster-relief projects. It addresses the location of worksites for a nationwide disaster declaration and clarifies the instances when work on private property is allowable, including to help employers stay in operation during/after a disaster event.

BACKGROUND
DWGs are discretionary grants awarded by the Secretary of Labor under Section 170 of the Workforce Innovation and Opportunity Act (WIOA) to provide employment-related services for dislocated workers and other eligible individuals. DWGs provide supplemental funding in response to major economic dislocations or other events that cause or contribute to a shortage of existing WIOA Dislocated Worker formula funds and other relevant resources in states and local areas, creating challenges in their ability to provide workforce services to eligible participants. DWGs enable states and communities to respond to and recover from large, often unexpected dislocation events and their associated impacts.

Disaster Recovery DWGs provide funding to create temporary employment opportunities to assist with clean-up and recovery efforts when an area impacted by an emergency or major disaster is declared eligible for public assistance by the Federal Emergency Management Agency (FEMA) or is declared or recognized as an emergency or disaster of national significance by a federal agency with authority or jurisdiction over Federal response to the disaster or emergency, including public health emergencies.

Disaster Recovery DWGs are awarded to help communities address and recover from the impacts of a disaster or emergency including public health emergencies, and to help develop a workforce better equipped for resiliency to disaster events in the future. The DOL expects that the State Workforce Agency (or DWG grant recipient or subrecipient) is an active participant in connecting the activities of the Disaster Recovery DWG to overall disaster relief efforts led by FEMA or state emergency officials and bring a workforce development perspective to disaster response.

POLICY AND PROCEDURES
The State EDD will determine approval of any, and all, worksites submitted by EWDD and the AJCCs. Approved worksites will include duties related to clean-up/repair of public lands and facilities – and humanitarian assistance. Private property (includes non-profit, for-profit, and personal properties; where work is more restrictive than for public lands) may also be used as a worksite upon approval by the State EDD. DWG Operators shall maintain a worksite agreement to ensure compliance with these requirements. For questions on this mandate, please contact your program monitor.

Worksite Selection/Disaster-Relief Employment Locations
Generally, disaster-relief employment must be carried out in the geographic area covered by the qualifying disaster declaration. Grant recipients must give the highest priority to cleanup of the disaster areas' most severely damaged public communities, facilities, and property, and to the cleanup and the provision of humanitarian assistance to economically disadvantaged areas within the disaster area. Where possible, grant recipients should prioritize enrollment of eligible individuals most in need of economic support or workforce development services.

While Disaster Recovery DWG projects generally carry out work on public property, work may also be conducted on private property when the following conditions are met:

1. The work must be intended to remove health and safety hazards to the larger community, or to address or alleviate specific economic or employment-related impacts of the disaster, such as cleanup work needed for disaster-affected employers to resume or continue operations;
2. The activities are necessary to remove health and safety hazards on private lands or around homes, businesses or other structures and may only return the land or structure(s) to a safe and habitable level, or operational status, and will not improve the original land or structure(s); and
3. Grant recipients must not use Disaster Recovery DWG funds to cover the cost of materials to do repairs.

Grant recipients must maintain documentation under the Disaster Recovery DWG for all worksites, including the dates and hours worked by each participant. For work on private property, documentation must include the rationale for the determination that such work was allowable under this guidance.

Health and Safety Standards
In all DWG projects, AJCCs/grant recipients must establish written policies specifying that Disaster-Relief Employers ensure that project participants are afforded the same health and safety standards established under Federal and state law applicable to working conditions of permanent employees. To the extent that state workers' compensation law applies, Disaster-Relief Employers must provide workers' compensation to project participants on the same basis as individuals in similar employment, as required by WIOA Section 181(b)(4). In cases in which a project participant is not covered under a state workers' compensation law, based on the status of the Disaster-Relief Employer with whom the participant is placed, the temporary nature of their employment, or another reason, the project participant must be provided with appropriate on-site medical and accident insurance for work-related activities. The grant recipient must also ensure that project participants receive appropriate safety training and ensure safe working conditions in accordance with the Occupational Safety and Health (OSH) Act of 1970.

For more information, contact the OSHA field office. A listing of OSHA field offices is available at http://www.osha.gov/html/RAmap.html.

REFERENCES

- DOL Training and Employment Guidance Letter (TEGL) 09-24: Updated National Dislocated Worker Grant Program Guidance and Application Information (December 17, 2024)
- DOL Training and Employment Guidance Letter (TEGL) 12-19, Change 1: National Dislocated Worker Grant Program Guidance, Attachment 1, pg. 6 (November 2, 2020)
- EWDD WDS Information Bulletin № 25–03: Request for Interest to Fund Temporary Jobs to Provide Clean-Up, Repair, and Humanitarian Assistance Services for Damaged Caused by the 2024 Early February Severe Winter Storms (October 1, 2024)

High-Growth Sector Strategy Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The goal of this strategy is to develop industry sector expertise within the WorkSource Centers (WSC) to fully utilize sector-based employment strategies that lead to career pathways for program participants. A sector strategy is a dual customer approach because it meets the needs of employers while taking into consideration the needs of jobseekers. This strategy offers effective ways to create pathways to sustainable careers through job placements linked to post-secondary education and career ladders with opportunities for growth.

BACKGROUND
Targeting the right sectors is essential and requires that policy makers use economic and labor market data to determine which industry sectors are best positioned to make gains if investments in workforce development are made. Investment decisions may be contingent on the degree to which a sector faces critical workforce supply problems.

The Workforce Development Board (WDB) has identified and prioritized several industry sectors regionally in Los Angeles based on economic trends and indicators of growth industries that can create opportunities to meet the employment needs of businesses to help produce better employment outcomes. These sectors include: Advanced/Clean Manufacturing, Construction, Financial Services, Renewable Energy/Green Technology, Healthcare, Entertainment/Film Industry, Hospitality, Logistics, Utilities, Biotechnology/Biosciences, and Information Technology.

POLICY AND PROCEDURES
Sector investments should be prioritized where overall economic returns are likely to be highest, specifically in those sectors that will generate significant gains in terms of jobs and income. Investments should take into consideration the quality of jobs for which training resources are being made available. Training should result in livable wage jobs with benefits.

Individual WSCs are required to formally incorporate the High-Demand Industry Occupation strategies adopted by the WDB into the WSC program design. Individual WSCs are required to specialize in specific sectors as approved by the Economic and Workforce Development Department (EWDD). WorkSource Centers specializing in a specific sector are expected to implement program designs that are inclusive of all city residents and businesses representing the specific sector. WSCs will collaborate with regional and system WSCs in the implementation of Sector Strategies.

The WDB may prioritize additional sectors as long as it can be demonstrated through current labor market data that new initiatives meet the criteria for sector initiatives.

Incumbent Worker Training Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides a definition and guidance related to Incumbent Worker Training (IWT) based on information provided by the Workforce Investment and Opportunity Act (WIOA).

BACKGROUND
Under WIOA, IWT provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants' and employers' competitiveness. IWT is a type of work-based training and upskilling designed to ensure workers can acquire and develop the skills necessary to avert layoff or increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for employers.

Definitions
An "incumbent worker" is a worker who is:

- Employed;
- Meets the Fair Labor Standards Act (FSLA) requirements for an employer-employee relationship;
- Has an established employment history with the employer for 6 months or more, with the following exception: In the event that the incumbent worker training is being provided to a cohort of employees, not every employee in the cohort must have an established employment history for 6 months or more as long as a majority of those employees being trained do meet the employment requirement; and
- Meets the Selective Services requirements

An incumbent worker does not necessarily have to meet the eligibility requirements for career and training services for adults and dislocated workers under WIOA, unless they are also enrolled as a participant in the WIOA adult or dislocated worker program.

Incumbent Worker Training is:

- Designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment, and/or provide training that will result in progression on a career pathway and income mobility.
- Conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained for a period of six months following completion of the training, or promote incumbent workers to higher paying positions,
- Increases the competitiveness of the employer or employee, and
- Gives employees the opportunity to progress on their career pathway by providing opportunities to obtain certificates or credentials based on the employer's need.

Local areas may reserve up to 20 percent of their combined total of adult and dislocated allotments for incumbent worker training. Note – Incumbent worker training expenditures can be counted toward the training expenditure requirement in Assembly Bill (AB) 1149. (Reference the *Training Expenditure*

Requirement Policy) The employer contributions for incumbent worker training can be counted as leveraged dollars.

POLICY AND PROCEDURES
To the greatest extent possible, incumbent worker training shall be provided utilizing California Employment Training Panel Funds: http://www.etp.ca.gov/

Before providing incumbent worker training with WIOA formula funds, local areas must submit a request to their Regional Advisor requesting access to the grant codes associated with incumbent worker training.

IWT contracts with WIOA formula funds are subject to EWDD approval and oversight. In order for an employer to be eligible to receive incumbent worker training funds, the following must be considered:

- The characteristics of the participants in the program;
- The relationship of the training to the competitiveness of a participant and the employer;
- The number of employees trained;
- Wages and benefits including post-training increases; and
- The existence of other training opportunities provided by the employer.

Employers are required to pay for a significant cost of training for those participants in incumbent worker training; this can be done through both cash and/or in-kind payments. The wages paid to participants while in training may be considered as a source of matching funds. The minimum amount of the employer share in the incumbent worker training depends on the size of the employer:

- At least 10 percent of the cost, for employers with 50 or fewer employees;
- At least 25 percent of the cost, for employers with 51 to 100 employees; and
- At least 50 percent of the cost, for employers with more than 100 employees.

The WIOA defines IWT as a business service, therefore, the delivery of incumbent worker training does not require the use of an Individual Training Account or that the training program be listed on the Eligible Training Provider List.

Monitoring
All documentation, including certificates of completion for each incumbent worker training initiative must be retained in participant files by the WorkSource Center/AJCC operator. Funds spent on incumbent worker training must be tracked and reported to the EWDD Financial Management Division (FMD) and assigned program monitors.

CalJOBS^{SM} Reporting
All recipients of incumbent worker training must be reported to DOL, regardless of whether they become a participant in one of the other WIOA programs. Individuals who participate in incumbent worker training must be registered in CalJOBS^{SM}. Additionally, employers participating in incumbent worker training must be registered as a preferred employer (recruiting employer) in CalJOBS^{SM}. It is the WorkSource Center/AJCC operator's responsibility to capture and enter credential information, according to the following guidelines:

- Title I – Workforce Development Application with an Incumbent Worker eligibility date entered. The application and eligibility requirements for IWT requires minimal information.

- On the Eligibility Summary tab of the Title I application: set 'Incumbent Worker Eligibility" to yes. Add the appropriate IWT grant code, then select [Finish] to save the application.

- CalJOBS^{SM} Activity Code 308 – IWT should be added to the application and associated with the appropriate funding stream for the duration of the IWT. If utilizing WIOA formula funds, staff must associate grant code 2284 – Incumbent Worker Training Formula to the 308 – IWT activity code.

To reduce the reporting burden on employers and the WorkSource Center/AJCC operator, the DOL encourages the collection of Social Security Numbers (SSNs) as part of the training contract with the employer. For all individuals where an SSN is collected, the EDD will conduct a base wage match to obtain their employment and earnings. For those individuals that have a pseudo-SSN, it is the WorkSource Center/AJCC operator's responsibility to provide supplemental data.

REFERENCES

- Workforce Innovation and Opportunity Act (WIOA) (Public Law) Sections, 122(h)(i), 134(d)(4), 134(G)(ii), 134(c)(3)(H), and 194(4)
- Title 20 Code of Federal Regulations (CFR) Sections §680.780 – 680.820
- DOL Training and Employment Guidance Letter (TEGL) 10-16, Change 2: Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Core Programs (September 15, 2022)
- EDD Workforce Services Directive (WSD) 19-01: Incumbent Worker Training (July 2, 2019)
- TEGL 19-16: Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Services (ES) as amended by title III of WIOA, and for Implementation of the WIOA Final Rules (March 1, 2017)
- TEGL 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in Workforce Innovation and Opportunity Act Adult and Dislocated Worker Programs (June 9, 2023)
- Workforce Services Directive (WSD) 18-10: WIOA Training Expenditure Requirement, (January 31, 2019)
- 20 CFR 680.790

Individual Training Accounts (ITA) Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance regarding the requirements for establishing an Individual Training Account (ITA) in conformance with the State approved, Eligible Training Providers List (ETPL).

BACKGROUND
Training services for eligible individuals are typically provided by training providers who receive payment for their services through an ITA. The ITA is a payment agreement established on behalf of a participant with a training provider. Per the Workforce Innovation and Opportunity Act (WIOA) regulations for an Individual Training Accounts (ITA) may be established on behalf of customers to purchase classroom-training services from the State approved, Eligible Training Providers List (ETPL).

A WorkSource/YouthSource Center or America's Job Center of California (AJCC) may issue an Individual Training Account (ITA) to fund training for adults and dislocated workers who after an interview, evaluation, or assessment, and after career planning have been determined by the one-stop operator or one-stop partner, as appropriate, to be in need of training to obtain employment or remain employed. The individual can then compare the offerings on the ETPL, and, with the advice of One-Stop staff, select the most appropriate training program. In this way, the ETPL helps to provide customer choice, while also supporting quality training programs.

WIOA Section 122 requires states to establish and maintain a list of training providers who are eligible to receive WIOA Title I, subtitle funds for training services. An AJCC may issue an Individual Training Account (ITA) to a WIOA Title I, subtitle B eligible individual (out of school youth aged 16-24, adult or dislocated worker) to fund training services. The Employment Development Department (EDD) is the entity responsible for publishing, disseminating, and maintaining the comprehensive California (CA) ETPL with performance and cost information.

In cooperation with stakeholders, the State has adopted the following principles when developing the CA ETPL policies and procedures:

1. **Simplicity**- Avoid imposing burdens that inhibit the participation of quality training providers.
2. **Customer Focus**- The policies and procedures support the collection and presentation of easily accessible and reliable training program information for both individuals seeking career and occupational training information, and career planners who assist participants eligible for training services.
3. **Informed Customer Choice**- The CA ETPL includes locally approved training programs that lead to self-sustainable careers in the local regional economy, as supported by current labor market information identifying industry sectors and occupational clusters that are high-growth, high demand, projecting skills shortages, and/or vital to the regional economy.
4. **Training Delivery Flexibility**- Policies and procedures that support the inclusion of various types of training delivery that expand opportunities for consumer choice.
5. **Quality**- Ensure a comprehensive list of quality training programs that meet minimum performance standards and provide industry-valued skills in priority industry sectors. Information must be accurate, transparent, accessible, and user friendly.

6. **Respect for Local**- The policy remains supportive of the autonomy WIOA grants to the Local Boards.

In addition, this policy and Local Boards policies should align with three policy objectives outlined in the California United Strategic Workforce Development Plan:

1. **Fostering demand- driven skills attainment**- Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.
2. **Enabling upward mobility for all Californians**- Workforce and education programs need to accessible for all Californians, especially populations with barriers to employment, and ensure that everyone has access to marketable set of skills and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
3. **Aligning, coordinating, and integrating programs and services**- Workforce and education programs must economize limited resources to achieve scale and impact, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills-development.

POLICY AND PROCEDURES

With the exception of certain types of customized, incumbent, and On-the-Job Training (OJT);WDB contracts with institutions of higher learning; and the alternatives to traditional ITA training programs described in the Alternative Training Programs Policy, only training providers who have their training programs listed on the ETPL are eligible to receive WIOA funds to train adults and dislocated workers. This list is available on the Internet at: Workforce Services – California's Eligible Training Provider List (ETPL) | California EDD Eligible Training Provider List (ca.gov). ITAs may be established for City of Los Angeles WIOA customers of both the WorkSource and YouthSource Centers and only if the conditions set herein are met:

- The customer is unemployed or employed at a wage that is below the level of self-sufficiency consistent with the adopted policy of self-sufficiency approved by the Workforce Development Board (WDB).
- The customer was determined unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services.
- The customer was determined to need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment.
- The customer was determined to have the skills and qualifications to successfully participate in the selected program of training services.
- The customer has been unable to secure other financial assistance to cover the cost of training. WorkSource Centers must coordinate training funds available and make funding arrangements with one-stop partners and other agencies to apply this provision.
- WorkSource Centers must consider the availability of other sources of grants to pay for training costs such as Temporary Assistance for Needy Families (TANF), state-funded training funds such as Employment Training Panel (ETP) funds, and Federal Pell Grants, so that WIOA funds supplement other sources of training grants.
    - An ITA may be provided to individuals who require assistance beyond that made available under other grant assistance programs, including Federal Pell Grants.
    - In regards to Pell Grants:

    - Registered participants ineligible for Pell Grant assistance will not be denied access to training.
    - A participant may enroll in a WIOA-subsidized training while his/her application for a Pell Grant is pending as long as the WorkSource Center operator has made arrangements with the training provider and the participant regarding allocation of the Pell Grant. The training provider must reimburse the WorkSource Centers operator for the amount the Pell Grant subsequently awarded to customer. Reimbursement is not required from the portion of Pell Grant assistance disbursed to the WIOA participant for education-related expenses.
- If training services are provided through the adult funding stream, the customer must be determined eligible in accordance with the Priority of Service Policy.
- The customer has not participated in WIOA funded ITA training for 24 months following their last date of attendance in, or completion of, a WIOA funded training through the City of Los Angeles. In cases where there is a viable reason to provide additional training within 24 months, the service provider must obtain prior City approval.
- The customer has been unable to identify and/or enroll in a comparable course offered by local public educational institution.
- The customer has selected a training course or combination of courses from the ETPL in consultation with a case manager and consistent with customer's Individual Employment Plan (IEP).
- The training must lead to employment in a demand or growth occupation with a defined career ladder. The determination of demand or growth occupations must be consistent with the Annual Plan's policy regarding the definition of demand occupations and utilize to the fullest extent possible the labor market information system of the EDD.
- The training must result in a wage at placement, which meets or exceeds the City's Living Wage standard, with the goal of attaining self-sufficiency.
- The training must result in the attainment of an industry-recognized certificate, if available, or the attainment of skills of a generally accepted standard.

Other Conditions

- Any customer who has met the above conditions, it is recommended they be referred to the training provider of choice unless the program has exhausted training funds for the program year. The program year approved budget shall reflect the training funds available.
- An AJCC operator or AJCC partner is not required to conduct a new interview, evaluation, or assessment of a participant if the one-stop operator or one-stop partner determines that it is appropriate to use a recent interview, evaluation, or assessment of the participant conducted pursuant to another education or training program.
- An individual is not required to receive career services prior to receiving training services.
- All classroom training providers are required to be on the ETPL. and offer a certificate of completion or state credential.
- Supportive services and needs based payments must be provided consistent with the WDB approved policy on Supportive Services and Needs Based Payments; unless, through a financial needs assessment, it has been determined that the customer is ineligible for such support or has sufficient resources to remain in training. The assessment should be documented and be part of the IEP and placed in individual participant folder.
- EDD Directive WIAD06-17 requires a policy on the amount and duration of an ITA, based on the market rate for local training programs. Therefore, this policy establishes that no customer shall be referred to a course offering with a total tuition of greater than $7,500 or duration longer

than twelve months without prior City approval. Customers may, however, use other sources of funds to cover those costs that exceed $7,500. The customer's file should show the leveraging of funds for the customer covering either the full training or payment in excess of $7,500 in training fees.

- Notwithstanding the leveraging of funds, in cases where there is a viable reason to subsidize a training costing in excess of $7,500 and/or provide training longer than twelve months in duration, the service provider shall obtain prior City approval. In such cases, this policy prohibits the issuance of a training voucher prior to the approval of the City; therefore, it is the sole responsibility of the service provider to submit its written request, indicating the reasons for the exemption(s), in a timely manner so as not to impede the registration of the WIOA customer in the course of choice consistent with his/her Individual Employment Plan (IEP).
- Priority for ITAs funded through the adult and dislocated worker programs must be given first to WIOA qualified job seekers who are Veterans and/or their eligible spouses (EDD Directive WSD19-04 (Priority of Service (Veterans) - Final - Directive Template.docx (ca.gov), then for training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
- The City reserves the right to prohibit the referral of customers to schools that have poor performance records in serving City customers.
- Any revisions to the ITA policy after an Annual Plan has been released for the program year shall be issued through a City Directive. The City's WDB adopted policies and City Directives on ITA shall not be inconsistent with those requirements mandated by DOL and EDD.
- A copy of this approved policy, together with a complete explanation of the limited funds available, should be shared with potential ITA customers before training services are provided.

Progress Reports and Attendance Records

The training provider must provide evidence on the participant's progress and attendance to the WorkSource Center staff on a regular basis to ensure the participant is attending classes as part of the ITA Agreement. The WorkSource Center staff must file the progress reports and attendance sheets in the participant hard file. In the event that the participant fails to attend school, the training provider must inform the WorkSource Center staff within three (3) days of consecutive non-attendance. In the event the student is terminated for non-attendance, the school must refund the unused WIOA training funds within ten (10) working days of the student's last date of attendance. All information attained from the training provider must be entered into CalJOBS.

Training Agreement Invoice

WorkSource/YouthSource subrecipients should obtain the designated training provider's standard policy regarding the amount of tuition that must be paid in advance to enroll or accept a participant. The Department of Labor's One-Stop Comprehensive Financial Management Technical Assistance Guide (TAG) Section II-6-10 states that "unless specifically required as a condition of attendance, as in a tuition payment required before beginning a formal training course, payment should not be made in advance of the receipt of services." Subrecipients should negotiate any advanced payments with the training provider in order to minimize out of pocket expense prior to the start of training.

The assigned Center staff must receive an invoice from the contracted training provider within ten (10) working days of the first negotiated milestone (if any). Any such invoice should be processed for payment by the Center within 30 days. The final payment should be made by the Center for any remaining ITA amount once the participant completes the training and the Center staff has received all required attendance records, progress reports and certificate of completion.

Recovery of Unused WIOA Training Monies

To ensure prompt return of any unused training monies, Center staff shall track the participant's monthly progress. An internal ITA Tracking system needs to be developed to track participant activity. Center staff is responsible for immediately notifying the Program Manager when there is an early ITA termination of a participant's training. The Program Manager will notify the Fiscal section and update the ITA tracking system to reflect the early termination of training. The Center's Fiscal section is responsible for the collection process of any outstanding training and/or tuition refund.

Case managers must verify the following:

- The refund policy of the training provider for early termination from the training program
- A requirement for the training provider to notify the case manager of early participant dropout
- The percentage of the advanced payment to be returned
- Turnaround timeframe for the refund
- Time spent in training before a refund will no longer be honored.

Participant File Documentation

Justification for, and continued funding of an ITA must be supported by the following documentation located in the participant file or case notes.

1. Assessment results supporting the selected program of study. The assessment must support the need for training including a determination by a case manager that the participant will be unlikely or unable to obtain or retain employment that leads to self- sufficiency or higher wages from previous employment through career services alone; and that the selected program of study will result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
2. Completed IEP documenting the selected program of study, anticipated and actual start/end dates and training outcomes
3. Eligibility for other training grant funding
4. Case Notes documenting that the training provider is on the Eligible Training Provider List (ETPL)
5. Documentation of the participant's progress and attendance.
6. A Certificate of completion or state credential which should be uploaded onto CalJOBS.

ETPL Reciprocal Agreements

The LA City WIOA WSC system can utilize an approved reciprocal agreement to send eligible program participants who qualify for an ITA to an Out-of-State training provider's program approved to be on that state's ETPL. WSC cannot use the approved reciprocal agreement to send program participants to Distance Education Training Providers, Apprenticeship programs, or providers with a training site(s) in CA.

In an effort to support CA businesses, priority must be provided to CA ETPL training programs; a reciprocal agreement should only be leveraged if an equivalent program within a reasonable commute is not eligible, or is not willing, to be listed on the CA ETPL.

When sending a program participant to training program on another state's ETPL, the following items must be in CalJOBS:

- The training provider and program news to be created as a local provider. This ensures the training-related information is available for federal reporting purposes.
- CalJOBS Activity Code 346 - Out-of-State Training Provider other ETPL (requires case-note to indicate other state's ETPL) must be added to their program application and associated with

the local training provider created. Please note that this activity code is set up as a non-ITA activity code in CalJOBS; however, the training must be funded through an ITA.

- A case note indicating the others state's ETPL and a justification for the use of the reciprocal agreement must be added.
- Local Boards are responsible for collecting and tracking any credentials of measurable skills gains received as a result of the training.

REFERENCES

- 20 CFR §680.300-310
- EDD Directive WSD21-03: ETPL Policy and Procedures (November 10, 2021)
- EDD Directive WSD 22-08: ETPL Reciprocal Agreements (January 17, 2023)
- Training and Employment Guidance Letter (TEGL) 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in Workforce Innovation and Opportunity Act Adult and Dislocated Worker Programs (June 9, 2023)

On-the-Job Training Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides a definition and information related to On-The-Job-Training (OJT) based on information provided by the Workforce Investment and Opportunity Act (WIOA).

On the Job Training (OJT) is provided under the contract with an employer in the public, private non-profit, or private sector. Through the OJT contract, occupational training is provided for the WIOA participant in exchange for reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs of training.

BACKGROUND
Through the effective use of OJT activities, eligible WIOA participants are afforded employment opportunities that provide occupational skills training while earning a sustainable income. OJT is a permissible training expenditure under WIOA Section 134(c)(H). OJT is critical to providing businesses with qualified participants who are eager to work but need the specialized training only an employer can provide. OJT can be used to defray a portion of the extraordinary costs of this training through the partial reimbursement of the trainee's wages. This encourages businesses to utilize OJT as a low-risk high-value means to hire new talent, mitigate the learning curve for new employees, minimize business disruption while providing training, and ultimately benefit the business with improved operations and an excellent return on investment.

Definition
The Workforce Innovation and Opportunity Act (WIOA) Section 3, Definitions (44), defines on-the-job training (OJT) as:

Training by an employer that is provided to a paid participant while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, except as provided in section 134(c)(3)(H),* for the extraordinary costs or providing the training and additional supervision related to training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

In considering this definition, four key concepts should be noted:

- OJT is a training program;
- The trainee is referred to and hired by an employer;
- Productive work, which is the actual training is defined by the employer and performed by the individual; and
- The work and prearranged training in the OJT contract are related to knowledge or skills that are essential to performing the job.

POLICY AND PROCEDURES

1. An OJT is allowable for both the WorkSource Center and YouthSource Center participants.
2. OJT participants must meet WIOA program eligibility requirements.
3. The minimum wage should be $16.78 an hour with a minimum of 32 per week based on LA County requirements after July 2023.
4. OJT contracts must be limited to the period time required for a participant to become proficient in the occupation for which the OJT is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participants' IEP or Individual Service Strategy (ISS). This shall be documented in the participant file through the assessment process and subsequent IEP/ISS development and included in the case notes.
5. Segregation of Duties as it pertains to OJT, the WorkSource Center staff person who brokers the OJT shall not be the same staff person who will do the monitoring of the training agreement. This will preclude collusion or appearance of it and provides effective and efficient oversite.
6. As required by WIOA Section 181(b)(3) and 20 CFR Section 683.270(c), a WIOA participant may not be employed in, or assigned to, a job if any of the following is true:

- Any other individual is on layoff from the same or any substantially equivalent job.
- The employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy created with the WIOA participant.
- The job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers as of the date of the participation.

OJT Oversight

Service providers issuing the OJT agreement shall monitor the OJT employer or the entity performing the training during the term of the agreement. The purpose of monitoring the OJT agreement is to:

- Ensure that the validity and propriety of amounts claimed for reimbursement are substantiated by payroll and time attendance records;
- Ensure that the training is being provided as specified in the agreement;
- Ensure that all parties are adhering to the contract provisions; and
- Ensure that the WIOA participant will acquire the industry recognized occupational skill, and that the employer will issue to the WIOA participant a Performance Review and Certificate of Completion upon successful completion.

OJT Participants

While the sequence of services is eliminated under WIOA, training should still be made available to individuals only after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed.

An appropriate OJT participant:

- Has received an objective assessment and has completed the Individual Employment Plan (IEP) documents supporting the need for OJT as the best option for obtaining secure employment;
- Is not already been hired in the same or similar job (except for skills upgrades); and
- Will not work for their previous employer unless the OJT is for the purpose of skills upgrade.

Before developing an IEP for each OJT enrollee, the participating WorkSource center will work with the participating employer to identify needed, job-specific skills. OJT agreements may be written for eligible employed workers when:

- The employee is not earning a self-sufficient wage as described in the Annual Plan's Self-Sufficiency Policy, or subsequent directives, or wages comparable to or higher than wages from previous employment; and
- The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Local Board.

Employer Requirements

- OJT is provided under an agreement with an employer or registered apprenticeship sponsor in the public, private non-profit or private sector.
- Pre-screening will be conducted prior to an agreement to ascertain the employer meets the standards set forth in the OJT Agreement, and the employer can provide both training and long-term employment to the OJT participant.
- Agreements must not be entered into with an employer that received payments under previous OJT agreements under WIOA if the employer has exhibited a pattern of failing to provide OJT participants with continued long-term employment as a regular employee with wages, employee benefits, or working conditions at the same level as other employees performing the same type of work for the same length of time.

Employer Reimbursement

OJT payments are to be compensation to the employer for the extraordinary costs associated with training participants and potentially lower productivity of participants while in the OJT. Generally, extraordinary costs are those costs the employer has in training participants who may not yet have the knowledge or skills to obtain the job through an employer's normal recruitment process.

Employers may be reimbursed up to 50 percent of the wage rate of an OJT participant. Local Boards may increase the reimbursement rate for OJT agreements up to 75 percent, when taking into account the following factors:

- The characteristics of the participants taking into consideration whether they are "individuals with barriers to employment," as defined in WIOA §3(24);
- The size of the employer, with an emphasis on small business;
- The quality of employer-provided training and advancement opportunities (for examples for an in-demand occupation and will lead to an industry-recognized credential; and
- Other factors the local board may determine to be appropriate, which may include the number of employees participating, wage and benefit levels of the employees (both at present and after completion, and relation of the training to the competitiveness of the participant.

Local Boards must document the factors used when deciding to increase the wage reimbursement levels above 50 percent*.

Recordkeeping - OJT Attendance and Progress Reports

WorkSource Centers shall maintain records to support participant attendance, compensation, participant progress and provision of services as well as adherence to CalJOBS^{SM} data entry requirements. Hard copy documents must be maintained in participant file to facilitate audits and file reviews.

REFERENCES

- EDD Workforce Services Directive (WSD) 19-02: Worker Displacement Prohibition (July 11, 2019)
- Training and Employment Guidance Letter (TEGL) 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in Workforce Innovation and Opportunity Act Adult and Dislocated Worker Programs (June 9, 2023)
- *WIOA section 134(c)(3)(H) describes situations in which the Local Board may increase the reimbursement rate for OJT agreements from 50 percent up to 75 percent.
- ** Special grants, i.e. NEGs (non-formula WIOA) may limit OJT training to certain timeframes and may be subject to upper limits of hourly wages used to calculate employer reimbursement.
- *** OJT's are excluded from the credential attainment goal

Rapid Response Services Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides an overview of required Rapid Response activities and processes in collaboration with the Workforce Development System.

BACKGROUND
The City's Rapid Response Program is designed to assist employers and employees affected by industry declines, economic dislocations, and natural disasters by quickly maximizing public and private resources. Through linkages with the U.S. Department of Labor (DOL), various divisions of the State of California Employment Development Department (EDD), City of Los Angeles WorkSource Center system, and other public and private partners, the City's deployment of its Rapid Response Coordinators (RRC) mitigate the disruption of layoffs by providing affected workers with early intervention, information on private resources and public assistance, and information on economic opportunities that can lead to them quickly reentering the job market. The RRC also assists employers by exploring human resource solutions that offer alternatives to layoffs, and referrals to other business service needs.

Layoff Aversion is a significant strategy under Rapid Response that helps retain workers in their current jobs and/or provides rapid transitions to new employment, minimizing periods of unemployment. This strategy includes "early warning systems" that include (but is not limited to) close communication with employer representatives, industry groups, local elected officials, organized labor, utilities, or local media. This close communication is intended to identify an "at-risk" company well in advance or layoffs, get executive level commitment to work together, assess the needs of the company, and deliver services to address risk factors.

The City's Rapid Response Program also complies with the State's required activity which directs the Local Area to provide a "rapid response" to Worker Adjustment and Retraining Notifications (WARNs) that are issued by employers whenever there are impending business closures and/or worker layoffs of fifty or more individuals. The RRC, however, responds to all layoffs, plant closures, and/or hour reductions regardless of the number of affected employees (Non-WARN).

POLICY AND PROCEDURES
City of Los Angeles Rapid Response Coordinators (RRCs) will contact affected employers within 48 hours of WARN or Non-WARN notification. RRCs will coordinate with EDD (Workforce Services & Unemployment Benefits), Department of Labor, City of Los Angeles WorkSource System, Labor Unions, and other relevant and key partners to schedule a planning meeting, orientations, and any other services requested by the affected employer and employees at times and dates convenient to them. In addition, RRCs will:

- Work with EDD to determine if affected employers are eligible for the California's Work Sharing program (which allows for the payment of unemployment insurance benefits to individuals whose wages and hours have been reduced) as an alternative to layoffs.
- Provide WorkSource Centers (WSCs), who attend a Rapid Response Orientation, with copies of the Rapid Response Questionnaires (forms collecting basic contact, employment & education

information, and service needs) completed by affected workers (within 48 hours). When more than one WSC attends, the Questionnaires are divided in equal numbers and at random.

- Provide a "Verification of Employer Service(s)" form, when warranted, to each WSC for purposes of documenting businesses served. Issuance of this form will be determined on a case-by-case basis by the RR Unit based on the guidelines specified on the form.

Note: For WSCs to count their participation in this process towards meeting their goal of 70 businesses to be served during the program year, WSCs are to have an established relationship with the employer prior to the layoff and be the entity that referred the affected employer to the Rapid Response Unit.

- Provide each WSC a Rapid Response Dislocated Worker roster with contact information of all individuals completing a Questionnaire who live within their designated zip codes on a quarterly basis (City & County zip codes have been pre-assigned to each WSC based on location).
- As needed, provide talking points to the WSC representative participating in the RR Orientation to ensure the message is clear and consistent throughout the presentations, and provide any other technical assistance as requested by the WSC in support of services to Dislocated Workers (DWs) - provided resources are available to meet request.
- Partner with WSCs to ensure the best available services are provided to the Dislocated Workers and promote each of the City' s WSCs cadre of services available to DWs and their families beyond the WIOA required activities.
- WORKSOURCE CENTERS (WSCs) form an integral partnership with the City and are key to the effectiveness of its rapid response and layoff aversion strategy. The WSCs shall support rapid response activities by sharing pertinent information with the RRC assigned to their facility, participating in rapid response activities, and by engaging workers who may potentially be laid-off or dislocated workers who have been recently separated from employment. WSCs are to notify their designated RRC of impending layoffs, plant closures, or hourly reductions for workers as this information becomes available. Further, the WSCs are required to:
- Assess the DWs to determine if they are eligible for customized training or incumbent worker training as alternatives to layoffs.
- Participate in Rapid Response Planning Meetings and/or Orientations to present the "WorkSource System", upon confirmation with the employer, and as requested by the RRC. In addition, participate, as needed in other Dislocated Worker-related Rapid Response activities (such as Hiring Fairs, workshops, etc.).
- Contact potential DWs within 48 hours of having received copies of the questionnaires collected during a Rapid Response Orientation by the RRC.
- Contact the individuals listed on the Dislocated Workers quarterly rosters (generated by zip codes) and report their status within 2 weeks of receipt (e.g., employed, unemployed, retired, name of WSC visited, etc.) to their lead RRC. Individuals who are contacted and express a need for dislocated worker services shall be assessed for eligibility and enrolled in the DW program.
- Track the number of DWs visiting the City's WorkSource System following a Rapid Response Orientation by developing an internal process that identifies and tracks individuals who attended a Rapid Response Orientation. This may include adding a self-identifying question at Intake, collecting Rapid Response Referral cards issued to participants during a live Orientation, and/or reviewing internal Dislocated Workers rosters. A program year cumulative roster that includes the name of the WSC, participants' name, former company, lay off date, and services being provided shall be submitted quarterly to the Rapid Response Unit as follows: October 10th, January 10th, April 10th, and July 10th.

- Provide the RRC available WSC-specific promotional flyers, etc., they want to be made available at all Orientations regardless of the session location (RRCs can provide further outreach as participants in each Rapid Response Orientation come from the Greater L.A. area)
- Designate a key staff member to act as their Rapid Response Liaison (RRL) who will be responsible for coordinating services and maintaining on-going communication with the RRC. Also, notify the Rapid Response Unit Manager of Liaison changes to schedule Rapid Response training for the new staff within 5 working days of change.
- Track RR Orientation participants who become employed because of on-site recruitment or other WSC activities and Report to the RRC all participants employed within forty-five days from the official layoff date. In order for the City to report these individuals as "Layoff Aversion" re-employment outcomes to the State, provide the following information:
    - Participant Name
    - Name of the employer participant was laid off from
    - Layoff Date
    - Name of New Employer
    - Hire Date
    - Employment verification (such as correspondence on new employer letterhead or new employer direct email to WSC indicating the hire date; or Dislocated Worker earnings statement; etc.)
- Partner with the City's Layoff Aversion Provider (Economic & Workforce Development Corporation of Los Angeles County – LAEDC) as needed to maximize available resources to meet business needs.

REFERENCES

- EDD WSD 16-04: Rapid Response and Layoff Aversion Activities (July 22, 2016)

Training Expenditure Requirement Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy establishes certain requirements for the amount of formula funding that must be expended on training activities as defined by WIOA.

BACKGROUND
State Senate Bill (SB) 734 imposed training expenditure requirements on local boards carrying out WIOA funded programs. Local boards are required to spend at least 30 percent of their adult and dislocated worker WIOA formula fund allocations on workforce training services (this minimum training expenditure requirement does not apply to the youth formula fund allocations). A portion of the minimum training expenditure requirement (an amount of up to 10 percent of the adult and dislocated worker formula fund allocation) may be met by applying designated leveraged training resources (as defined in this policy) used for training services.

State Assembly Bill (AB) 1149, signed September 27, 2017, expanded the types of services to which leveraged funds may be applied to include supportive services and expands the types of leveraged funds that may be applied to the 10% credit, described above, to include specified federal, local, state, and private funds. In addition to the seven categories of leveraged resources permitted under SB 734, AB 1149 allows the following types of leveraged funds to count toward meeting the local area's 30 percent minimum training expenditure requirement:

- Temporary Assistance for Needy Families (TANF) funds spent on supportive services,
- TANF funds spent on transitional and subsidized employment,
- Local, state, or federal funds spent on training or supportive services, and
- Any other public or private funds spent on training or supportive services, for individuals enrolled in training. Subject to State Board approval.

POLICY AND PROCEDURES
In order to be applied toward the training expenditure requirement, training services must meet the following criteria:

1. Must be provided to WIOA adult or dislocated worker participants enrolled in a training activity in CalJOBS℠.
2. Must meet the definition of training services provided in WIOA Section 134(c)(3)(D). Training services may include the following:
    a. Occupational skills training, including training for nontraditional employment.
    b. On-the-job training.
    c. Incumbent worker training.
    d. Programs that combine workplace training with related instruction, which may include cooperative education programs.
    e. Training programs operated by the private sector.
    f. Skill upgrading and retraining.
    g. Entrepreneurial training.
    h. Transitional jobs.
    i. Job readiness training provided in combination with any of the services in (a)-(h)

   j. Adult education and literacy activities provided concurrently or in combination with any of the services in (a)-(g).
   k. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
3. Must meet the definition of a training service as provided in Title 20 CFR Section 680.420: A program of training services is one or more courses or classes, or a structured regimen that provides the services in Title 20 CFR Section 680.200 and leads to one of the following:
   a. An industry-recognized certificate or certification, a certificate of completion of a registered apprenticeship, a license recognized by the state involved or the federal government, an associate or baccalaureate degree.
   b. A secondary school diploma or its equivalent.
   c. Employment.
   d. Measurable skill gains toward a credential described in (a) or (b) above, or employment.
4. Must pass the following three-pronged test:
   a. Is the service defined as a basic or individualized career service under WIOA? If so, the service cannot be counted toward the training expenditure requirement.
   b. Is the service defined as training under WIOA section 134(c)(3)(D)? If so, the service can be counted toward the training expenditure requirement.
   c. Is the service not listed under WIOA section 134(c)(3)(D) but meets the definition of training in Title 20 CFR Section 680.420? If so, the service can be counted toward the training minimum.
      The determining factors are whether the services are provided through a structured learning process and whether this learning process leads to the attainment of skills or competencies needed to perform work duties during the course of the workday. In summary, the service should lead to employment and/or greater labor productivity on the job.

With the exception of certain types of Customized and On-the-Job training (OJT), and the alternatives to traditional ITA training programs described in the Alternative Training Programs Policy, only training providers through their training programs listed on the ETPL are eligible to receive WIOA funds to train adults and dislocated workers.

Formula funds and leveraged resources allocated to WIOA Career Services may not be applied toward the minimum training expenditure requirement. Only resources spent to provide “training services” as defined above to WIOA participants may be applied.

Leveraged Resources
Local boards and contractors may apply leveraged resources used for training services toward meeting a portion of their minimum training expenditure requirement (an amount of up to 10 percent of their adult and dislocated worker formula fund allocation for local boards). Local boards and contractors may apply only the following leveraged funds as part of the credit:

1. Federal Pell Grants established under Title IV of the Higher Education Act of 1965.
2. Public programs authorized by the Workforce Innovation and Opportunity Act of 2014 (e.g., Job Corps, Migrant and Seasonal Farm Worker, Rapid Response, WIOA Title II Adult Education and Literacy, national and state WIOA discretionary grants, WIOA youth program, etc.). This category of leveraged resources does not include WIOA adult and dislocated worker formula funds. Local Boards are permitted to apply youth formula funds expended on training for individuals ages 18-

24 as a leveraged resource if: (1) the individuals are co-enrolled in either the WIOA adult or dislocated worker program, and (2) the training meets all requirements set forth in this Directive.
3. Trade Adjustment Assistance.
4. Department of Labor National Emergency Grants.
5. Match funds from employers, industry, and industry associations (including the employer paid portion of customized training, the wages of an apprentice during the apprenticeship period, and the employer paid portion of on-the-job training). Note – Match funds from the employer paid portion of on-the-job training may only include the employer's cost attributed to the participant's training. See Attachment 2 to the State of California Workforce Services Directive WSD 18-10 for further details. https://www.edd.ca.gov/Jobs_and_Training/pubs/wsd18-10.pdf
6. Match funds from joint labor-management trusts.
7. Employment Training Panel grants.
8. Supportive services as defined by WIOA and the corresponding sections of the CFR, but only for those individuals enrolled in training services for occupations in demand by industry, as defined in Section 3174(c)(3)(D) of Title 29 of the United States Code and the corresponding sections of the CFR. Supportive services may include, but are not limited to, the costs of trainees' or students' books, safety and lab equipment, tools and any payment of costs permitted under WIOA rules and corresponding regulations pertaining to supportive services expenditures, including the rule that these supportive services costs are necessary for the individual to participate in training.
9. TANF funds spent on supportive services as defined by WIOA and the corresponding sections of the CFR, for TANF enrolled individuals co-enrolled in and receiving training services for occupations in demand by industry through WIOA. Supportive services may include, but are not limited to, the costs of trainees' or students' books, safety and lab equipment, tools and any payment of costs permitted under WIOA rules and corresponding regulations pertaining to supportive services expenditures, including the rule that these supportive services costs are necessary for the individual to participate in training.
10. TANF funds spent on transitional and subsidized employment for TANF enrolled individuals co-enrolled in and receiving training services through WIOA.
11. Any other local, state, or federal funds spent on training or supportive services for individuals enrolled in training, provided the individuals are enrolled in WIOA for performance reporting and tracking purposes.
12. Any other public or private funds source approved by the State Board used to provide training or supportive services to individuals enrolled in training, provided the individuals are enrolled in WIOA for performance reporting and tracking purposes.

Local Areas seeking approval for funds under this category must submit a letter to the State Board. City of Los Angeles AJCC Contractors must submit a letter requesting approval of funds under this category to their program monitor. EWDD will then submit a formal request to the State Board. State Board approval is required before such funds can be counted towards an AJCC's training leveraged resources. EWDD will notify the Workforce Development System once the status of such funds has been determined by the State Board.

Adult WorkSource Requirements

Training services are primarily provided through the Adult WorkSource Centers (WSCs). As such, certain requirements must be imposed upon the centers to ensure the local area meets its goals for training expenditures. Specifically, WSCs must expend an amount equal to or greater than thirty (30%) of their adult and dislocated worker WIOA formula fund allocations enumerated in their Individual Training

Agreements (ITA contracts) on workforce training services as defined in this policy. A portion of the minimum training expenditure requirement, as enumerated in their contracts, may be met by applying designated leveraged resources (as defined in this policy) used for leverage training services. Only the training services included in the State's requirements will be counted towards each WSCs goal. This policy may be amended by directive.

REFERENCES

- SB 734 (DeSaulnier), Chapter 498, Statues of 2011
- AB 1149 (Arambula), Chapter 423, Statutes of 2017
- EDD Workforce Services Directive (WDS) 18-10: WIOA Training Expenditure Requirement (January 31, 2019)

WIOA/TAA Co-Enrollment Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
The Trade Adjustment Assistance (TAA) Code of Federal Regulations dictates that all TAA eligible workers must have access to core and intensive services through the America's Job Center of California network. Co-enrollment in the TAA and Workforce Innovation and Opportunity Act (WIOA) will ensure workers are connected to education, training, information resources, and employment in a timely and effective manner following displacement.

BACKGROUND
The TAA program is a federal program that assists U.S. workers who have lost or may lose their jobs because of foreign trade. This program provides adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. The Federal Regulations of the TAA program requires coordinating the administration of the TAA program with the WIOA program to ensure trade-affected workers obtain all the benefits and services they are eligible to receive. With a state and federal goal of 100 percent statewide compliance, this federal mandate is met through WIOA/TAA co-enrollment.

Co-Enrollment means enrollment in more than one program at a time to allow for coordination of training and services. Co-enrollment across funding streams helps leverage limited resources, eliminates duplication of services, and helps meet the needs and expectation of all customers.

Co-enrollment entails a high level of communication and coordination among WIOA and TAA partners. Because of this, through a Memorandum of Operation (MOO), the City of Los Angeles has negotiated WIOA/TAA co-enrollment guidelines with the California Employment Development Department (EDD) to be implemented by the WorkSource System. Co-enrollment procedures include areas of responsibility relating to assessments for TAA workers, TAA case management, service planning, training services, client data entry, supportive services, post-training placement assistance, and follow-up services.

POLICY AND PROCEDURES
Per the executed MOO with EDD, effective July 1, 2023**,** the WDS is committed to delivering customer-focused, integrated, and coordinated services; to sharing relevant customer program information and records (with the participant's written consent), including referrals, assessment results, training plans, progress reports, sign-in sheets, and job development strategies; to coordinating cohesive and consistent services, that complement and strengthen the services offered by each of the organizations; and to motivating respective customers to utilize the full spectrum of each partner's services to enhance successful program outcomes.

Co-enrollment procedures are clearly delineated in the Trade Act Co-enrollment Technical Assistance Guide (TAG), DE 8306 Rev 5, dated June 2015 and such shall be adhered to in the implementation of TAA and WIOA co-enrollment practices.

EWDD and EDD have further agreed that the City's Rapid Response Unit serves as the starting point of co-enrollment and a front-line marketing tool for both the WIOA and TAA programs. As outlined in

TEN31-11, City Rapid Response Coordinators are required to coordinate each session with all applicable partners and/or include all required Rapid Response material at each Rapid Response/TAA session.

WorkSource Centers shall:

1. Designate WSC staff, including Case Managers, to attend EDD's TAA/WIOA Co-Enrollment training at minimum once per year.
2. Designate a point of contact to attend an EWDD-facilitated forum where co-enrollment issues and concerns are addressed timely.
3. Ensure WSC staff adheres to the EDD's Trade Act Co-Enrollment Technical Assistance Guide DE8306 Rev 5 (6-15), which includes the purpose and policy of WIOA/TAA co-enrollment; roles and responsibilities; and step by step WIOA/TAA co-enrollment procedures.
4. Ensure all WSC decisions relative to the provision of services to the TAA/WIOA eligible clients are made in the best interest of the clients and in alignment with local, state, and federal policies.
5. Maintain a paper-based case file with the original and/or copies of all applicable TAA/WIOA co-enrollment documentation (such as, referral form DE 8308)
6. Provide services in accordance with the following procedures:
    a. Participate in TAA Orientations as coordinated by the City's Rapid Response Unit when invited by EDD staff;
    b. Case Management: Discuss career goals, barriers, career changes, and any discussions involving advice or guidance to a WIOA/TAA co-enrolled worker;
    c. Barriers to Employment: Discuss and document lack of transportation, language barriers, and/or educational levels;
    d. Provide Comprehensive Assessment: An extensive examination testing a client's proficiency in a specific field and/or their education level. A comprehensive assessment is a tool to measure a client's proficiency levels in math, English, etc.;
    e. Job Referrals: Assist TAA clients with suitable job referrals;
    f. Job Placement: Assist TAA clients in finding jobs that match their skills and abilities; and
    g. Supportive Services (20 CFR, 663.800): Whenever necessary and if funds exist, provide TAA clients with WIOA allowable supportive services assistance.

EDD will ensure that:

1. WSCs receive the administrative/policy guidance and available resources for the necessary TAA-funded services required by each participant's Individual Employment Plan (IEP).
2. EDD will further provide and support staff development activities that enhance the implementation of this TAA/WIOA Co-Enrollment Policy.
3. City's Rapid Response Unit obtains a copy of TAA Orientation sign-in sheets to track who has been to both Rapid Response and TAA Orientations with the understanding that participant information will ONLY be used for this purpose and will not be shared with any third party or used for marketing purposes until EDD has obtained the WIOA/TAA co-enrollment/referral form (DE8308), which must be signed by the customer, partner, and EDD Representative.
4. EDD Workforce Services Division runs a QMF to enhance outreach efforts, contingent on the City providing appropriate justification.
5. Participants receive all TAA related forms in their native language (once these are developed).
6. TAA services are provided in accordance with the following procedures:
    a. TAA Orientations: Led and facilitated by TAA;
    b. Case Management: Discuss career goals, barriers, career changes, and any discussions involving advice or guidance to a WIOA/TAA co-enrolled worker;

c. Barriers to Employment: Discuss and document lack of transportation, language barriers, and/or educational levels;
d. Job Referrals: Assist TAA clients with suitable job referrals;
e. Job Placement: Assist TAA clients in finding jobs matching their skills and abilities;
f. Training Support: Fund client training through the TAA program; and
g. TAA Benefits and Services: Provide TAA benefits and services in accordance with published TAA guidance (i.e., current, and published TAA Policy and Procedure Checklist).

NOTE: There are no retroactive reimbursements for services rendered through WIOA prior to TAA certification. However, once WIOA participants enrolled in a training program are deemed eligible under TAA, the following options may proceed based on what best meets the needs of the participant and funding guidelines:

1. WIOA funded training continues its course until a natural break occurs (e.g., semester ends, module completion, etc.), then if deemed necessary, TAA funds any additional training;
2. WIOA expends up to the maximum $7,500 training cap, and TAA funds any additional training not to exceed its maximum allowance; and
3. WIOA remains the only funding source for training when training does not meet the 6 criteria for approved TAA funding.

REFERENCES

- EDD WSD14-15: WIOA and TAA Co-Enrollment Policy and Procedures (June 26, 2015)
- TEGL 07-23: Ongoing Operations of the Trade Adjustment Assistance (TAA) for Workers Program During Phase-Out Termination (January 3, 2024)
- Chapter 2 of Title II of the Trade Act of 1974, as amended (Pub. L. 93-618) (Trade Act)(codified at 19 U.S.C. §§ 2271 et seq.)
- Pub. L. 114-27, Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015)
- Pub. L. 112-40, Trade Adjustment Assistance Extension Act of 2011 (TAAEA)
- Pub. L. 111-5, Trade and Globalization Adjustment Assistance Act of 2009 (TGAAA)
- Pub. L. 107-210, Trade Adjustment Assistance Reform Act of 2002 (TAARA 2002)
- Pub. L. 113-128, Workforce Innovation and Opportunity Act (WIOA), 29 U.S.C. 3101 et seq.
- TAA Final Rule, 20 CFR Part 618, 85 FR 51896 (August 21, 2020)

*WIOA Training Policy and Procedures

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures for participant enrollment into training programs and services available under the Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker, and Youth programs for the City of Los Angeles Workforce Development System.

BACKGROUND
Under WIOA, training services may be provided if the America's Job Center of California (AJCC) staff, including partner programs' staff, determines after conducting an interview, an evaluation, or assessment, and career planning, that training is necessary to assist a participant.

Training is available through Eligible Training Providers (ETPs)– entities determined eligible to receive funds through WIOA Title I– that are on the State list of Eligible Training Providers and Programs (ETPL). The ETPL ensures the accountability, quality and labor-market relevance of programs, and ensures informed customer choice for individuals eligible for training. Training must be provided by an ETPL provider, except for On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training, Transitional Jobs, and some unique situations as defined in this policy.

Only training providers through their training programs listed on the ETPL are eligible to receive WIOA funds to train participants through Individual Training Accounts (ITAs). However, in order to provide special populations with multiple barriers to employment more opportunities to benefit from WIOA programs, alternatives to traditional ITA training programs may be employed. For example, short-term pre-vocational services, including development of learning and communication skills, may be provided as "Career Services" and do not require the establishment of an ITA.

POLICY AND PROCEDURES

Individual Training Account (ITA) & Eligible Training Provider List (ETPL) Requirements
Training services for eligible individuals are typically provided by training providers who receive payment for their services through an Individual Training Account (ITA). The ITA is a payment agreement established on behalf of a participant with a training provider. Per WIOA regulations, an ITA may be established on behalf of customers to purchase classroom-training services from the State approved, Eligible Training Providers List (ETPL).

A WorkSource/YouthSource Center, or AJCC, may issue an ITA to fund training for adults, dislocated workers, or youth who after an interview, evaluation, or assessment, and after career planning have been determined by the AJCC operator to be in need of training to obtain employment or remain employed. The individual can then compare the offerings on the ETPL, and, with the advice of AJCC staff, select the most appropriate training program. In this way, the ETPL helps to provide customer choice, while also supporting quality training programs.

For more information on ITAs, reference the Individual Training Accounts Policy.

List of WIOA Training Programs and Services

WIOA allows states and local areas to fund training through a variety of approaches. Following are allowable types of training programs and services:

Table 1. Allowable Types of Training Programs and Services in WIOA

Training Type	Definition	Procedures/ Requirements
Alternative Training	In order to open sector and other training to a wider and more diverse participant base, the City of Los Angeles Workforce Development Board (WDB) adopted an alternative training policy for special populations with multiple barriers to employment to provide Vocational English as a Second Language (VESL) instruction, academic preparation, transitional work, and bridge programs for participants unable to qualify initially for Individual Training Accounts (ITAs) or sector-based training. *For more information on this training, reference the Alternative Training Policy.*	For a participant enrolled in a training program that can bypass the CA ETPL upon the determination of the WDB, an activity code requires staff to provide justification in CalJOBS under case notes.
Apprenticeships	Registered Apprenticeships are an employer-driven, "learn while you earn" model that combines on-the-job training with job-related instruction in curricula tied to the attainment of industry-recognized skills standards. The OJT is provided by the employer who hires the apprentice, although some employers also provide the job-related instruction. WIOA funds may be used to support placing participants in both the classroom and OJT portions of the program. Pre-apprenticeships are programs designed to prepare individuals to enter and succeed in a registered apprenticeship program, which includes: - Training and curriculum that aligns with the skill needs of employers in the economy of the State or region - Access to educational and career counseling, and other supportive services - Hands-on, meaningful learning activities that are connected to education and	Progress reports must document substantive skill development the participant has achieved. Examples include the following: ● Training reports on milestones completed as the individual masters the required job skills, or steps to complete the training program. ● Increase in pay resulting from newly acquired skills. ● Increase in performance based on newly acquired skills. ● Completion of a specific milestone of a registered apprenticeship program.

	training activities, such as exploring career options, understanding how skills acquired through coursework can be applied to a future - Career Opportunities to attain at least one industry-recognized credential; and - A partnership with one or more registered apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship into a registered apprenticeship. *For more information on this training, reference the Apprenticeship Policy.*	
Customized Training	Customized training is designed to meet the specific requirements of an employer or group of employers with the commitment that the business, or businesses employ an individual(s) upon successful completion of the training. In most instances, the business must pay for a significant portion of the cost of training, as determined by the WDB. *For more information on this training, reference the Customized Training Policy.*	Customized training may be provided when the following criteria are met: 1. The participant is not earning a self-sufficient wage as determined by the WDB policy. 2. The above paragraph's requirements are met. 3. The customized training relates to on-the-job training contracts for employed workers, or other appropriate purposes identified by the WDB.
Incumbent Worker Training	Incumbent Worker Training (IWT) is designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs. IWT can be used to either: ● Help avert potential layoffs of employees; or ● Obtain the skills necessary to retain employment, such as increasing the skill levels of employees so they can be promoted within the company and create backfill opportunities for new or less-skilled employees. *For more information on IWT, please refer to the Incumbent Worker Training Policy.*	To the greatest extent possible, incumbent worker training shall be provided utilizing California Employment Training Panel Funds: http://www.etp.ca.gov/
Entrepreneurial Training	Entrepreneurial skills training provides the basics of starting and operating a small business. Such	For technical assistance on this training, please contact

	training must develop the skills associated with entrepreneurship. Such skills may include, but are not limited to, the ability to: ● Take initiative; ● Creatively seek out and identify business opportunities; ● Develop budgets and forecast resource needs; ● Understand various options for acquiring capital and the trade-offs associated with each option; and ● Communicate effectively and market oneself and one's ideas. YOUTH: Entrepreneurial skills training, one of the 14 program elements for the WIOA youth program, provides the basics of starting and operating a small business. This training helps youth develop the skills associated with entrepreneurship and the gig economy, such as the ability to take initiative, creatively seek out and identify business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with each option, and communicate effectively and market oneself and one's ideas.	your assigned program monitor.
Occupational Skills Training	Occupational skills training means an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Occupational skills training includes training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area. Such training must: (1) Be outcome-oriented and focused on an occupational goal specified in the individual service strategy; (2) Be of sufficient duration to impart the skills needed to meet the occupational goal; and (3) Result in attainment of a recognized postsecondary credential.	The participant enrolled in a California (CA) Eligible Training Provider List (ETPL) training program designed to provide the technical skills necessary to perform a specific job or group of jobs. All Occupational Skills Training services must have an Occupational Code (ONET Code) that indicates the type of training being provided. The Industry Code (NAICS Code) is not required.

On-the-Job Training	OJT provides reimbursements to employers to help compensate for the costs associated with skills upgrade training for newly hired employees and the lost production of current employees providing the training (including management staff). OJT training can assist employers who are looking to expand their businesses and who need additional staff trained with specialized skills. OJT employers may receive up to 50% reimbursement of the wage rate (in certain circumstances up to 75% to 90%) of OJT trainees to help defray personnel training costs. Under some programs, such as those funded by H-1B fees, OJT reimbursement may be as high as 90%, depending on employer size.	AJCCs shall maintain records to support participant attendance, compensation, participant progress and provision of services as well as adherence to CalJOBS^{SM} data entry requirements. Hard copy documents must be maintained in participant file to facilitate audits and file reviews.
Transitional Jobs and Work Experience	*Transitional jobs* are a type of work-experience WDBs may provide under WIOA and are considered an individualized career service. Transitional jobs are time-limited and wage-paid work experiences that can be subsidized up to 100 percent. These jobs are in the public, private, or nonprofit sectors. A *work experience* or internship is a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experiences or internships may be paid or unpaid, as appropriate and consistent with other laws, such as the Fair Labor Standards Act. A work experience or internship may be arranged within the private for-profit sector, the nonprofit sector, or the public sector. For youth, work experiences may also include: ● Pre-apprenticeship programs; ● Summer employment and other employment activities available throughout the school year; ● Internships and job shadowing; and ● On-the-job training ● Leadership development services	Monthly on-site monitoring of the work experience, transitional job, or internship is the responsibility of the contractor and shall be done by a person other than the designated staff who developed the work experience/transitional job/internship agreement. The contractor must ensure that the following requirements are met: ● Participant receives the training/ services/ skills as specified in the training outline/plan of the Worksite Training Agreement ● Participant acknowledges training and services received as reported on the invoices submitted for training wages, if applicable ● Participant and employer receive copies of the executed worksite training agreement prior to the start of the work experience

		• The worksite supervisor shall prepare and submit a progress report, which has been discussed and signed by the participant, at least once monthly, or as negotiated with the worksite supervisor by the contractor staff.
Other Training Types	Other types of training include: • Programs that combine workplace training with related instruction, which may include cooperative education programs. • Training programs operated by the private sector. • Skill upgrading and retraining. • Job readiness training provided in combination with the training services described above.	For more information, reference WDS21-03.

For technical assistance on training types or questions about eligible training providers, please contact your assigned program monitor.

Note: While all of the above are allowable training services under WIOA, service types like on-the-job training (OJT), incumbent worker training (IWT), and customized training are not required to be on the ETPL.

Industry-Certified Training Policy and Prioritizing Good Jobs
To the greatest extent possible, WIOA participants should be enrolled in Industry-Certified Training, or an accredited postsecondary education institution or industry/ occupational skills training program (excluding those in OJT and/or customized training) to acquire technical skills and information required to perform a specific job or group of jobs and attain a recognized postsecondary credential.

To assist participant's with obtaining long-term employment and reaching self-sufficiency, AJCC operators should educate participants of training programs and services that lead to good jobs or high-growth industry sectors.

For more information on this policy, please reference the Industry-Certified Training Policy, Definition of Good Jobs, and High Growth Sector Initiative Policy.

Reporting Requirements

Progress Reports and Attendance Records
Training providers must provide evidence of the participant's progress and attendance to the WorkSource Center staff on a regular basis to ensure the participant is attending classes as part of the training agreement. The WorkSource Center staff must file the progress reports and attendance sheets in

the participant's CalJOBS profile. If the participant fails to attend school, the training provider must inform the WorkSource Center staff within three (3) days of consecutive non-attendance. All information obtained from the training provider must be entered into CalJOBS℠.

ETP Reporting Requirements
Training providers are typically subject to the ETP eligibility and data reporting requirements; however, WIOA allows exceptions for certain training options based on their record of success and/or an inherent requirement for employers to hire participants. These work-based learning strategies include OJT, IWT, RAPs, and customized training.

Training Expenditure Requirement
Training services are primarily provided through the Adult WorkSource Centers (WSCs). As such, certain requirements must be imposed upon the centers to ensure the local area meets its goals for training expenditures. Specifically, WSCs must expend an amount equal to or greater than thirty (30%) of their adult and dislocated worker WIOA formula fund allocations enumerated in their Individual Training Agreements (ITA contracts) on workforce training services as defined in this policy. A portion of the minimum training expenditure requirement, as enumerated in their contracts, may be met by applying designated leveraged resources (as defined in this policy) used for leverage training services. Only the training services included in the State's requirements will be counted towards each WSCs goal. This policy may be amended by directive. *For more information on this requirement, reference the Training Expenditure Requirement Policy.*

Youth Workplace Learning Expenditure Requirement
WIOA includes a requirement that a minimum of 20 percent of local area youth funds must be spent on work experience.

For more information on this requirement, reference the Youth Workplace Learning Expenditure Requirement Policy.

RESOURCES

Career Guidance Resources Available for Case Managers

- Career Advisor Portal
- Certification Finder
- License Finder
- Local Training Finder

All of the above CareerOneStop.org tools are integrated into the occupational profiles in MyNextMove (https://www.mynextmove.org/) a tool individuals can use to find career and training opportunities. The above tools are also included in O*NET Online (https://www.onetonline.org/), which individuals can use to explore occupational information.

REFERENCES

- Training and Employment Guidance Letter (TEGL) 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in WIOA Adult and Dislocated Worker Programs (June 9, 2023)
- TEGL 08-19: WIOA Title I Training Provider Eligibility and State List of Eligible Training Providers (ETPs) and Programs (January 2, 2020)

- TEGL 19-16: Guidance on Services provided through the Adult and Dislocated Worker Programs under the WIOA and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules (March 1, 2017)
- President Biden issued Executive Order (EO 13985) Advancing Racial Equity and Support for Underserved Communities Through the Federal Government (January 20, 2021)
- WSD23-03: Performance Guidance (November 8, 2023)
- TEGL 10-16, Change 3: Performance Accountability Guidance for WIOA Core Programs (June 11, 2024)
- WSD21-03: EPTL Policy and Procedures (November 10, 2021)

Work Experience and Transitional Jobs Policy

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides guidance and establishes the procedures related to work experience and transitional employment under WIOA programs.

BACKGROUND
Work Experience is defined as a planned, structured learning experience that takes place on a worksite for a limited amount of time. It is structured to provide an individual with behavioral and occupational skills that are workplace appropriate. It may be paid or unpaid and located in private, nonprofit or public sectors.

Transitional Jobs are defined as time-limited work experiences that are subsidized and are planned, structured learning experiences that occur in a workplace. The final WIOA regulations state: "A transitional job is one that provides a time-limited work experience, that is wage-paid and subsidized, and is in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have inconsistent work history, as determined by the Local WDB. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment."

The goal of work experience is to establish a work history for the individual that demonstrates success in the workplace and develops the skills that lead to retention in unsubsidized employment. The City recommends that work experience be paid, be provided to individuals lacking a significant work history, and be combined with supportive services. Subsidized work-based training and employment has many benefits, such as providing participants with an opportunity to gain new skills, exposure to a new profession, and experience to enhance their résumé. It can also serve as an effective transitional tool to move an unemployed participant into permanent employment. Work Experience is designed to provide the individual with specific behavioral and occupational skills needed to succeed in the workplace. It should be linked to achievement of a necessary skill level, limited in duration, combined with other activities, and based on a service strategy particular to each client. It primarily functions as a workplace-values activity, as opposed to a training activity, which is for the acquisition of specific occupational or job skills. Labor standards apply to any work experience where there is an employee/employer relationship, as defined by the Fair Labor Standards Act.

Work experience should be designed to promote the development of good work habits and basic work skills. When combined with other services, work experience should be provided concurrently or sequentially to these services to increase the basic education and/or occupational skills of the customer (as detailed in the adult Individual Employment Plan [IEP] or youth Individual Service Strategy [ISS]). Work experience may be combined with community service or conservation service corps programs.

Transitional Employment provides an individual work experience that occurs within the context of an employee/employer relationship. It is an allowable activity for individuals with barriers to employment who are chronically unemployed or have inconsistent work history. Transitional Employment is designed to ensure that the people most in need of employment assistance transition to full participation in the labor market and is an allowable use of Work Experience. WIOA allows up to 10% of Adult and

Dislocated Worker funds to be used for transitional jobs for individuals with barriers to employment. Unlike On-the-Job Training (OJT), transitional jobs are career services activities. The program provider may act as the employer of record or there may be a joint employment relationship between the worker, the firm in which the worker is placed, and the program provider. Transitional jobs must be combined with other comprehensive career services and supportive services. Contractor shall ensure that participants who are placed in Work Experience or Transitional Jobs do not report directly to family members or friends. The Workforce Development System providers shall ensure that transitional jobs do not result in the loss of public benefits. The City currently has a standard Work Experience Training Agreement. This document should be modified as needed and used for all WIOA-funded Work Experience and Transitional Jobs activities.

POLICY AND PROCEDURES

Orientation
The contractor must conduct an Orientation for both the participant and the worksite training provider before the start of the work experience. This should include a visit to the actual job site, a review of the tasks and/or skills to be gained during the training, a discussion of the wages and benefits to be paid to the participant, and a review of the other conditions within the Worksite Training Agreement, including reimbursement to the employer and the submission of progress reports by the employer.

Benefits and Working Conditions
In the development and conduct of work experience and internships, contractors must ensure that participants are not assigned to work for employers that do not comply with applicable labor laws, including wage and hour provisions, occupational health and safety provisions, and child labor laws. To the extent applicable, worker' s compensation benefits should be available with respect to injuries suffered by participants while on the job.

Participants shall not be required to work, be trained, or receive services in buildings or surroundings or under working conditions that are unsanitary, hazardous, or dangerous to the participant's health and/or safety. A participant employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.

Monitoring Responsibilities
Monthly on-site monitoring of the work experience, transitional job, or internship is the responsibility of the contractor and shall be done by a person other than the designated staff who developed the work experience/transitional job/internship agreement. The contractor must ensure that the following requirements are met:

- Participant receives the training/services/skills as specified in the training outline/plan of the Worksite Training Agreement.
- Participant acknowledges training and services received as reported on the invoices submitted for training wages, if applicable.
- Participant and employer receive copies of the executed worksite training agreement prior to the start of the work experience.

The worksite supervisor shall prepare and submit a progress report, which has been discussed and signed by the participant, at least once monthly, or as negotiated with the worksite supervisor by the contractor staff.

Completion
All work experience should be linked to achievement of a necessary skill level, limited in duration, combined with other career services activities, and based on a service strategy particular to each client. The contractor shall issue a certificate of completion to the participant upon completion. A copy of the certificate shall be placed in the client file together with all the paperwork connected to the activity.

REFERENCES

- DOLETA TEGL No. 3-14 (July 30, 2014)
- U.S. DOL The Workforce Innovation and Opportunity Act Overview (July 22, 2014)
- EWDD Work Experience Guidelines
- 20 CFR 603.651 WIOA ACT, Final Rule
- 20 CFR 680.150, 20 CFR 680.190 & 20 CFR 680.195

Youth Workplace Learning Expenditure Requirement

EFFECTIVE DATE: July 1, 2025

POLICY STATEMENT
This policy provides the guidance and establishes the procedures regarding the *Workforce Innovation and Opportunity Act* (WIOA) youth work experience programs and minimum expenditure requirements. To better prepare youth for the workforce, WIOA includes a requirement that a minimum of 20 percent of local area youth funds must be spent on work experience.

BACKGROUND
WIOA affirms a commitment to providing high-quality services for all youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as pre-apprenticeships or internships, and culminating with a good job along a career pathway, enrollment in postsecondary education, or a Registered Apprenticeship.

POLICY AND PROCEDURES
Work experiences are planned, structured learning experiences that take place in a workplace for a limited period of time. Work experience provides in-school (ISY) and out-of-school (OSY) youth an invaluable opportunity for career exploration and develop workplace skills. Work experience may be paid or unpaid, as appropriate, take place in -the private for-profit, non-profit, or public sector, and can be conducted in-person or remotely, and through virtual platforms. Labor standards apply in any work experience where an employee/employer relationship exists. Work experiences must include academic and occupational education. The educational component may occur concurrently or sequentially with the work experience, may occur inside or outside the work site and should include information necessary to understand and work in specific industries or occupations. It is also recommended that work experiences in service of a career pathway are coordinated with employers in industry and sector partnerships. WIOA identifies work experience within the following categories:

- Summer employment opportunities and other employment opportunities available throughout the program year.
- Pre-apprenticeship programs.
- Internships and job shadowing.
- On-the-job training opportunities.

Youth Formula Policy
Youth formula funds may be used to pay a participant's wages, related benefits and support services for work experience in the public, for-profit or non-profit sectors when the participant's objective assessment and individual service strategy indicate that work experience is appropriate.

Additionally, youth formula funds may be used to pay wages and staffing costs for the development and management of work experience. Allowable expenditures beyond wages may include the following:

- Staff time spent identifying potential work experience opportunities.
- Staff time working with employers to develop the work experience.
- Staff time spent working with employers to ensure a successful work experience.
- Staff time spent evaluating the work experience.

- Classroom training or the required academic education component directly related to the work experience.
- Orientation sessions for participants and employers.
- Incentive payments to youth for an achievement directly tied to the work experience.
- Employability skills/job readiness training to prepare youth for a work experience.

Work experience shall adhere to the following:

- The duration of the work experience assignment shall not exceed 90 days without prior City approval.
- The total number of hours shall not exceed 300 without prior City approval. If work experience is leveraged, justification for City General Fund paid work experience over 120 hours, and County funded work experience above maximum hours determined by the County must be outlined in writing.
- Incentives shall not exceed $100 in the form of a gift card without prior City approval, must be tied to the goals of work experience achievements, and outlined in writing before the commencement of the program.
- Compliance with California paid sick leave and labor code law, and the City of Los Angeles minimum wage.

WIOA and 20 CFR subsection 681.590 require that a minimum of 20 percent of local area funds for the Title I Youth program be spent on work experience. Youth work experience is primarily provided through the YouthSource Centers (YSCs). As such, certain requirements must be imposed upon the centers to ensure the local area meets its goal for work experience expenditures. Specifically, YSCs must expend an amount equal to or greater than 20 percent of their youth WIOA formula fund allocations on work experience activities as defined in this policy. The expenditure rate applies to total youth funding and is not applied separately for IS youth and OS youth funds. Leveraged resources cannot be used to fulfill any part of the work experience requirement.

Supportive Services

Supportive services are a separate WIOA Youth Program element and cannot be counted toward the work experience expenditure requirement even if supportive services assist the youth in participating in work experiences.

Review Process

Funds spent on paid and unpaid work experience must be tracked and reported to the Economic and Workforce Development Department (EWDD) Financial Management Division (FMD) and assigned program monitors. This includes wages and staff costs for the development and management of work experiences.

REFERENCES

- 20 CFR Workforce Innovation and Opportunity Act; Final Rule § 681.590 & § 681.600
- State EDD Directive WSD17-07, “WIOA Youth Program Requirements”
- TEGL No. 8-15, “Second Title I WIOA Youth Program Transition Guidance”
- TEGL No. 21-16, “Third Workforce Innovation and Opportunity Act (WIOA) Title I Youth Formula Program Guidance”
- EWDD FMD Directive No. 17-001 “New Financial Reporting Requirements for WIOA grants”

YEAR 26 / PROGRAM YEAR 2025-2026 ANNUAL PLAN

PUBLIC COMMENTS AND COMMUNITY ENGAGEMENT

On April 7, 2025, the draft Year 26 WDB Annual Plan for Program Year 2025-26 was released for a thirty-day public comment period ending May 7, 2025. During this period, the Economic and Workforce Development Department (EWDD) scheduled in-person presentations of the Annual Plan during the Workforce Development Board (WDB) Youth Council and Policy & Oversight Committee meetings where the public was afforded the opportunity to provide public comment. The Department also held one virtual community forum to solicit public comments. The next section provides summary notes of the public comments received.

Stakeholders were given the opportunity to submit comments via email. No comments were received to the Planning Unit inbox during the public comment period.

WDB Executive Committee (April 10, 2025)

There were no comments from the public on this agenda item during the meeting.

Executive Committee members commended EWDD for the thoroughness of the plan. Some committee members expressed interest in seeing the economic opportunities listed alongside the challenges for the Los Angeles region. The committee also recommended older workers be listed as an opportunity rather than a challenge.

WDB Policy & Oversight Committee (April 17, 2025)

There were no comments from the public or from the committee on this agenda item during the meeting.

Virtual Community Forum (April 23, 2025)

A total of 6 community members were in attendance.

Jorge Orozco, Para Los Ninos: Noted that LACCD Community College Navigators were a great resource for his YouthSource Center. Inquired as to whether that program would be continuing into next program year.

EWDD informed that LACCD Navigators are in the strategies and activities for the Year 26 Annual Plan.

Afton Branche Wilson, Chrysalis: Introduced herself and thanked EWDD for their continued support of LA:RISE. Asked to hear more about the Inside Safe Job Connector Program and the role of Job Connectors.

EWDD explained the role of InsideSafe Job Connectors in referring homeless individuals going through the inside safe program to employment programs. Job connectors serve as liaisons for those in transitional housing to connect to services offered by the workforce development system.

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD (WDB)
AND
MANDATED PARTNERS OF THE CITY OF LOS ANGELES
AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) SYSTEM

Purpose of Memorandum of Understanding (MOU)

The Workforce Innovation and Opportunity Act (WIOA) requires that a Memorandum of Understanding (MOU) is developed and executed between the Local Workforce Development Board (Local Board) and the partners of the America's Job Center of California (AJCC) to establish an agreement concerning the operation of the AJCC delivery system.

The purpose of this MOU is to establish a cooperative working relationship between the City of Los Angeles Workforce Development Board (WDB) hereafter referred to as the City and the partners of the America's Job Center of California (AJCC) System for the City of Los Angeles (Partners), in accordance with California Employment Directive WSD18-12, WIOA Memorandums of Understanding. In addition, this MOU describes the resource sharing and addresses the state-imposed policy requirements and it defines the respective roles and responsibilities related to shared customers and services between the WDB and the AJCC System Partners. This MOU does not constitute a binding financial commitment, but rather, an intention by the Parties to commit specific resources on a year-to-year basis, subject to funding allocations and budgets.

Local/Regional Vision Statement Mission Statement and Goals

Vision

The City's Workforce Development System (WDS) will provide improved performance, more coordinated access to services, and accountability of workforce development service delivery. The vision of the WDS is to create a thriving and inclusive Los Angeles where all residents achieve economic stability and success through a robust workforce system.

The City's WDS will provide integrated services to better serve both job seekers and employers. This system will rely on cross-trained employees (Wagner-Peyser, WIOA Title I, and other partners, as appropriate) to provide services irrespective of program or funding size, through a customer-focused, skill-based, integrated service delivery strategy based on individual needs in the City of Los Angeles.

Mission

To build an inclusive, integrated, and innovative economic and workforce system that connects talent to opportunity, drives economic growth, and ensures equitable access to high-quality, living-wage jobs and career pathways for individuals and employers in the City of Los Angeles.

Goals

The following are goals shared by the parties to this MOU:

- Develop industry-driven career pathways that prepare people for in-demand occupations in high-growth industry sectors based on annual review of the economic intelligence and labor market information.

- Support system alignment, service integration, and continuous improvement using data to support evidence-based decision-making.
- Strengthen communication, coordination, and decision-making between regional partners to meet labor market needs.
- Enhance existing network between education, business and industry representatives, labor, and other regional workforce development partners to develop and align programs and services to address regional and industry needs.
- Support the development and continued collaboration between regional workforce and economic development networks in the Los Angeles region to address workforce education and training priorities.
- Develop regional leadership and operational partnerships among community college, adult education, industry, labor, and other workforce and economic development entities to strengthen coordination and to improve the delivery of services.
- Increase the number of youth and adults who engage in apprenticeship programs and other industry-recognized credential programs, with a priority on unemployed, underemployed, low-skilled, low-income, recipients of public assistance, English Language Learners, veterans, individuals with disabilities, foster youth, reentry, and other high-priority at-risk populations.
- Reduce the number of Opportunity Youth (Horizons 32K Strategic Plan) by ensuring access to quality postsecondary vocational training, postsecondary education, and/or other career opportunities.
- Improve opportunities for quality of life, advocacy, independence, physical and cognitive health, economic self-sufficiency, and dignity of older adults (AdvantAGE LA Older Worker Plan), low-income population, and individuals with disabilities through cross-agency coordination and occupational trainings.
- Safeguard and promote inclusiveness in the region's workforce system by offering services and support to all residents irrespective of individual background, including but not limited to gender, race, religion, national origin, English proficiency, political affiliation and belief, veteran status, disability, medical condition(s), age, or sexual orientation.

The Parties to MOU

Chief Local Elected Official
Los Angeles City Council and Mayor, City of Los Angeles

Local Workforce Development Board
City of Los Angeles Workforce Development Board (WDB) hereafter referred to as the **City**

Collocated AJCC Partners

Collocated AJCC Partners Participating in the Infrastructure Funding Agreement (IFA) and Shared Other System Costs Agreement:

- WIOA Title I Adult, Dislocated Worker, Youth
  City of Los Angeles – Workforce Development System (WDS)
- WIOA Title II Adult Education and Literacy
  Los Angeles Unified School District and Los Angeles Community College District
- WIOA Title III Wagner-Peyser
  Employment Development Department (EDD)

- WIOA Title IV Vocational Rehabilitation
  California Department of Rehabilitation (DOR)
- Veterans (Jobs for Veterans State Grants)
  EDD
- Title V Older Americans Act
  Los Angeles City Department of Aging (DOA)

NOTE: Collocated Partners are all Los Angeles City AJCC System Partners who have a physical presence within a Los Angeles City Comprehensive AJCC (listed below in the section titled *Comprehensive AJCCs*), either full-time or part-time. This definition includes Partners that are collocated at only one or several Comprehensive AJCCs.

Non-Collocated AJCC Partners

Non-Collocated AJCC Partners Participating in the Shared Other System Costs Agreement:

- Job Corps
  Department of Labor operated in the City of Los Angeles
- Trade Adjustment Assistance Act (TAA)
  EDD
- Community Services Block Grant (CSBG)
  Community Investment for Families Department (CIFD), City of Los Angeles
- Community Development Block Grant (CDBG)
  Community Investment for Families Department (CIFD), City of Los Angeles
- Carl D. Perkins Career Technical Education
  Los Angeles Community College District (LACCD)
- Native American Programs
  Department of Labor operated in the City of Los Angeles by Southern California Indian Center, Inc.
- Unemployment Compensation (Insurance)
  EDD
- YouthBuild
  Department of Labor operated in City of Los Angeles by Coalition for Responsible Community Development (CRCD), Alliance for Community Empowerment (ACE)
- Temporary Assistance to Needy Families (TANF)/CalWORKs: Los Angeles County Department of Public Social Services (DPSS).

Responsibilities of the WDS Partners

The parties to this MOU agree to participate in joint planning, coordination, and evaluation of WDS activities at a minimum of one time per program year to serve shared customers and deliver shared services, as appropriate, in order to:

- Identify opportunities to participate in and enhance the operation of the WDS system.
- Ensure accessibility of services by addressing barriers such as those related to language, transportation, and technology, in addition to providing alternative form of access using virtual communication platforms
- Coordinate outreach, assistance, and referrals for shared customers.

- Identify and coordinate applicable service(s) available to shared customers through the one-stop delivery system.
- Identify and coordinate allowable collection, reporting, and sharing of performance data
- Share, review, and interpret common labor market information, economic intelligence, and occupational data.
- Identify, lead, and support capacity-building training and professional development activities to increase awareness of the unique requirements and needs of shared customers and priority populations.
- Ensure compliance with state and federal requirements.

The parties to the MOU also share the responsibility to coordinate and collaborate on workforce and economic development activities in response to emergencies and disasters that may impact the region. The parties to the MOU agree to convene as needed and participate in joint planning, coordination, and evaluation of activities that respond to such emergencies and disasters.

Process Used to Reach Consensus

Per the original MOU, the City initiated discussions with individual stakeholders and conducted a series of 19 regional planning forums, where hundreds of stakeholders from business, education, economic development, and other disciplines shared thoughts on strategies and priorities for the workforce system. Subsequently, building upon the Regional Planning effort, the City met with the partners involved in the MOU to review and update the current MOU which is still in draft format. The City will continue to meet with partners to finalize the MOU pending completion of the ongoing procurement.

Assurances

All Non-Collocated Partners to this MOU agree to negotiate their proportionate share of infrastructure costs as soon as sufficient data are available to make such a determination. The level of support must be reasonable, necessary, allowable, and allocable according to WIOA and the Partner's funding source. Costs will be negotiated based on data and regulations provided by the State, directives issued by Partner funding sources, and locally agreed upon methodologies for cost allocation and definitions of benefit.

Sharing of Infrastructure Costs

Partner Agreement to Cost Allocation Methodology

By signing this MOU, all Partners agree to the Cost Allocation Methodology for infrastructure cost sharing as set forth in the section titled *Infrastructure Cost Allocation Methodology*. While both Collocated and Non-Collocated Partners agree to the cost allocation methodology, the requirement to contribute to infrastructure costs, at this time, only applies to those Partners who are physically collocated in an AJCC. All Partners agree that when sufficient data is available to determine the proportionate benefit to both Collocated and Non-Collocated Partners (EDD is lead on this effort), this MOU and each local agreement with AJCC System Partners will be renegotiated to ensure proportionate share of costs from all parties.

Comprehensive AJCCs

South Valley Comprehensive AJCC*

Operated by:	Arbor E&T, LLC dba Equus Workforce Solutions
Address:	20920 Warner Center Lane, Suite C Woodland Hills, CA 91367
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II - LAUSD WIOA Title III – EDD

Harbor Gateway WorkSource Center AJCC

Operated by:	Harbor College, Science Complex Building 101 Managed Career Solutions (MCS)
Address:	1111 Figueroa Place Wilmington, CA 90744
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II - LAUSD WIOA Title III – EDD

Hollywood WorkSource Center AJCC

Operated by:	Managed Career Solutions, Inc. (MCS-HW)
Address:	4311 Melrose Avenue Los Angeles, CA 90029
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II – LAUSD WIOA Title III – EDD Veterans LACC BusinessSource ETPL/I-Train

West Adams WorkSource Center AJCC

Operated by:	Asian American Drug Abuse Program, Inc. (AADAP)
Address:	2900 South Crenshaw Boulevard Los Angeles, CA 90016
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II - LAUSD Pace Business Services

West Los Angeles WorkSource Center AJCC

Operated by:	Jewish Vocational Services (JVS-SoCal)
Address:	5446 Sepulveda Boulevard Culver City, CA 90230
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II - LAUSD WIOA Title III - EDD

AFFILIATE AJCCs

Boyle Heights/East Los Angeles WorkSource Center AJCC
Operated by: Managed Career Solutions, Inc. (MCS-BH)
Address: 1505 E. 1st Street
Los Angeles, CA 90033
Collocated Partners: WIOA Title I – Adult & Dislocated Worker
WIOA Title II – LAUSD

Downtown/Pico Union WorkSource Center AJCC
Operated by: Pacific Asian Consortium in Employment (PACE)
Address: 1055 Wilshire Boulevard, #900A
Los Angeles, CA 90017
Collocated Partners: WIOA Title I – Adult & Dislocated Worker
WIOA Title II – LAUSD
WIOA Title IV – Department of Rehabilitation
LACOA, FamilySource

Northeast Los Angeles WorkSource Center AJCC
Operated by: Goodwill Industries of Southern California (Goodwill-NELA)
Address: 342 N. San Fernando Rd.
Los Angeles, CA 90031
Collocated Partners: WIOA Title I – Adult & Dislocated Worker
Five Keys Charter School

Northeast San Fernando Valley WorkSource Center AJCC*
Operated by: Goodwill Industries of Southern California (Goodwill-NSFV)
Address: Los Angeles Mission College, Campus Center
13356 Eldridge Avenue
Sylmar, CA 91342
Collocated Partners: WIOA Title I – Adult & Dislocated Worker
WIOA Title II – LAUSD
Goodwill of Southern California, Learn for Life

South Los Angeles WorkSource Center AJCC
Operated by: UAW Labor Employment and Training Corporation (UAW-LETC)
Address: 1512 W. Slauson Avenue
Los Angeles, CA 90047
Collocated Partners: WIOA Title I – Adult & Dislocated Worker
WIOA Title V - Older Workers Act
HOPICS, Five Keys Charter School

Southeast Los Angeles WorkSource Center AJCC
Operated by: Watts Labor Community Action Committee (WLCAC)
Address: 10950 S. Central Avenue
Los Angeles, CA 90059
Collocated Partners: WIOA Title I – Adult & Dislocated Worker
WIOA Title II - LAUSD
WIOA Title III – EDD
WIOA Title IV – Department of Rehabilitation
WIOA YSC, Department of Rehabilitation, and CEI

Sun Valley WorkSource Center AJCC

Operated by:	El Proyecto del Barrio, Inc. (EPDB)
Address:	9024 Laurel Canyon Boulevard Sun Valley, CA 91352
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II – LAUSD Title V Older Workers Act

Vernon Central/LATTC WorkSource Center AJCC

Operated by:	Coalition for Responsible Community Development (CRCD)
Address:	400 W. Washington Blvd. Redwood Hall, Suite 106-B Los Angeles, CA 90015
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker WIOA Title II – All Peoples Community Center, Pueblo del Rio, Amity Foundation, Abram Friedman Occupation Center and Los Angeles Trade Technical

Watts/Los Angeles WorkSource Center AJCC

Operated by:	Housing Authority of the City of Los Angeles (HACLA)
Address:	2212 East Imperial Highway Los Angeles, CA 90059
Collocated Partners:	WIOA Title I – Adult & Dislocated Worker South Bay Workforce, HACLA Jobs Plus, One Watts, and Red Eye

SPECIALIZED AJCCs

Crenshaw YouthSource Center
Operated by: Los Angeles Brotherhood Crusade
Address: 4401 S. Crenshaw Boulevard
Los Angeles, CA 90043
Collocated Partners: WIOA Title I – Youth
TANF/GAIN
LAUSD Pupil Services and Attendance (PSA) counselor

Panorama City/South Valley YouthSource Center*
Operated by: Goodwill Industries of Southern California (Goodwill)
Address: 14565 Lanark Street
Panorama City, CA 91402
Collocated Partners: WIOA Title I – Youth
WIOA Title IV – Department of Rehabilitation
TANF/GAIN
LAUSD Pupil Services and Attendance (PSA) counselor

Boyle Heights Technology Youth Center
Operated by: LA Youth Opportunity Movement (YOM-BH)
Address: 1600 E. 4th Street
Los Angeles, CA 90033
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

Central Los Angeles YouthSource Center
Operated by: UCLA Community Based Learning Program (UCLA)
501 S Bixel Street
Los Angeles, CA 90017

Central Los Angeles Westlake YouthSource Center
Operated by: Para Los Niños (PLN-Central)
Address: 234 S Loma Drive
Los Angeles, CA 90026
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor
LAUSD Adult Education
5 Keys Charter Schools

Northeast Los Angeles YouthSource Center
Operated by: Para Los Niños (PLN-Northeast)
Address: 3845 Seleg Place #150
Los Angeles, CA 90031
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor
5 Keys Charter Schools

San Fernando/North Valley YouthSource Center
Operated by: El Proyecto del Barrio
Address: 11844 Glenoaks Boulevard
San Fernando, CA 91340
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

San Pedro/Harbor Area YouthSource Center
Operated by: Managed Career Solutions, Inc. (MCS)
Address: Harbor College Child Development Center
1111 Figueroa Place
Wilmington, CA 90744
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

South Los Angeles YouthSource Center
Operated by: Coalition for Responsible Community Development (CRCD)
Address: 1006 E. 28th Street
Los Angeles, CA 90011
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

South Los Angeles/LA Southwest College YouthSource Center
Operated by: Archdiocesan Youth Employment (AYE)
Address: 1600 W. Imperial Highway
Los Angeles, CA 90047
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

Southeast Los Angeles/Watts YouthSource Center*
Operated by: LA Youth Opportunity Movement (YOM-Watts)
Address: 1773 E. Century Boulevard
Los Angeles, CA 90002
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

Sun Valley/North Valley YouthSource Center
Operated by: El Proyecto del Barrio
Address: 9030 Laurel Canyon Boulevard
Sun Valley, CA 91352
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor

Watts YouthSource Center
Operated by: Watts Labor Community Action Center (WLCAC)
Address: 958 E 108th Street
Los Angeles, CA 90059
WIOA Title I Youth Services
LAUSD Pupil Services and Attendance (PSA) counselor
WIOA Title IV Vocational Rehabilitation
California Department of Rehabilitation (DOR)
LAUSD
LACCD

West Los Angeles YouthSource Center
Operated by: UCLA Community Based Learning Program (UCLA)
Address: 3415 S. Sepulveda Boulevard #370
Los Angeles, CA 90034
WIOA Title I Youth Services

Affiliate and Specialized AJCCs

Per EDD Directive WSD 18-12, if an affiliate or specialized AJCC only has one MOU partner within the AJCC, they are not required to negotiate the IFA as there are no costs sharing partners. However, the Local Boards and partners may choose to include affiliate and specialized AJCCs with only one collocated partner if they are participating in a network of IFA. The Specialized AJCCs are not participating in the IFA, therefore, the Specialized or Youth AJCCs are listed in this MOU for information purposes only.

Infrastructure Cost Allocation Methodology

The City and Collocated Partners agree to employ space use by square footage (the proportion of a Partner's occupancy percentage) as the cost allocation methodology to determine the proportionate share of infrastructure costs for each Collocated Partner. The methodology will apply the ratio of space usage by a Partner over the entire space of the site occupied by all Partners to the infrastructure costs of the AJCCs to determine the share of the given Partner's cost. The calculation of infrastructure costs is for the whole system rather than center by center.

The City will have multiple sites which will require infrastructure cost sharing. Depending on the site, rents and leases may include or exclude maintenance, utilities, custodial and security services, technology to facilitate access to AJCCs, and equipment. In instances where some infrastructure costs are not included in rents and leases, the same methodology will apply to those costs unless a Partner has specific utility, technology, equipment, and/or furniture needs. For such specific needs, the Partner will be fully responsible for the additional retail or actual cost of such items. Infrastructure costs will be reconciled on an annual basis.

System Infrastructure Budget (See Attachment A)

The City and AJCC System Partners have chosen to develop a system-wide infrastructure budget for the delivery of services in the City's AJCC network.

The City and Collocated Partners agree to employ space usage by square footage (the proportion of a Partner's occupancy percentage) as the cost allocation methodology to determine the proportionate share of infrastructure costs for each Collocated Partner. The methodology will apply the ratio of space usage by a Partner over the entire space of the site occupied by all collocated Partners to the infrastructure costs of the Comprehensive AJCC to determine the share of the given Partner's cost.

Initial Proportionate Share (See Attachment B)

Infrastructure Contributions

AJCC partners (or their respective state entity) may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs. If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel), and they must be valued consistent with Uniform Guidance Section 200.306 to ensure they are fairly evaluated and meet the partner's proportionate share (WIOA Joint Final Rule Section 678.720).
If third-party in-kind contributions are made to support the AJCC as a whole (such as facility space), that contribution will not count toward the AJCC Partner's proportionate amounts. Rather, it will be applied to the overall infrastructure costs and thereby reduce the contribution required for all AJCC partners.

Sharing of Other System Costs

In compliance with WIOA Joint Rule Section 678.760, Partners must use a portion of their funds made available to them under their authorizing federal statute to pay for other system costs required for the delivery of services and operation of the One-Stop delivery system, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, and referral to other AJCC System Partners. These costs will be shared with Collocated, as well as Non-Collocated Partners.

Other System Costs may be shared through cash, non-cash, or third-party in-kind contributions. These costs will be allocable to each partner based on proportion of benefit received by each partner's program. If available, participant data will be used to determine the level of benefit to the program of each partner.

Other System Costs Allocation Methodology

The Other System Costs Allocation Methodology is based on square footage and minimum contributions; however, the City is submitting the actual service contributions as determined by AJCC partners.

Process for Periodic Modification and Review

The City, on behalf of the WDB, is responsible for ensuring that all AJCC infrastructure costs are paid according to the provisions of this MOU and will undertake the reconciliation processes outlined herein to remedy any issues or discrepancies. The City will review the MOU budgets at a minimum of once a year and a progress report based on fourth quarter year-to-date expenses will be made available to all Partners before the annual review to serve as the basis for any proposed modifications or amendments. The City may act as liaison between WDB and AJCC System Partners to review and evaluate the MOU budgets during the annual review period or whenever there is an urgent need to modify or amend a budget.

Partner contributions, regardless of the type, will be reconciled by the City at least once a quarter, comparing expenses incurred to relative benefits received. The reconciliation process is necessary to ensure that the proportionate share each Partner is contributing remains consistent, up-to-date, and in compliance with the cost methodologies and terms outlined in this MOU. All parties to this MOU agree to reconcile infrastructure costs on an annual basis.

Career Services Applicable to Partners (Attachment C)

Consolidated Budget for the Delivery of Applicable Career Services (Attachment D)

Current MOU Partner List

- California Department of Rehabilitation
- California Employment Development Department
- City of Los Angeles, Department of Aging
- City of Los Angeles, Community Investment for Families Department
- Los Angeles Community College District
- Los Angeles Unified School District
- Southern California Indian Center, Inc.

- Los Angeles County Department of Public Social Services
- Coalition for Responsible Community Development (Youthbuild)
- Alliance for Community Empowerment (Youthbuild)
- Miguel Contreras Foundation

City of Los Angeles AJCC System Design and Referrals

The City's WDS operates based on no-wrong-door policy to ensure that all customers entering the AJCC will be made available appropriate programs, services, activities and needed resources. As such, the City's WDS implemented the Integrated Service Delivery (ISD) system model designed to integrate the work of local WIOA programs with Wagner-Peyser programs within America's Job Centers of California. By working with an integrated customer pool, ensuring an integrated customer flow design, and moving toward integrated staffing, the ISD model seeks to increase service delivery and improve performance outcomes.

As an element of its redesigned WDS, the City has implemented an ISD model that requires the enrollment of all WIOA eligible customers. A significant benefit of changing to this model is that a greater number of customers will receive intensive services The significant increase in the number of enrolled participants will be achieved through the development of formal strategic system partnerships with education, employment training and social services providers, the development of comprehensive employment toolkits to serve program participants, and the effective management of customer flow. Therefore, all referrals made electronically will be followed by a verbal communication to complete the objective of system partnership. In addition, the parties to this MOU may manage referrals through, but not limited to, the following methods:

- Training/cross-training of designated staff
- Use of the State's CalJOBS^{SM} system
- A portal listing the respective programs and contacts for each WDS partner

Shared Services

The parties to this MOU will collaborate to provide physical and/or electronic access to shared customers and, for enrolled services, to Adults and Dislocated Workers, and Youth, either by referral from a partner agency or by a customer's own initiative.

WorkSource Centers (WSCs) are a central point of entry to employment and training programs for any individual, without regard to eligibility, for information on job vacancies, career options, financial aid, employment trends, and labor market information. Also, WSC strategic partners provide workforce development services and programs.

The City's IDS design allows for the parties of this MOU to deliver shared and complementary services in collaboration with regional partners and service delivery providers designed to reach more job seekers. Sector-focused strategies will increase access to career technical education and career pathway programs to better prepare jobseekers for in-demand occupations in high growth industries.

Shared Customers

Shared customers include businesses and employers seeking assistance to find prepared and qualified candidates for current or future employment. Shared customers also include businesses and employers seeking to upskill existing employees (incumbent workers) for new positions, equipment, job requirements, and industry standards to prevent or reduce layoffs or termination.

It also includes adult job seekers in search of preemployment services, training for in-demand occupations, or those seeking a new career, including low-income individuals on public assistance, English Language Learners, basic skills deficient, unemployment insurance claimants, veterans and their eligible spouses, homeless, persons with disabilities, and formerly incarcerated individuals.
Dislocated Workers who need support and services to reconnect to employment or who need additional training and services for employment in new or emerging industry sectors, or a new career, are included. Youth, ages 14-24 years, especially disconnected youth (those out of school and out of work), including foster youth and probation youth, are included.

Access for Individuals with Barriers to Employment

The City's WDS is an access point to workforce development, education, and training programs for individuals with barriers to employment. Accordingly, the parties to this MOU agree to ensure that all sites where workforce development services are delivered are accessible by transportation. Individuals with barriers to employment include low-income, individuals on public assistance, English Language Learners, basic skills deficient, unemployment insurance claimants, Veterans and their eligible spouses, older adults, homeless, foster youth, probation youth, persons with disabilities, reentry, and Prop 47 beneficiaries with reclassified sentences.

Created in 2013, the City of Los Angeles Mayor's Office of Veteran's Affairs works collaboratively with government agencies and community-based organizations to advocate for and coordinate services for veterans in Los Angeles. The Mayor's Military Veteran Advisory Council (MVAC) advises the Mayor's administration on issues affecting the military community. The MVAC works to enhance the well-being of the Los Angeles veteran community by advising the Mayor and the City Council on emerging policies and programs. The MVAC is an initiative of the Mayor's Office of Veterans Affairs, created by the Mayor to address the needs of the veterans' community in Los Angeles, home to the highest concentration of veterans in the country. The office coordinates resources with a variety of stakeholders to support veterans in Los Angeles and seek strategies to mitigate the potential for long-term unemployment, instability, and homelessness.

The Mayor's Office of Reentry was created in 2015 to assist in the formulation of policies and programs that support formerly incarcerated individuals with finding employment and housing resources to reverse the cycle of long-term unemployment, instability, and displacement. This position will serve as a resource convener and a collaborator for a variety of stakeholders to address the short- and long-term needs of the City's formerly incarcerated population. The office serves a vital role in policy advocacy and program development to create, support and influence programs and policies aligned with the Mayor's priorities and "back to basics" outcomes.

The parties to this MOU agree to identify new and innovative access points to increase access for individuals with barriers to employment such as, but not limited to, libraries, community colleges, adult schools, literacy programs, parks, and community centers.

The parties also agree to identify, lead, and participate in training and cross-training designed to increase awareness and understanding of individuals with barriers to employment.

Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, the parties to this MOU agree to the following:

- Compliance with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate requirements.

- Commitment to sharing information on shared customers and shared services to the extent allowable under relevant governing legislation and confidentiality requirements.
- Maintenance of records of WDS customers or partners (e.g., applications, eligibility and referral records, individual records related to services provided under this MOU in the strictest confidence and use of them solely for purposes directly related to such services).
- Development of technological enhancements that allow the appropriate interface of common information needs.
- Commitment to the provision of system security as agreed upon by all partners.

The City will maximize appropriate features of the State's CalJOBS^{SM} system to implement data and demand-driven initiatives to improve employment outcomes for high-growth industries and priority populations. CalJOBS^{SM} is a State system, and access will be increased from WDS centers and libraries to allow participants to gain access to information about the local labor market, in-demand occupations, and employment opportunities.

The parties to this MOU agree to adhere to Department of Labor requirements in the handling and protection of all protected Personally Identifiable Information (PII). Protected PII is information that, if disclosed, could result in harm to the individual whose name or identity is linked to that information. Examples of protected PII include, but are not limited to, social security numbers, credit card numbers, bank account numbers, home telephone numbers, age, birthdate, marital status, spouse's name, educational history, biometric identifiers (fingerprints, voiceprints, iris scans, etc.), medical history, financial information, and computer passwords.

All the parties to this MOU agree to designate staff to attend and receive training on shared technology and system security, and to sign an acknowledgment of responsibility in regard to DOL Funded data systems and protected PII. See also Annual Plan PY 2025-26 PII Policy.

Confidentiality

The Parties to this MOU agree to the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, will be confidential and will not be open to examination for any purpose not directly connected with the delivery of such services.
- To abide by the existing Annual Plan PY 2025-26 PII Policy which can be found on the Economic and Workforce Development Department (EWDD) website, (https://ewdd.lacity.gov/images/reports/ap26/APy26_draft1_tab5_Policies.pdf).
- No person will publish, disclose use; or permit, cause to be published, disclosed or use, any confidential information pertaining to AJCC applicants, participants, or customers unless a specific release is voluntarily signed by the participant or customer.
- To abide by the current confidentiality provisions of the respective statutes to which the AJCC system partners must adhere, and to share information necessary for the administration of the program as allowed under law and regulation.

Non-Discrimination and Equal Opportunity

The Parties to this MOU will not unlawfully discriminate, harass, allow harassment or retaliate against any employee, applicant for employment or AJCC applicant based on gender, race, color, pregnancy, ancestry, religion, national origin, English proficiency, political affiliation and belief,

veteran status, physical disability, medical condition(s), mental disability, age, sexual orientation, gender identity, gender expression, or marital status.

The Parties to this MOU will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibit discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure

The parties to this MOU agree to abide by grievance procedures as outlined in WIOA and in the operational procedures of all partners under federal, State, County and local jurisdictions. See Annual Plan PY 2025-26 WIOA Grievance and Complaint Procedures.

All WDS customers have the right to file a grievance or complaint with the WDS Operator or with EWDD. The grievance/complaint must be filed within one year of the alleged violation. Participants have the right to receive technical assistance to ensure that complaints are properly filed. Such technical assistance includes providing instructions on how to file a grievance/complaint.

Americans with Disabilities Act, Seismic and Amendments Compliance

The Parties to this MOU agree to ensure that the policies and procedures as well as the programs and services provided at AJCCs are in compliance with the Americans with Disabilities Act and its amendments. Additionally, partners agree to fully comply with provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the of Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

The Parties also agree that all AJCC sites will comply with California ADA and seismic certification requirements.

Effective Dates and Term of the MOU

The term of this MOU is from July 1, 2025, through June 30, 2028.

Modifications and Revisions

This MOU constitutes the entire agreement between the Parties hereto and no oral understanding not incorporated herein will be binding on any of the Parties. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the Parties hereto by the issuance of a written amendment, signed and dated by the Parties.

Termination

The Parties to this MOU understand that implementation of the City AJCC System is dependent on the good faith effort of every partner to work together to improve services to the community. The Parties also agree that this is a project in which different ways of working together and providing services are being tried. The partnership covered under this agreement shall terminate upon the completion of the period described in this MOU, unless the parties to this MOU agree to extend the term and provided each party can provide resources necessary. In the event it becomes necessary for one or more the Parties to cease being a part of this MOU, said entity will notify the other the Parties to this MOU in writing 30 days in advance of that intention.

Administrative and Operations Management

The City AJCC shall accommodate collocated partners and ensure that adequate resources are available for all work activities pursuant to this MOU, including but not limited to, adequate workstation/area and public access to services and information of the system partners. The partners outlined in this MOU shall meet as needed but at least on a quarterly basis to ensure the enhanced delivery of program services.

The day-to-day supervision of staff assigned to the AJCC will be the responsibility of the site supervisor(s). The staff on site will continue to take work direction from their employers. Any changes to the work assignments or any problems at worksite will be resolved between the on-site supervisor and the employer.

The work hours for staff on site at the AJCC will be established by the site supervisor and the employer according to AJCC hours of operation. All staff will comply with the holiday schedule of their employer and will operate on site in accordance with the AJCC's holiday schedule. The holiday schedule will be provided to the on-site parties described in the MOU at the beginning of each year.

Each party mentioned in this MOU shall be solely responsible for providing to, or in behalf of, its employee(s), all legally required employee benefits. In addition, each party shall be solely responsible and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with Social Security withholding, workers compensation, and all other regulation governing such matters.

License for Use

During the term of this MOU, all partners to this MOU shall have a license to use all the space of the WDS centers for the sole purpose of conducting acceptable WDS services as outlined herein.

Dispute Resolution

Process Used to Resolve Issues during MOU Term When Consensus Cannot be Reached.

AJCC System Partners will attend quarterly local AJCC level meetings at the Comprehensive AJCC that serves as a partner's local host, when collocated, or is its primary local AJCC partner, when not collocated. The primary function of these local quarterly AJCC meetings will be to serve as a regular forum for local AJCC Partners to discuss, vote on, and resolve common issues or disputes. Any issues being voted on at a quarterly AJCC meeting will be posted as part of the meeting agenda and announced by City at least two weeks in advance. If a Partner is not able to participate in a meeting, it may vote via proxy by submitting a written vote to City prior to the meeting or on the day of the meeting. In order for a vote to take place, there must be a quorum (at least 51%) of Partners present at the meeting, which includes Partners voting via proxy. An email vote may be called, with no less than three business days' notice and at the request of a Partner or City, if there is an issue that requires immediate action or to facilitate the participation of all local Partners. When a call for votes via email is announced, balloting instructions will be included as part of the formal correspondence.

If consensus cannot be reached at a quarterly meeting, or if the issue is specific to a particular partner or subset of partners, that partner or group of partners will agree to work in a cooperative manner with the City to resolve the issue. If an issue cannot be resolved at the local AJCC level, the issue will be brought to the attention of the City. The Executive Director of the WDB will attempt to mediate the dispute or disagreement.

Assignment

Except as otherwise provided in this MOU, the rights and duties of each Partner may not be assigned or delegated without the advance written consent of the City, and any attempt to assign or delegate such rights or duties in contravention of this section shall be null and void. This MOU shall inure to the benefit of and be binding upon the successors and assigns of the Parties hereto.

Press Releases and Communications

EWDD shall be notified when the City's WSC or YouthSource Centers (YSC) are approached with interview requests related to communicating with the press, television, radio, print, or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be sent to EWDD's Communications Team for review with EWDD's General Manager to approve content and release of said materials, and approval of EWDD staff to be interviewed.

In partnership efforts between the City's WSCs and YSCs with AJCC Centers, marketing materials will reference each party, unless otherwise directed by the other parties.

For partnership efforts between the EWDD's WSCs and YSCs and Los Angeles County's AJCC network, both parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, and any written correspondence.

Execution in Parts or Counterparts

This MOU may be executed in parts or counterparts, each part or counterpart being an exact duplicate of all other parts or counterparts, and all parts or counterparts shall be considered as constituting one complete original and may be attached together when executed by the Party hereto. Facsimile or electronic signatures shall be binding.

Hold Harmless/Indemnification/Liability

In accordance with provisions of Section 895.4 of the California Government Code, each Party to this MOU hereby agrees to indemnify, defend and hold harmless all other Parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of, or resulting from, any acts or omissions that arise from the performance of the obligations by such indemnifying Party pursuant to this MOU. In addition, except for Departments of the State of California that cannot provide for indemnification of court costs and attorneys' fees under the indemnification policy of the State of California, all other Parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys' fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying Party pursuant to this MOU. It is understood and agreed that all indemnity provided herein will survive the termination of this MOU.

Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU will remain in force.

Integration Clause

The foregoing constitutes the full and complete agreement of the Parties. This MOU supersedes all prior agreements and understandings, whether in writing or oral, related to the subject matter of this MOU that are not set forth in writing herein.

Authority and Signature

The individual signing for each mandated AJCC System Partner below has the authority to commit the party they represent to the terms of this MOU.

_____ _____

CHARLES WOO, Board Chair Date

Workforce Development Board, City of Los Angeles

_____ _____

XXXXXXXXXX, XXXXXXXXXX Date

XXXXXXXXXXXXXXXXXXXX



PY 2025-2028

WIOA LOCAL PLAN: CITY OF LOS ANGELES

Workforce Development Board
City of Los Angeles

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Executive Summary

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

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

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

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

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

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

Current Labor Market Conditions/ Economic Imperatives
In the wake of the devastating January 2025 Los Angeles wildfires that have affected thousands of residents and businesses, the City will extend its full support in the

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

City of Los Angeles PY 25-28 WIOA Local Plan

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

Section I: WIOA Core and Required Partner Coordination

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

City of Los Angeles WDB MOU and AJCC Partnership Coordination

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

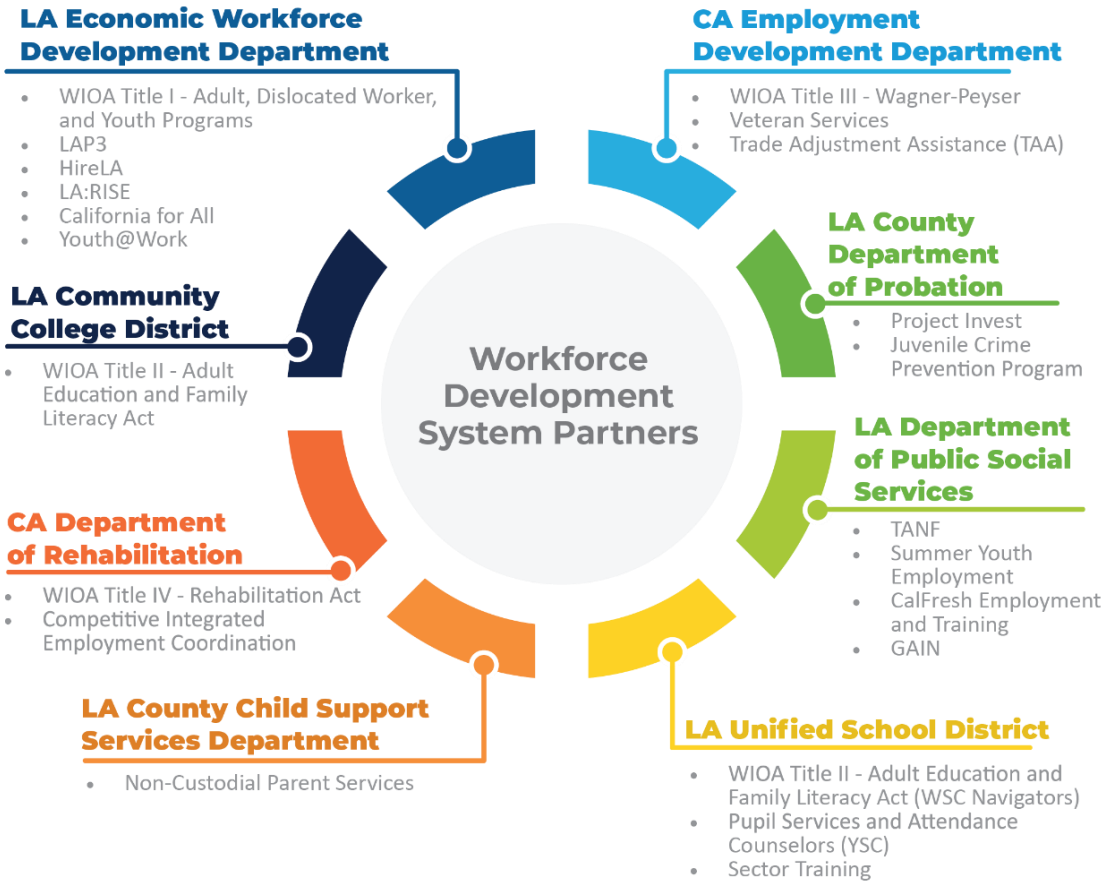
1. *FamilySource Centers*– These centers provide services and programs for low-income families with children/youth ages up to 17 years old that need support with childcare, family needs, and other assistance to move them toward economic self-sufficiency.
2. *YouthSource Centers*– These centers provide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

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

Each Memoranda of Understanding outlines the following shared goals:

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Facilitating Access to AJCC Services using Technology and Other Means

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Types of allowable Supportive Services:

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

Compliance with WIOA Section 188 and the Americans with Disabilities Act

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

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

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

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

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

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

Section II: State Strategic Partner Coordination

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

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

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

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

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

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

1. Opportunities/support for individuals experiencing homelessness

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Some of the objectives for the collaboration include opportunities to:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Section III: WIOA Title I Coordination

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

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

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

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

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

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

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

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

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

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

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

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

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

Layoff Aversion/Business Retention
The RR Unit provides services to businesses at risk of closing or laying off employees to avert or reduce layoffs and to retain businesses in the Greater Los Angeles region. This is done in partnership with economic development and business associations. Activities include:

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

2. Collecting labor market information to identify industry trends that may be predictors of worker layoffs and maintaining open communication with key local area stakeholders as an “early warning system;” and
3. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growing industries and referring them to training opportunities as needed.

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

Research and Training
The RR Unit conducts research and participates in training to build team capacity, as well as provides information to jobseekers concerning resource availability, job opportunities, and industry-specific opportunities. These activities are done by tracking the growth and decline of local industry sectors (including via online databases such as EconoVue), understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

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

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

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

Adult and Dislocated Worker Employment and Training Activities
Local AJCCs provide a wide variety of training opportunities including:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Compliance with State-Issued AJCC Policies

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

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

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

WIOA Memorandums of Understanding

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

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

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

Youth Workforce Development

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

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

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

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

Hire LA's Youth Program

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Review and Selection Process

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

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

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

Current YouthSource Center Providers include:

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

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

Current WorkSource Center Providers include:

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

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

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

Appendices

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

Appendix 1: Stakeholder and Community Engagement Summary

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

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

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

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

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

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

In-Person Forum: The Changing Landscape of Jobs and the Economy

December 4th, 2024

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Wednesday, December 4, 2024
9:00 AM

Ramona Hall Community Center

4580 North Figueroa Street, Los Angeles, CA 90065

AGENDA

1. Introduction: The Changing Landscape of Jobs and the Economy
2. Regional Workforce Plans
3. Background
4. Discussion Questions/ Community and Stakeholder Forum:

   1. Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?

   2. How are changes in local industries and businesses affecting the types and availability of jobs?

   3. What impact are economic changes having on workers and individuals looking for work?

   4. What changes do economic trends suggest for workforce development and skills training programs?

   5. Please also share other thoughts you have concerning the changing landscape of jobs and the economy.

5. Closing/ Q&As

PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS

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

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

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

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

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

Thursday, December 12, 2024
3:30 PM

https://us02web.zoom.us/meeting/register/tZUscuCpqTMoEtU3Yw65lrwo5uunArt6Gljj#/registration

AGENDA

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

PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS

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

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

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

APPENDIX 2: CITY OF LOS ANGELES LOCAL PLAN PUBLIC COMMENT

SUMMARY

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

BACKGROUND

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

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

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

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

APPENDIX 3: City of Los Angeles WDB Signature Page

Appendix 4:
AdvantAGE LA Strategic Plan

AdvantAGE LA:

A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA



2024

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ACKNOWLEDGMENTS

Thank you to all of the people who dedicated time and resources to the creation of this plan. This plan is an amalgamation of hundreds of conversations, hundreds of Older Adults' perspectives, and dozens of hours of working group sessions. Thank you to everyone who provided your time and valuable insights to the research team at Cause IMPACTS. We especially want to thank all of the Older Adults who took the survey, participated in a focus group, or shared your personal experiences. We hope this plan carries the intention of your words and the strength of your collective experiences.



Carolyn Hull
General Manager
Economic and Workforce
Development Department

Dear Angelenos,

It is my pleasure to introduce this plan to support Older Workers. The plan represents a significant effort that the Economic and Workforce Development Department has undertaken to proactively address one of our eight key strategic initiatives: increase employment opportunities for Older Adults—55 years and older—by creating systems that promote training and employment.

Enclosed you will find a comprehensive report outlining the need for such a plan and detailed strategies for hiring, retaining, and advancing Older Workers across the Los Angeles region. As the landscape of our labor market and workforce continues to evolve, there is an economic and social imperative for our workforce system to embrace the valuable contributions of workers of all ages. At the heart of this effort is a commitment to equity by ensuring Older Adults 55+ have access to meaningful workforce opportunities and the necessary resources to thrive in the workplace.

Over the past 8 months, our department has worked diligently to develop actionable recommendations in collaboration with key stakeholders including Older Workers, City and County departments, community-based organizations, work group members, education and training partners, and our consultants from Cause IMPACTS. Collectively, we can not only harness the wealth of experience and skills possessed by Older Adults 55+ but also foster a more diverse, inclusive, and resilient workforce that is better equipped to meet the demands of our rapidly evolving economy.

We believe that by implementing these measures, the workforce system in Los Angeles will serve as a leader and pioneer in meeting the needs of vulnerable populations. I invite you to review the enclosed plan and welcome the opportunity to explore how we can collaborate to advance our strategic priorities so that all residents of Los Angeles can thrive.

Sincerely,

Carolyn M. Hull

Carolyn Hull



Patricia Pérez
Vice Chair of Economic and Workforce Development Department Board and State President Emeritus
AARP California



David Crippens
Executive Committee Member Workforce Development Department and Chair
of the Youth Council

Dear Angelenos,

We are excited to unveil this plan to you! In an era characterized by rapid change and evolving job markets, the marginalization of Older Workers frequently sidelines individuals who possess invaluable experience and expertise. Ageism stands as a significant barrier to workplace diversity, equity, and inclusion, undermining the principles of equality and fairness while also stifling innovation and economic growth. The AdvantAGE LA plan emphasizes the urgent need to rectify this situation by acknowledging and actively supporting the inclusion and advancement of Older Workers in our workplaces. To build a more resilient, innovative, and sustainable economy for our region, we must challenge ageist attitudes and practices and embrace the valuable contributions of Older Workers.

With a shrinking pool of skilled workers, businesses cannot afford to overlook the wealth of skills Older Employees possess. By tapping into this vast talent pool, companies can mitigate skills shortages, reduce recruitment costs, and bolster their competitive advantage in an increasingly globalized economy.

Fostering a culture of inclusivity and mutual respect within workplaces benefits everyone. By bridging the gap between generations, we create a vibrant ecosystem where individuals of all ages can learn from one another, contribute meaningfully, and collectively drive progress toward a brighter future for Los Angeles. Organizations that value employees of all ages cultivate environments where individuals are empowered and the experience of Older Workers can support problem-solving, provide mentorship, enrich workplace dynamics and spark creativity across generations.

AdvantAGE LA offers actionable recommendations for employers to capitalize on these opportunities, facilitating upskilling, reskilling, and the exploration of new career pathways for employees of all ages. By investing in Older Workers' continued growth and development, businesses can retain valuable institutional knowledge and expertise while fostering a culture of lifelong learning for employees of all ages.

AdvantAGE LA also provides recommendations for municipalities, service providers, community-based organizations, and education and training providers that are needed to support Older Workers. By fostering age-inclusive workplaces and investing in the growth and development of employees across all stages of their careers, we can unlock the full potential of our workforce.

This plan represents a bold step by the City of Los Angeles to recognize that age is not a liability but an asset, not a weakness but a strength, not a state of being but a state of mind. Following this roadmap, Los Angeles can become a region in which everyone thrives.

Sincerely,

Patricia Pérez and David Crippens

II. EXECUTIVE SUMMARY

About the Report

This AdvantAGE LA Plan provides a comprehensive blueprint to support the employment, retention, and advancement of Older Workers across Los Angeles. The City of Los Angeles is experiencing a significant demographic shift as more Older Adults remain active in the workforce than in previous generations. Unfortunately, Older Workers face ageism and systemic barriers that hinder their ability to advance in their careers, fully participate in the workforce, and secure meaningful employment. This in turn negatively impacts the economy, businesses, workers, and the City as a whole.

The AdvantAGE LA Plan includes data and recommendations concerning:

- the demographics of Older Workers in LA City and County;
- the needs and challenges Older Workers;
- the economic need for an Older Worker strategy;
- best practices and model programs in employing, retaining, and advancing Older Workers;
- how the City of LA's current workforce programs serve Older Workers;
- labor market analysis and industry and employment opportunities for Older Workers; and
- three-year goals and recommendations for employing, retaining, and advancing Older Workers.

How to Use This Report

This report is designed for use by policy makers, employers, agency leads, community-based organizations, and Older Workers themselves to provide a comprehensive understanding of the issues and to explore potential solutions. For example, workforce service providers may want to refer to Section IX to grasp the current strengths and challenges in serving Older Workers. Education and training providers may want to review Section XI.D to better understand which industries and occupations are promising for training development. Employers may want to consult Section VII.B to understand best practices for supporting Older Workers.

Above all, this report should be a catalyst for enhanced collaboration. The data and recommendations herein can be used to advocate for the rights of Older Workers, to apply for grant funding, to provide a baseline for measuring improvement, and to develop new and improved programs.



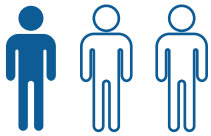
Need for An Older Worker Plan

The City of Los Angeles is undergoing a profound demographic transformation characterized by a growing population of Older Adults who are remaining active in the workforce longer than any previous generation. Over the past 5 years, Los Angeles has experienced population decline in every age group under 50, yet the number of Older Adults is increasing faster than any other age group.[1] Further, people older than traditional retirement age are the fastest growing segment of the labor force nationwide.

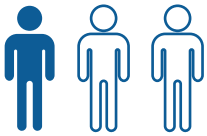
At the same time, employers are facing historic labor shortages and are struggling to find skilled labor. This shift presents a unique **opportunity**, as Older Workers constitute a critical pool of talent that can be leveraged to address the workforce needs of local employers and bolster the local economy.

The City faces an imperative to recognize, harness, and empower one of its most valuable yet often overlooked demographic groups–Older Workers.

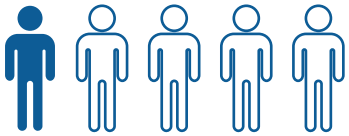
There are almost 1 million Older Adults 55+ in the City of Los Angeles (966,295).[2]



1 in 3 Adults
in LA is 55+
(31% of adults 18+).



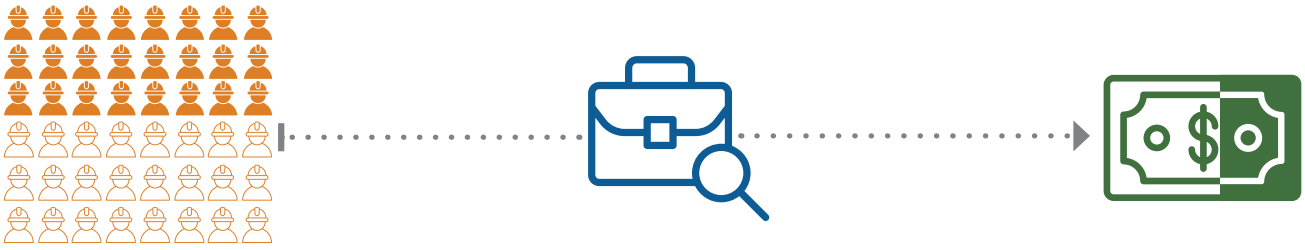
1 in 4 People
in LA is 55+
(Older Adults are 25% of the City's total population, all ages).



1 in 5 Workers
in LA is 55+
(Older Workers already represent 20% of the region's workforce).

When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large. Older Adults bring extensive life and work experience to teams and help boost the productivity and retention among all workers.[3] Older Workers are also proven to be more reliable and have longer tenure than younger workers, often staying with an employer more than twice as long as younger employees.[4]

Yet despite their invaluable wealth of knowledge, skills, and experience, Older Workers encounter overt ageism and systemic barriers that hinder their ability to secure meaningful employment, advance in their careers, and fully participate in the workforce.



Over 50% of workers over the age of 50 have experienced involuntary job separation.[5]

After separations, Older Workers are substantially **less likely to find new work** compared to people under 55.

Older Workers who find work typically **make 23–41% less** than they did in previous roles.[6]

Moreover, workforce barriers disproportionately impact already disadvantaged groups, perpetuating long-standing inequalities based on age, race, gender, ability, and education. These disparities contribute greatly to the growing numbers of Older Adults experiencing housing insecurity. Thirty-two percent of chronically homeless individuals in LA County are 55+, and 60% of unsheltered people 55+ said their homelessness was due to unemployment or financial reasons. [7,8]

Current Workforce System Underserves Older Adults

The current workforce system also contributes to existing inequities by underserving the Older Adult population and often placing Older Adults 55+ into age-defined and age-biased opportunities and programs rather than placing them based on their experience and skills. For example,

- Older Adults make up 17% of the City's unemployed population; however, only 15% of those enrolled in WorkSource Centers (WSCs) are 55+. When looking at all individuals enrolled in WorkSource and YouthSource Centers together, only 13% of those enrolled in the City's workforce system are Older Adults.
- Only 10% of Employment Training Panel (ETP) dollars go toward training adults aged 55+ across the state.
- Only 5% of job placements and 11% of training enrollments made are for Older Adults 55+.

Current Challenges in How Workforce Programs Are Provided

Older Workers face a variety of challenges, including gaps in services, with the types of services provided. There are also challenges in how programs are provided to Older Workers.

Gaps in services for Older Workers:

- Some programs are designed to address the needs of Older Workers, but these programs lack the capacity to accommodate the significant demand for such services.
- Lack of employer partners and direct placement sites that are willing to hire Older Workers.
- Lack of digital literacy programs.
- Programs lack wraparound support needed to find and retain employment.

Challenges with the types of services provided to Older Workers:

- While many programs serve Older Workers, few are specifically targeted or designed for them.
- Programs focus on placing people into full-time employment (FTE) versus flexible, part-time options.
- Older Adults are often overlooked for upskilling and training opportunities. Structured on-the-job training programs designed specifically for Older Workers, such as returnships and apprenticeships, remain largely unexplored.
- Programs do not navigate the benefits cliff or help clients understand retirement benefits limitations.

Challenges in how programs and services are provided to Older Workers:

- Lack of collaboration across Older Adult–serving departments and organizations.
- WSC staff do not have adequate training to support Older Adults.
- Restrictive enrollment and eligibility requirements prevent program participation.
- Workforce programs are not marketed successfully to Older Adults or are difficult to access.
- Programs are not designed to assess an individual's current skills or to help people transfer their skills.
- Most programs that do exist have not been rigorously monitored or evaluated over time.

Despite the fact that Older Workers face unique challenges to finding, retaining, and advancing in the workforce, no major U.S. city has developed a dedicated workforce strategy specific to this group. This plan represents an opportunity for the City to lead the national conversation about the aging workforce by developing a regional workforce strategy tailored to the needs of Older Workers and, in turn, setting a precedent for other municipalities across the country.



Supporting a multigenerational workforce will:



Strengthen the economy.
Strengthen the LA region's economy and bolster local businesses by creating a larger and more skilled labor force.



Support Older Workers.
Enable Older Adults—especially women, people of color, and others from diverse backgrounds who face compounding barriers to opportunity—to achieve financial self-sufficiency and economic mobility.



Strengthen the City.
Advance the City's equity goals to give way to a more diverse, inclusive, and equitable society where all Angelenos—regardless of age—can not only meet their basic needs but truly thrive.

The Plan
This plan was developed based on the robust input and perspectives of a diverse cross-section of Older Adults, community leaders, agency staff, subject matter experts, and existing programs. The plan outlines five overarching goals, related strategies, and detailed tactics to support implementation. Further, the plan includes core metrics that can be used to evaluate the success of implementation and enable accountability in the growth of workforce services for Older Adults.



Overall Vision
Los Angeles recognizes the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality in the region.

Values Employed During the Plan's Creation

- **Strengths-based:** Ensure that focus is placed on the strengths of this population—dependability, breadth of experience, diverse knowledge base, etc.
- **Inclusion and representation:** Ensure that Older Workers themselves are included in the planning and ideation along with Older Worker–serving organizations.
- **Intersectionality:** Continuously address the intersectionality of aging with other identities. Ensure the needs of populations that are historically marginalized or who have unique needs are included and that recommendations are developed to address their unique needs.
- **Collaboration:** Include and align with the work of partner organizations and agencies to ensure that solutions are not siloed and address systemic challenges.
- **Sustainability and efficiency:** Build on existing programs and resources to ensure sustainability and cost-reasonableness of eventual recommendations.
- **Equity:** Deconstruct stereotypes and call out implicit bias to create the conditions for change. For example, older individuals caring for a spouse are no different than young parents caring for a child.
- **Accountability:** Ensure data and metrics can be used to measure progress and hold parties accountable.
- **Celebrate experience and value individual needs:** Older Adults have a lifetime of experience. They cannot and should not be treated in a uniform way. They need and deserve individualized care.

Goals and Strategies

GOAL 1: Improve Older Worker access to workforce support and success outcomes

GOAL 2: Increase the number of age-inclusive employers

GOAL 3: Establish the City as an age-inclusive employer

GOAL 4: Improve the responsiveness of the workforce system to Older Adults' needs

GOAL 5: Provide in-demand training and career advancement pathways

GOAL 1: Increase the number of 55+ adults enrolled with successful outcomes across the workforce system

The current workforce system is underserving Older Adults 55+. The City must improve Older Adults' knowledge of the system, access to the system, and the success of Older Adults that the system serves.

A. Strategically market workforce programs and education and training offerings to Older Adults.
B. Co-locate workforce services at sites that serve Older Adults.
C. Develop job placement support and program funding to support Older Adults who do not currently qualify for workforce programs due to income eligibility.
D. Create and implement local performance measures for Older Workers in the WSC system.
E. Improve coordination and collaboration across Older Adult–serving systems and programs.
F. Develop programs that are designed specifically to meet the needs of Older Workers.

GOAL 2: Increase the number of employers who employ, retain, and advance Older Workers

Too often, Older Adults are job ready, but employers are not ready to hire due to ageism and bias. Engaging and enlisting employers in this initiative is an essential element of every part of this plan.

A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces.
B. Establish formal partnerships with employers and industries who commit to hiring Older Workers.
C. Connect WSCs, AJCCs, and workforce services providers to age-inclusive employers.



GOAL 3: Advance the City's efforts to be a more age-inclusive* workplace by developing employment, retention, and advancement opportunities for Older Workers

The City is one of the largest employers in the Los Angeles region and needs to lead as an employer who employs, advances, retains, and values the contributions of Older Workers.

A. Create flexible job options that encourage succession planning and employee retention.
B. Create more career pathways for Older Workers into well-paid City employment.
C. Upskill existing City employees and develop career pathways into in-demand positions for those who need additional training to advance.
D. Implement and enforce age-inclusive workplace, managing, and hiring practices.
E. Embed cogenerational opportunities and programs across the City.

GOAL 4: Ensure workforce services are responsive to the unique needs and preferences of Older Workers and are provided in a culturally competent manner

The workforce system must deliver culturally competent services tailored to the specific needs and preferences of Older Workers.

A. Build staff capacity to serve Older Adults.
B. Provide culturally competent services for Older Workers.
C. Develop and implement clear layoff aversion (rapid response) protocols, processes, and supports to respond to the needs of Older Adults who experience layoffs.
D. Help Older Workers apply for every available benefit and provide wraparound supports.

GOAL 5: Create and provide in-demand training, upskilling, and earn-and-learn opportunities to enhance career success for Older Workers

Many Older Workers need education and training to get a job or retain their current job. The region must collaborate to develop relevant in-demand training and provide them in a manner that is accessible to Older Workers.

A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers.
B. Develop programs and referrals to programs that teach Older Adults how to enter the gig economy and become solopreneurs.
C. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market.
D. Collaborate with the LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize the training, upskilling, and reskilling of Older Workers.
E. Connect training programs directly to employers for direct placement to combat ageism in the interview process.

Opportunity Industries for Older Workers

This plan calls out four specific industries that provide significant opportunities for Older Workers.

- **Healthcare and Social Assistance**
- **Education**
- **Hospitality, Tourism, and Leisure**
- **Customer Service**

Implementation Recommendations

Implementation recommendations are included to ensure systems are in place to implement this plan and hold the City accountable for achieving the goals.

1. **Create a collaborative entity to establish and track all recommendations.** The group will be collectively responsible for implementing the goals in this plan, tracking success, and holding the City accountable for advancing the goals.
2. **Allocate dedicated City staff** and resources to manage and, in some cases, implement the recommendations in the plan.
3. **Collect and use data** about Older Workers to make decisions about resource allocation and programs to ensure Older Adults are being equitably and adequately served.
4. **Embed Older Adult recommendations** herein in other department and agency strategic plans, budgets, and priorities.
5. **Collaborate regionally** to advocate for policy changes that will support Older Workers.

> ***"When everyone is responsible, no one is accountable. Aging affects everyone, so we need to bring people together across the City and County who do not usually talk about aging."***
>
> -Patricia Pérez, WDB Board Secretary and State President Emeritus, AARP California

This report serves as a call to action to everyone who serves anyone who is aging to recognize the economic, social, and moral imperative of supporting Older Workers in Los Angeles. By embracing this imperative and proactively addressing the unique challenges and opportunities faced by Older Workers, the City can not only foster a more inclusive and equitable workforce but also unleash the full potential of its aging population, thus driving innovation, productivity, and prosperity for generations to come.



III. METHODOLOGY

This report was developed in collaboration with partners across the City of Los Angeles using a variety of quantitative and qualitative methodologies. The diverse methods used reflect the City's commitment to comprehensively exploring the needs of Older Workers and the myriad of factors influencing workforce dynamics.

Literature Review and Best Practice Research. Conducted a comprehensive literature review to understand appropriate background context, existing programs for Older Workers, and research including academic research, notable Los Angeles reports, and past strategic plans. Reviewed national best practices and model programs in employing, retaining, upskilling, and supporting Older Workers.

Baseline Demographic Data Collection and Analysis of the State of Older Workers in LA County. Gathered demographic data from the U.S. Census Bureau, IPUMS, and other sources to capture the current demographic makeup of Older Adults and Older Workers at the City, County, and State levels.

Stakeholder Interviews. Conducted over 60 interviews with workforce service providers and nonprofit organizations, City and County staff, elected officials, subject matter experts, employers, and education and training providers.

Focus Groups with Workforce Service Providers. Conducted four focus groups with LA City workforce contractors and other workforce providers that serve Older Workers. These included 1) WSC staff, 2) staff from the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) contractors who serve Older Adults, 3) the Los Angeles Regional Reentry Partnership (LARRP) employment committee, and 4) Chrysalis Employment Specialists. These sessions aimed to identify common trends, challenges, and needs across various groups.

Focus Groups with Older Adults. With the support of Chrysalis and the LA LGBT Center, conducted four in-person focus groups across the City with Older Workers. Two sessions were held in English and two in Spanish. These sessions aimed to create a comfortable environment for open dialogue, listening to participants' needs, and identifying potential barriers to employment. Participants received a stipend of $50 for participating and sharing their insights.

Older Worker Survey. Launched an online survey to gather more information about the experiences, employment needs, current status, desires, and challenges faced by Older Adults across LA County. The survey was distributed virtually via email and social media by numerous organizations. 394 qualifying responses from individuals aged 55+ were received.

Cross-Sector Working Group. Convened a cross-sector collaborative of Older Worker–serving City department staff, County agency staff, nonprofit organizations, subject matter experts, and advocacy organizations. The collaborative met 6 times over 7 months and supported the research, partner outreach, identification of challenges and goals, and vetting of recommendations. 30 people, many of whom are Older Workers themselves, regularly participated in the working group.

Labor Market Data Analysis. Assessed local labor market indicators for LA City and County to understand the employment landscape, industry trends, skills gaps, and possible opportunity areas for Older Workers. Labor market data was pulled from a combination of sources, including the LAEDC's 2024 Economic Forecast, Lightcast, American Community Survey (ACS), and the Bureau of Labor Statistics (BLS). Demographics were examined alongside key occupation and skill sets for the metropolitan statistical area and for LA County.

Analysis of WSC Performance Data. Assessed the Economic and Workforce Development Department (EWDD) WSC performance data over 3 years (2021–2023) using FutureWorks BI, a data analytics platform used by the EWDD. A wide variety of variables were assessed at the client and WSC levels, including client demographics, location, Workforce Innovation and Opportunity Act (WIOA) enrollment, exit and withdrawal percentages, employment statistics, training receipt, and credential attainment. These variables were cross tabulated to help illustrate any key service differences between groups and differences in employment by industry compared to important industries within the region overall.

TERMINOLOGY

Definitions

- **Older Workers/Older Adults:** Adults who are aged 55 and above.
- **Age-Inclusive:** Fostering a culture of age diversity and inclusion that celebrates the contributions of all workers and eliminates age-related biases and stereotypes.

Acronyms:

- **ACS:** American Community Survey
- **AD:** LA County Aging and Disabilities Department
- **AJCC:** America's Job Center of California
- **BLS:** Bureau of Labor Statistics
- **BRIDGE:** The Bridge to Jobs Program
- **CAFE:** Certified Age Friendly Employer
- **CalAIM:** The California Advancing and Innovating Medi-Cal program
- **CalMHSA:** California Mental Health Services Authority
- **CalSTRS:** California State Teachers' Retirement System
- **CTE:** Career Technical Education
- **DACE:** Division of Adult and Career Education
- **DOA:** Department of Aging
- **DOR:** Department of Rehabilitation
- **ECEPTS:** Early Care and Education Pathways to Success
- **ECE-SAP:** Early Childhood Education Student Advancement Program
- **ESL:** English as a Second Language
- **ETP:** Employment Training Panel
- **EWDD:** Economic and Workforce Development Department
- **FTE:** Full Time Employment
- **HACLA:** Housing Authority of the City of Los Angeles
- **IET:** Integrated Education and Training
- **LACCD:** Los Angeles Community College District
- **LAEDC:** Los Angeles County Economic Development Corporation
- **LARAEC:** Los Angeles Regional Adult Education Consortium
- **LA:RISE:** The Los Angeles Regional Initiative for Social Enterprise
- **LAPL:** Los Angeles Public Library
- **LARC:** Los Angeles Regional Consortium
- **LARRP:** Los Angeles Regional Reentry Partnership
- **LAUSD:** Los Angeles Unified School District
- **LAWA:** Los Angeles World Airports
- **MPA:** California State Master Plan for Aging
- **OAA:** Older Americans Act
- **OJT:** On-the-Job Training
- **OWEP:** Older Worker Employment Program
- **PALA:** Purposeful Aging Los Angeles Initiative
- **SCSEP:** Senior Community Service Employment Program
- **TLH:** Targeted Local Hire
- **TK:** Transitional Kindergarten
- **WDB:** Workforce Development Board
- **WSC:** WorkSource Center
- **WIOA:** Workforce Innovation and Opportunity Act

"They believed that because of my age I couldn't do the job."

-Older Adult survey respondent

IV. WHO ARE OLDER WORKERS

Demographics of Older Workers in Los Angeles[9]

Accounting for 25% of the city's total population and 20% of current workers, Older Adults already constitute a significant portion of the LA City population and workforce. Over the coming years, the significance of this group will continue to grow.[10] Older Adults are also overrepresented among diverse and historically underserved groups. These intersectional identities shape the experiences of Older Workers, creating unique and compounding barriers to opportunity. By investing in Older Workers, LA City and County also advance equity and economic mobility for key vulnerable groups in the city. All values below are for the LA City, unless specified.

In the the City of LA:

1 Million
Older Adults

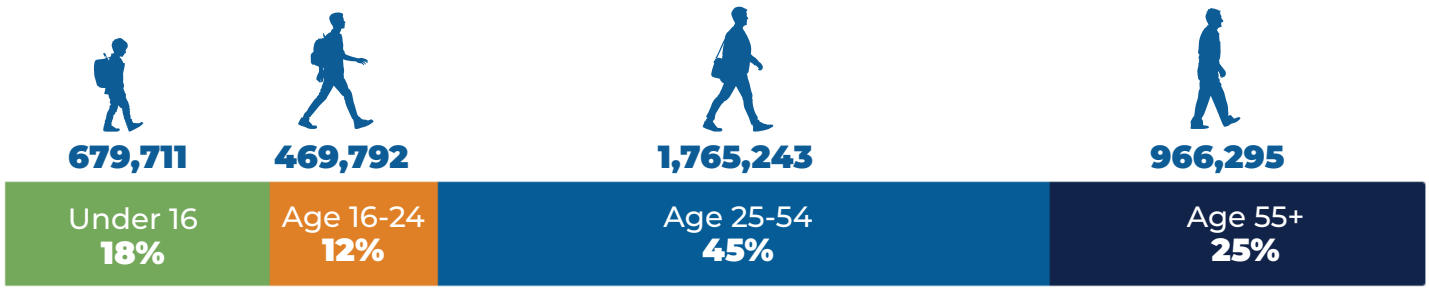
1 in 3
Adults are +55

1 in 4
People are +55

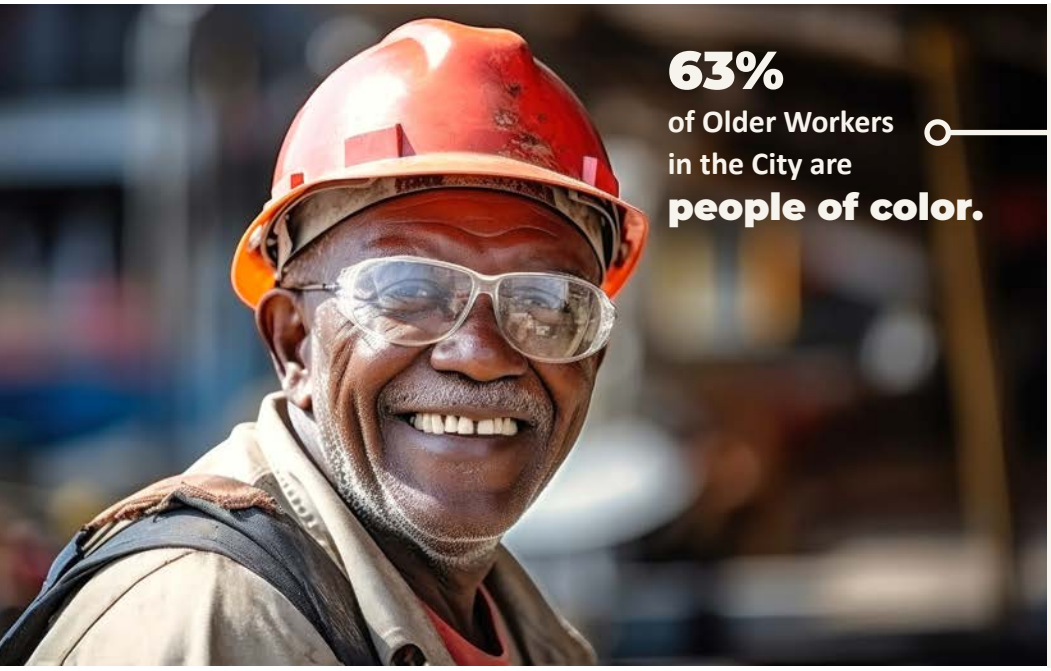
72%
Older Workers are under 65
(65 is traditional retirement age)

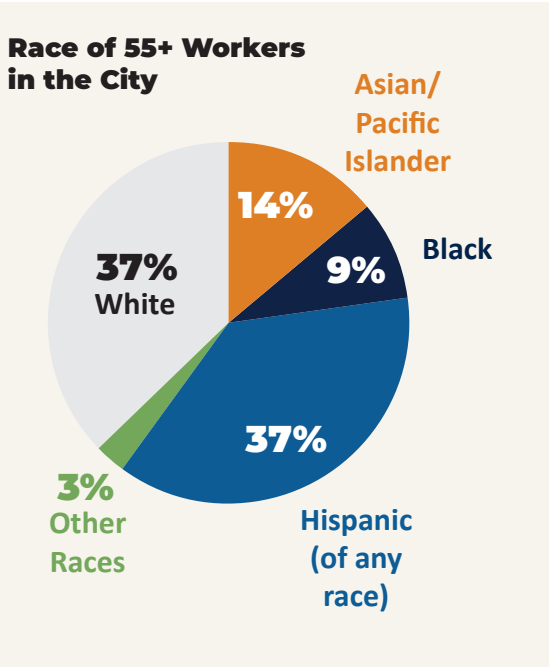
92%
Older Workers are under 75

Age Distribution in the the City of LA:



Race and Ethnicity





Gender[11]

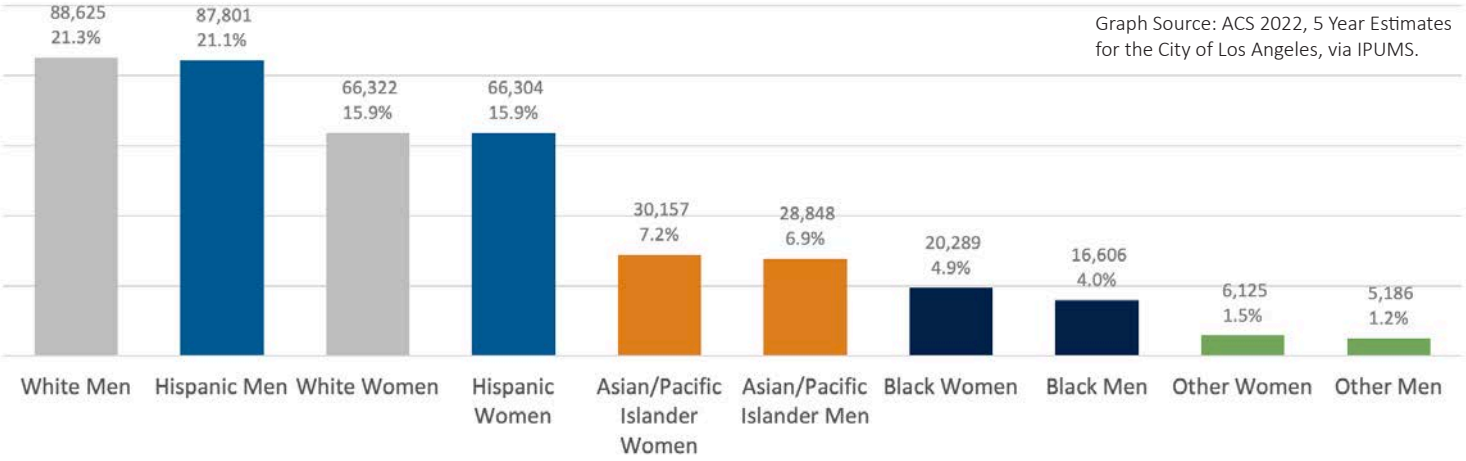
There are more Older Workers who are men than women. However, the Older Adult population in general has more women than men. Additionally, higher life expectancies for women mean the share of Older Adult women increases with age.[12]

55%
Older Workers are **Men**

45%
Older Workers are **Women**

79% of Older Workers are **people of color or women.**

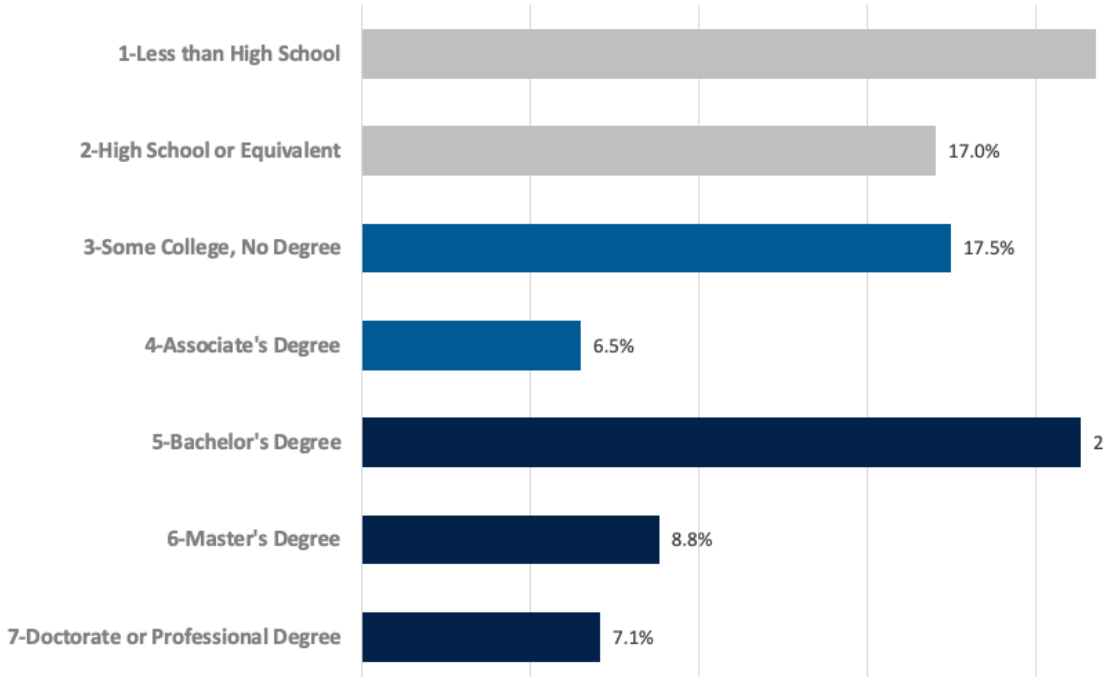
Gender and Race of Older Workers, City of Los Angeles



Graph Source: ACS 2022, 5 Year Estimates for the City of Los Angeles, via IPUMS.

Education

Older Workers' Level of Education, City of Los Angeles



37%
of Older Workers have a **bachelor's degree or higher,**
on par with the younger workers (39%)[13] in the City.

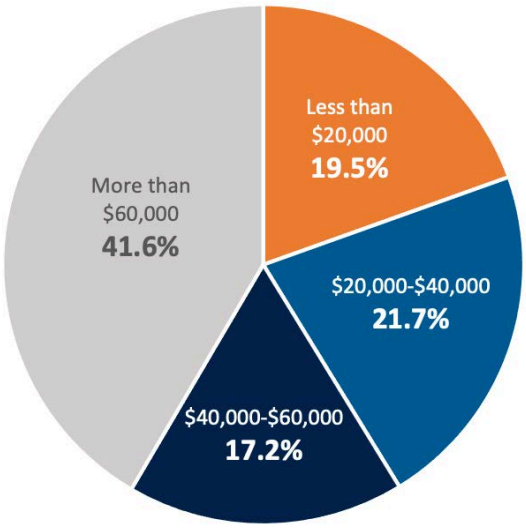
Income and Poverty

Only 42% of full-time Older Workers in LA City **earn a living wage.**

Using MIT's Living Wage Calculator tool, we define a living wage for the Los Angeles region as $60,000 or more per year.[14]

16% of Older Adults in LA City—about 152,000 individuals—currently live **below the poverty line.**[15]

Wages Earned by Older Workers
City of LA (full-time only)



Subpopulations

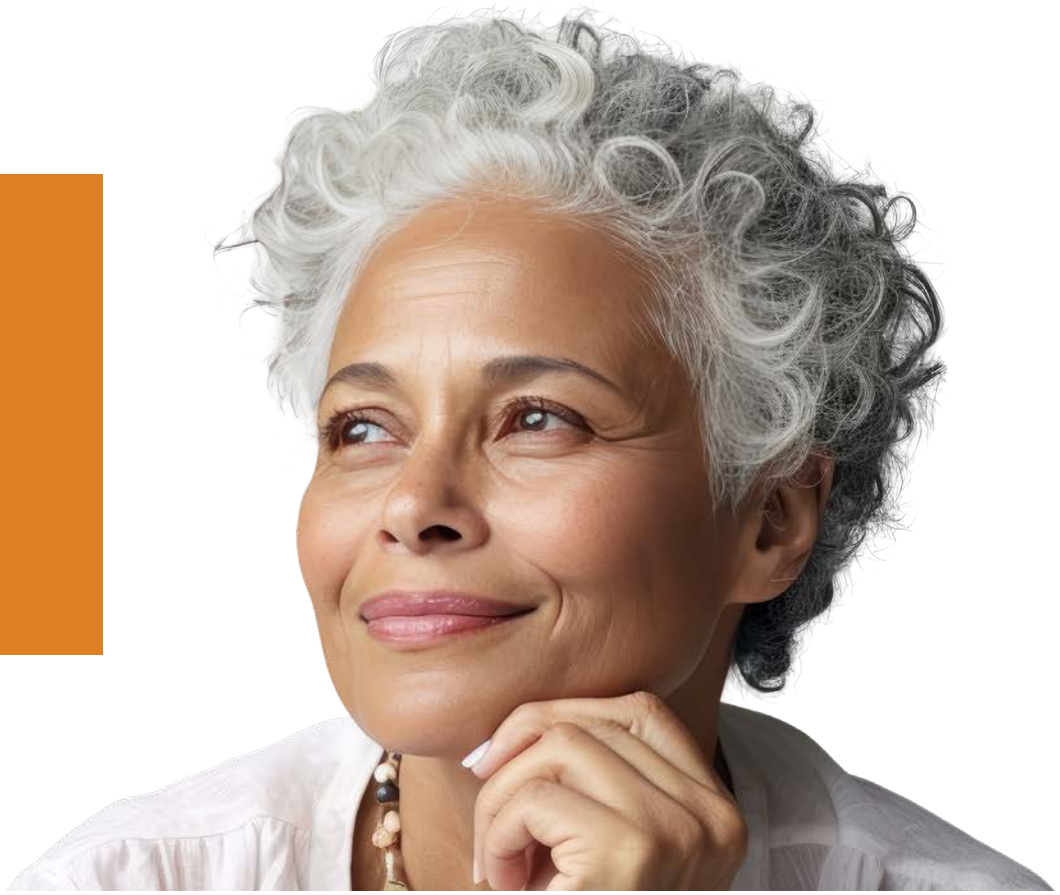
27%
LGBTQ adults are 50+ years old[16]

67%
Veterans are 55+
(48,627 of 73,065 total)[17]

38%
Immigrants/Foreign-born Residents are 55+
(530,592 of 1,395,920 total)[18]

"I am not useless. I am not a liability. If anything, I am a resource."

-Older Adult focus group participant



V. NEED FOR AN OLDER WORKER STRATEGY

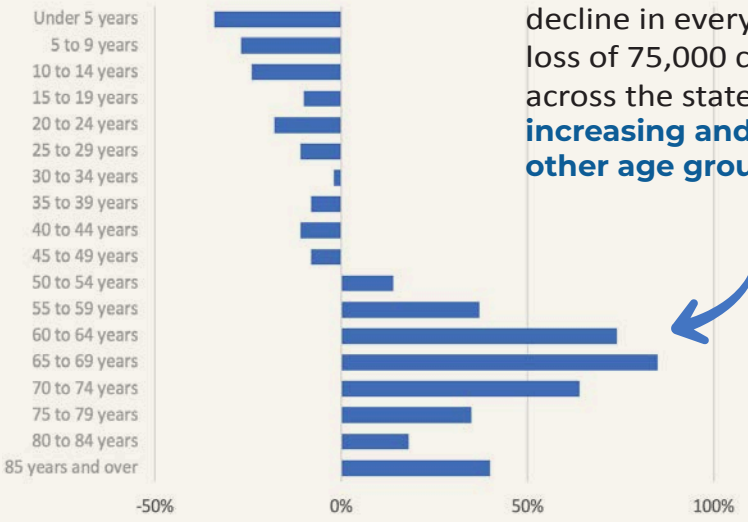
When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large. This section outlines the need for an Older Worker strategy and what the City stands to gain or lose if it does not take action now to support Older Workers. Supporting Older Workers will create undeniable impacts for the local economy, employers, and Older Adults themselves while also advancing equity, inclusion, and prosperity for the City at large.

A. ECONOMIC NEED FOR OLDER WORKERS

As demographics shift and the population continues to rapidly age, failure to effectively engage Older Adults in the labor force will have huge economic implications for the Los Angeles region. Older Workers represent an important pool of talent for local employers, and their earnings cycle back into the economy through consumer spending and tax revenues. The economic contributions of Older Workers benefit everyone, bolstering and strengthening the local economy.

A Rapidly Aging Population

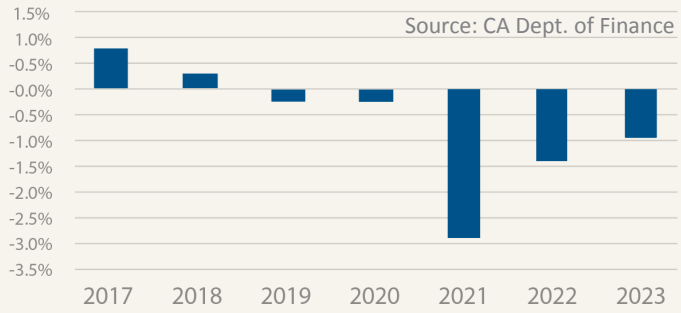
Percent Change in Age Groups Between 2003-2023 in LA County[19]



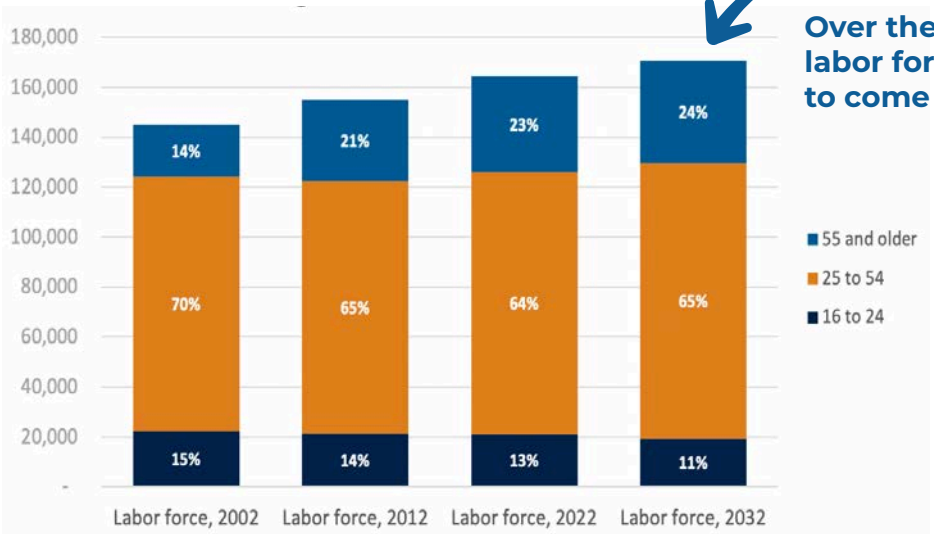
Source: LA EDC

Over the past 5 years, Los Angeles has experienced population decline in every age group under 50, including an unprecedented loss of 75,000 college graduates and high-earning professionals across the state. However, **the number of Older Adults is increasing and is projected to continue growing faster than any other age group.**[20]

Year-over-year Percent Change in Population City of Los Angeles



Age Distribution of US Labor Force



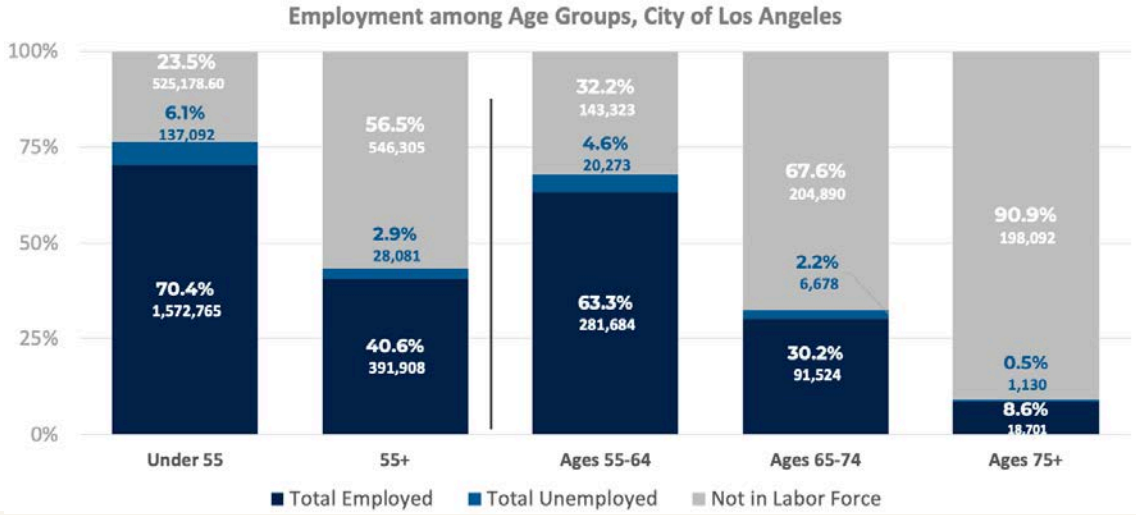
Over the next decade, 42% of labor force growth is projected to come from 55+ workers.[21]

Older Adults already represent a significant part of the local labor force and represent a critical pool of talent to meet future workforce needs.

Over the past 20 years, growth in the national labor force has been driven by the 55+ population.[22]

1 in 5 Workers in Los Angeles is 55+

419,990 Older Workers in LA City today[23]



Older Adults Are Working Longer and Delaying Retirement

Nationwide, just **45% of 65-year-olds (the traditional retirement age) are retired** compared with 58% in 2000.[24] Older Workers are staying in the workforce longer, and fewer Older Workers are transitioning directly from full-time work to full-time retirement. Many workers transition to part-time positions with their current employers or new ones, while others become self-employed.

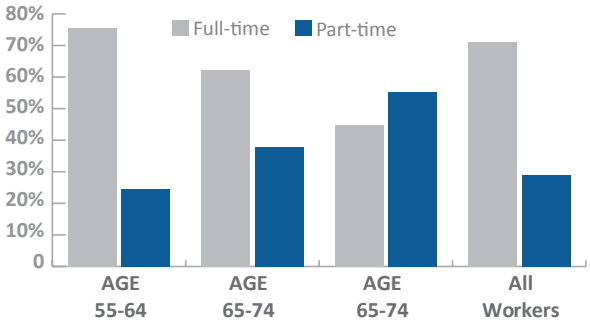
#1 fastest-growing labor force segment nationwide is people beyond traditional retirement age.[25]

57% of nonretirees 50+ expect to work into retirement for financial reasons.[26]

29% of retirees 50+ are already working into retirement for financial reasons or expect that they will have to.[27]

Older Workers Often Desire Part-Time Work

In LA City, 71% of Older Workers work full time (35+ hours a week),[28] **while 29% work part time;** there is a noteworthy increase in the proportion of workers in part-time roles with age.[29]



Unemployment



17% of unemployed people in LA are 55+

This equates to **28,000 Older Adults in LA City** or over 64,000 across all of LA County who want to work but cannot find a job.[30]

Older Workers are much more likely to experience long-term unemployment (longer than 6 months) and chronic unemployment (longer than 12 months) than younger workers.[31] While a higher proportion of workers under 55 are unemployed, they quickly rotate in and out of unemployment. However, when Older Workers experience unemployment, it is **more likely to persist for longer.**

**Official unemployment data likely underestimates the true extent of unemployment because those who are not actively searching for jobs are not counted.*

Older Adults Are Essential Economic Contributors

Failure to address age discrimination and other barriers facing Older Workers could **cost the U.S. economy $4 trillion** by 2050 through reduced labor supply, decreased productivity, and lost wages.[32]

On the flipside, ensuring that Older Adults can meaningfully engage in the workforce and access high-quality employment **can raise GDP per capita by 19% over the next 3 decades.**[33]

B. WHY EMPLOYERS NEED OLDER WORKERS

Employers across Los Angeles and the nation at large are facing historic labor shortages and feeling the strain of a tight labor market.[34] Older Adults represent a critical pool of talent that can be leveraged to address the workforce needs of local employers and bolster the local economy.



Labor Shortages and Skills Gaps

75% of U.S. businesses are experiencing **labor shortages.**[35]

Job vacancies currently outnumber the number of people actually seeking work. In California, there are only **92 workers for every 100 open jobs.**[36]

Older Workers Can Fill the Gaps

28,081 unemployed Older Workers in LA City.[37]
64,128 unemployed Older Workers in LA County.[38]

There are a significant number of Older Adults who want to work but cannot find jobs. There are additional Older Adults who are not in the workforce at all but may want to be.

More than half (57%) of Older Adults in LA City are not currently in the labor force.
In LA City, this includes over 140,000 Older Adults under the traditional retirement age of 65. If this group's participation in the labor force were increased to match participation rates among the under 55 population (67.9% versus 76.5%, respectively), it would add more than 38,000 additional workers to LA's workforce.[39]

While most employers acknowledge the trend of the aging workforce, few have actual policies in place to support Older Workers. The Senate Committee on Aging found that **"while 80 percent of employers say they are supportive of employees who plan to work past the age of 65, only 39% offer flexible scheduling options, and only 31% facilitate processes for moving from full-time to part-time roles."** [40]



"We still want to grow and contribute; we just need support and the opportunity."

-Older Adult focus group participant

STRENGTHS OF HAVING OLDER WORKERS IN THE WORKPLACE

> ***"With age comes experience, and what Older Adults bring is a vast array of lifelong acquired wisdom. That is something that should be valued in every work place."***
>
> **-Older Adult survey respondent**

Older Adults bring extensive life and work experience to teams and help boost the productivity and retention among all workers, young and old. Employers should seek to harness the talents of Older Workers and cultivate inclusive, multigenerational workplaces.

Consistency. Older Workers have less turnover and longer average tenure than younger employees, which results in cost savings for employers. An AARP study found that workers from the Boomer generation's average tenure with an employer was 7 years compared to 3 years for Gen X and 2 years for Millennials.[41]

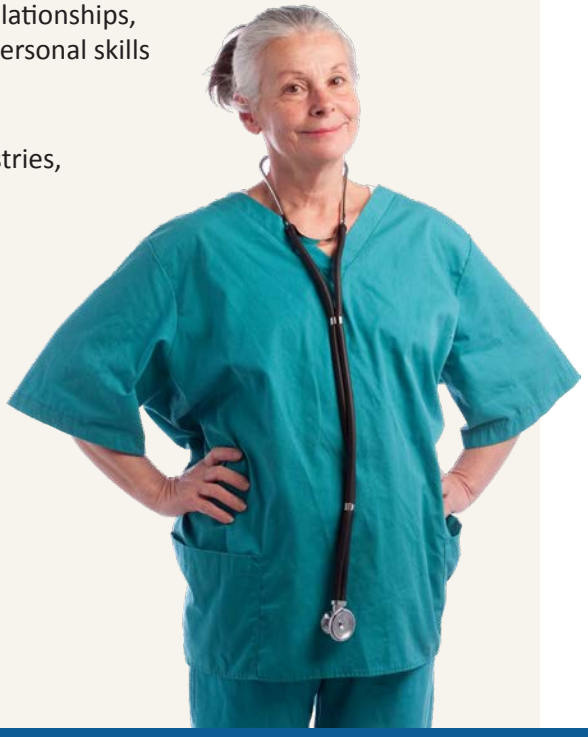
Interpersonal skills. Older Workers have decades of experience building relationships, managing adversity, and resolving conflict. Older Workers have strong interpersonal skills that help create a more cohesive workforce.

Cross-sector experience. Older Workers have experience in multiple industries, careers, and roles.

Institutional knowledge. Older employees have worked longer and hold a wealth of institutional knowledge that increases their ability to work efficiently and solve problems. They are experienced problem solvers who can spend more time implementing solutions.

Team cohesion. Creating an age-diverse workforce is proven to improve team cohesion and overall productivity. Older Workers help develop strong teams through mentoring, leadership, and diversity of thought.

Highly motivated. Older Workers are able and eager to learn. They want to learn about the new skills required to meet the needs of current workforce demands. In some cases, they may need more time for training; however, they are resilient learners who complete the tasks they begin.



Meet Maria Sanchez (70)



I grew up in Zacatecas, Mexico, and moved to the United States when I was 23 years old. When I first arrived in the United States, I worked for a company making airplane parts while studying English and earning my GED. I am a proud mother of five daughters and a grandmother of five grandchildren. I spent most of my career working as an office technician for LAUSD schools where I enjoyed working with parents, teachers, and students. Beyond my official job, I became a confidant and trusted advisor for people who didn't have anyone else to talk to. I loved what I did but was ready to retire at the age of 66. However, after I retired, I still wanted to be productive and help other people. I planned to find part-time jobs to earn extra income in order to have peace of mind with my finances. Unfortunately, I looked for part-time jobs on Google for a long time but couldn't find anything. I didn't know which websites to trust or where to look, and when I called the numbers, I was sent to different places and got no responses.

Even though I am retired, I still want to contribute and be active. I want to move and keep my mind, body, and soul active as long as I can so I can see my grandkids grow up.

C. WHY LA NEEDS AN OLDER WORKER STRATEGY

When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large. Persisting age discrimination prevents Los Angeles from achieving its vision of being a truly equitable and inclusive City for all. The long-term impacts of age discrimination and workforce exclusion are profound, contributing to economic insecurity, poverty, adverse health outcomes, and homelessness among Older Adults, which may result in increased expenditures for City, County, and State human services agencies. As a City and a society, Los Angeles must champion age diversity alongside other forms of Diversity, Equity, Inclusion and Accessibility (DEIA) so that all Angelenos have the resources they need to reach their fullest potential—at any age.

Poverty Disproportionately Impacts Older Adults

According to Justice in Aging, "California is the state with the greatest number of Older Adults living in poverty. By 2030, Older Adults will make up one-quarter of California's population, intensifying the need to invest in the critical programs that support them."[42]

16% of Older Adults in LA City—152,000 individuals—currently live **below the poverty line.**[43]

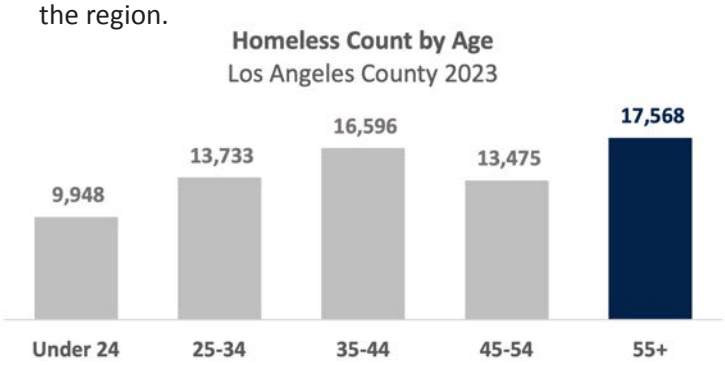
37% of retired Older Adults 65+ in LA County **do not have enough income to meet their basic needs.**[44]

42%, less than half of full-time Older Workers in LA City earn a living wage.[45]

Housing Insecurity

Older Adults represent a significant, growing proportion of the homeless population in LA. Between 2017 and 2020, there was a **20% increase in Older Adult homelessness.**[46]

Alongside ongoing investments into affordable housing, increasing access to high-quality, high-wage work can bolster efforts to alleviate homelessness in the region.



25% of the total homeless population in LA County are 55+ (over 17,000 across the County).[47]

32% of chronically homeless individuals in LA County are 55+ (10,119 of 31,991 total).[48]

"We have the experience but don't get the opportunity."

-Older Adult focus group participant

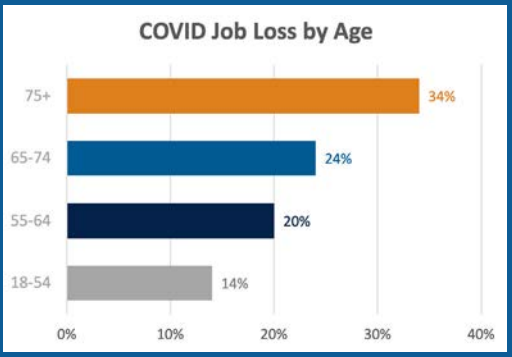


60% of unsheltered people 55+ said their homelessness was due to **unemployment or financial reasons.**[49]

The Pandemic Disproportionately Impacted Older Workers

The COVID-19 pandemic caused the lay off or early retirement of many Older Workers, many of whom were not planning to retire early and are now assessing their lack of sufficient funds.[50]

- The pandemic recession caused **immense job losses for workers 65 and older, Older Workers of color, and Older Workers with minimal education**.
- The job instability and economic insecurity that Older Workers faced during the pandemic and its immediate aftermath pushed many of them into poverty.[51]



Failing to Invest in Older Workers Now May Put an Increased Demand on Public Resources in the Future

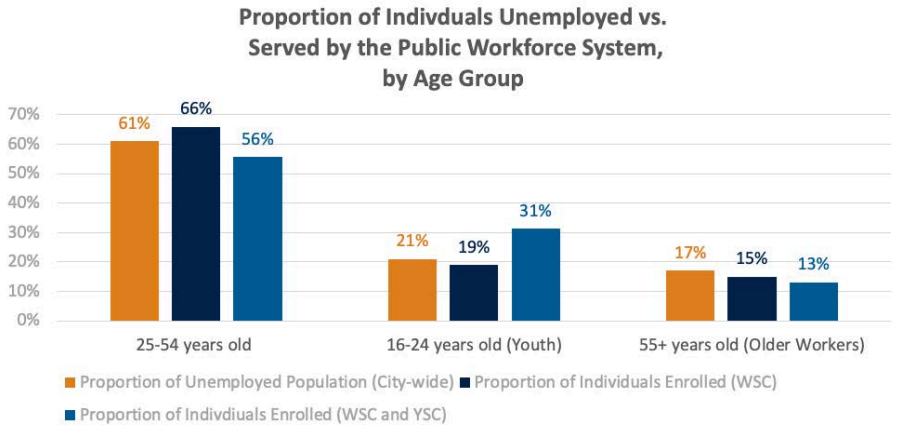
When Older Workers earn lower earnings today, **they have less ability to save for retirement and are at increased risk of poverty and reliance on public assistance in the future** (including emergency healthcare expenditures, housing assistance, and other human services supports).[52] Financial security at older ages also enhances health and reduces the need for public support, resulting in cost savings for the City. Lower earnings today also translate directly to lower Social Security benefits in the future. Having access to more benefit dollars per month could help prevent someone from falling into poverty.

Current Workforce Programs Underserve Older Adults

Older Adults make up 17% of the City's unemployed population; however; only 15% of those enrolled in WSCs are 55+.

Only 3.3% of all apprentices in nationally registered programs between 2008 and 2019 were aged 50 or older.[53]

Only 10% of ETP (Employment Training Panel) dollars go toward training adults aged 55+ across CA.



Younger populations receive more focus and attention from public workforce agencies, but Older Adults account for a larger proportion of the labor force and would also benefit from targeted support services.

- The population of Older Adults who are unemployed in LA County (64,00[54]) outnumbers the population of unemployed Opportunity Youth (45,000[55])—a key population of focus for current WIOA funds and services.
- The overall population of Older Adults in LA's labor force is nearly double that of youth.[56] **Yet youth are currently served at a rate more than double that of Older Workers by local WSCs.**
  - Older Adults **55+ make up 17%** of the City's unemployed population but constitute only **13% of WIOA enrollments** across age groups.
  - Comparatively, youth aged **16–24 account for 21%** of the City's unemployed population but account for **34% of enrollments.**

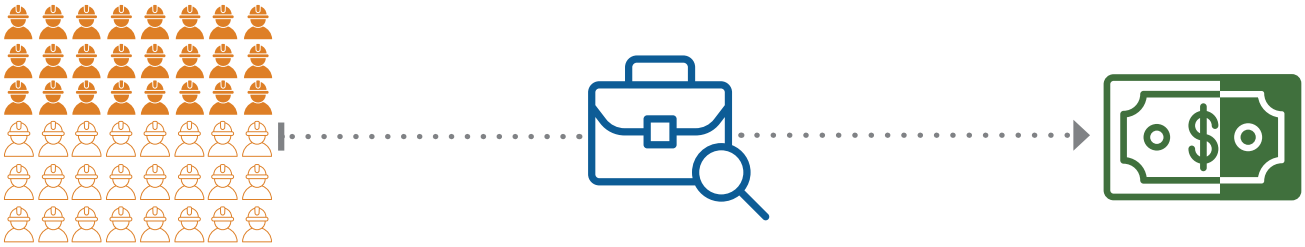
Programs should not be scaled back for youth. Rather, support for Older Workers should be bolstered to address the immense challenges faced by Older Workers.

D. CHALLENGES FACED BY OLDER WORKERS

Many Older Adults need or want to work but face unique challenges that make it more difficult for them to thrive in the workplace. Age discrimination, inadequate training opportunities, working while managing health conditions and disabilities, balancing caregiving responsibilities with work, and preparing financially for retirement are among the main challenges facing an aging workforce. Over time, the inability to access and retain high-quality, high-wage jobs results in many Older Workers being pushed deeper into poverty and economic insecurity or being pushed out of the labor force altogether.

Ageism.

Despite federal prohibitions against it, 78% of Older Workers say they have seen or experienced age discrimination in the workplace (AARP),[57] and 66% of older job seekers cite age discrimination as a challenge to finding work.[58]



Over 50% of workers over the age of 50 have experienced involuntary job separation.[59]

After separations, Older Workers are substantially **less likely to find new work** compared to people under 55.[60]

Older Workers who find work typically **make 23–41% less** than they did in previous roles.[61]

Age discrimination compounds with other forms of discrimination to create greater disadvantage.

Diverse Older Workers, including women and people of color—especially those with lower levels of formal education—are disproportionately impacted by lack of access to workforce opportunities and are more likely to work in low-wage roles.[62]

- Older men of color, especially Black and Hispanic men, are more likely to work in physically demanding roles that pose a threat to their physical health and safety.[63]

Meet Robert Durham (63)



At the height of my career, I was in management at ARCO/BP. For example, in 2011 I was keeping 200 pipeline workers in federal compliance and maintaining BP's intensive educational programs as well as their diversity and inclusion project (DEI). I have a BA degree and was secure in my job. Unfortunately, in 2013 I was laid off. At that time, my dad had ailing health, so I took time off to care for him. When I tried to get back into the workforce, people were offering me temp jobs for $15/hour, which was less than half of what my earning capacity was at BP.

In recent years, I have been forced to take employment that is well below my qualifications in terms of my experience, education, and skills. I apply for jobs but rarely if ever hear from the company, despite my qualifications to do that job. Unfortunately, it seems that taking lower level jobs has also locked me into those lower jobs, and it's hard to climb back.

Last May of 2023, I was laid off of one of these lower level jobs for mysterious reasons. I suspect it was my age, even though I did the job well and had all of the qualifications needed.

"I need a job! And I find that I am in an awkward place in my work life. I am still a bit too young to collect full Social Security benefits, but I am too old to be considered for jobs with a competitive pay scale."

Balancing caregiving responsibilities with work.

Many Older Workers are caregivers for grandchildren, spouses, or other loved ones.

- 1 out of every 4 employees over the age of 50 serves as a family caregiver.[64]
- Women are 5 times more likely than men to have caregiving responsibilities that impact their employment.[65]

1 out of every 4 employees over the age of 50 serves as a family caregiver.

Increased health limitations and disabilities.

Many Older Workers have to navigate doctors appointments and changing healthcare needs as the prevalence of disability increases with age. Older Workers with physical limitations are more limited in the type of employment opportunities available to them.

- **69% (272,285 of 413,869 total) of adults with disabilities** in LA City are 55+.[66]
- **One-third (28%) of the City's Older Adult population and 11% (44,314 individuals) of current Older Workers** are living with a disability. The top three most common types of disabilities among Older Workers are ambulatory difficulty (5.6%), hearing difficulty (3.2%), and vision difficulty (2.2%). All of these disabilities can be overcome with the appropriate accommodations.

69% of adults with disabilities in LA City are 55+.

Skills and knowledge gaps make it challenging to find employment.

Barriers faced by Older Workers are exacerbated by the fact that fewer training and upskilling opportunities tailored to them are currently available.

- Some Older Adults experience **skill and job obsolescence** due to changing technology and automation.
- Older job seekers often have limited knowledge on résumé and interview skills that have changed drastically over time.

Older Adults are provided with fewer training and advancement opportunities.

- **Older Workers are significantly less likely to receive professional development, education, and training opportunities** than younger workers, despite the fact that they can benefit from additional training and skill development to maintain skills.[67]
- One study found that **22% of 65+ employees strongly disagree that their jobs offer good opportunities for career progression.** This is in stark contrast to only 8% of 40–44-year-old employees and 9% of 16–17-year-old employees.[68]

Only 22% of 65+ employees strongly disagree that their jobs offer good opportunities for career progression.

Benefits cliff.

Older Workers struggle to find part-time work that won't influence retirement or public benefits received.

- Many Older Adults need to work part time to fill a gap in their retirement or public benefits, yet they cannot find part-time work.
- Some Older Adults receive disability or Social Security and struggle to navigate how to work without influencing those critical benefits.
- Some retirement benefits unduly limit the ability of retirees to pursue new careers or continue working post-retirement.

Understanding the Unique Needs of Older Workers who are WOMEN[69]

Older populations are expected to be largely made up of women. In LA County, the population is expected to be increasingly composed of nonwhite women over time, with all BIPOC racial and ethnic groups expected to increase in size.[70]

Older women and people of color are more likely to work in **low-wage roles and consistently earn less** than their white male counterparts.[71] While disparities exist for all women, they are most **pronounced for women of color**.

1 in 3 older women (55+) work in low-wage jobs nationwide.

40% of older Black women work in low-wage jobs.

52% of older Hispanic women work in low-wage jobs.

The gender wage gap actually widens as people age and progress through their careers.

Women at any age tend to earn less than men; however, the gender wage gap is widest for Older Workers compared to other age groups. In general, **older women earn only $0.75 to every $1.00 earned by older men, and disparities are even greater for certain racial and ethnic groups, as shown by the graph below.**[72]



Women are 5 times more likely than men to have caregiving responsibilities that impact employment. Many Older Adults are caregivers of a parent, partner/spouse, grandchild, or other friend or relative and have to adjust their work around these responsibilities.[73]

"Seniors are one of LA's greatest assets! We are a wealth of knowledge. But we are also some of the most vulnerable citizens."

-Margo,
Older Adult focus group participant



VI. WHY ARE OLDER WORKERS WORKING LONGER

Older Adults are working longer than ever before for a variety of reasons, including financial necessity, longer life expectancy, changes in retirement benefits, healthcare costs, a desire for purpose, new flexibility in the workplace, and personal preferences. While there are many reasons Older Adults may want to work longer, financial concerns, including rising cost of living and lack of retirement savings, are a key driver. This section outlines why Older Adults are increasingly more likely to work instead of retire.

Financial need. Many Older Adults plan to continue working past the traditional retirement age of 65 in order to meet real or perceived financial needs.[74] Many Older Adults find themselves financially unprepared for retirement or in need of additional funds after they retire due to factors such as inadequate savings, changes in cost of living due to inflation and rising housing costs, insufficient pensions or retirement benefits, and unforeseen medical issues that contribute to new financial burdens. Further, the COVID-19 pandemic caused the layoff or early retirement of many Older Workers, many of whom were not planning to retire early and are now assessing their lack of sufficient funds.

Need/want more retirement savings. Many people work longer in anticipation of living longer and needing a larger retirement fund to support a longer life. Others work past their full retirement age to delay the date at which they begin to draw Social Security benefits in order to increase their eventual retirement benefits. Fifty-seven percent of all nonretirees aged 50+ expect to work in retirement for financial reasons. Among retirees not currently working, 25% think they will need to work during their retirement years for financial reasons.

Increased life expectancy. People are living longer, healthier lives, which allows them to work longer careers. In fact, the Los Angeles region is known for having one of the highest life expectancies in the nation.[75] Longer lives also mean that retirement savings need to stretch over a longer period, prompting some individuals to delay retirement and continue working.

Desire to be engaged and stay active. Many people enjoy the physical, social, and mental benefits of work. Some people enjoy the social interactions, intellectual stimulation, and sense of accomplishment that come with being employed, leading them to continue working.

Desire for purpose. Many people find fulfillment and purpose in work and working. Many Older Adults seek out volunteer opportunities or create second careers to achieve a sense of purpose and accomplishment.

New flexibility extends work. Some Older Adults are working longer as more flexible opportunities arise in the marketplace. Some people who do not want to work 40 hours a week may be willing to work on a part-time basis to ease into retirement. Others may be willing to work remotely for longer than they would be willing to work in an office setting.

Rising healthcare costs. Healthcare costs can be a significant financial burden for retirees,[76] particularly for services not covered by Medicare. Analysts at Merrill-Lynch estimate that 55-year-old couples today can expect to pay more than $1 million for healthcare costs during their retirement.[77] By continuing to work, Older Adults can maintain access to employer-sponsored health insurance or delay enrollment in Medicare, thereby reducing their out-of-pocket healthcare expenses.



VII. BEST PRACTICES AND MODEL PROGRAMS

This section outlines best practices in employing, retaining, and advancing Older Workers that workforce development providers, partners, and employers can leverage to optimize and strengthen their work.

A. BEST PRACTICES AND COMMON PROGRAM MODELS

Best Practices for Designing Workforce Programs for Older Workers

There are many documented best practices in developing programs that effectively employ, retain, and advance Older Workers. These learnings and insights should be harnessed and built upon when creating and executing strategies to bolster the workforce throughout Los Angeles.

- **Include Older Workers in planning.** A key equity-centered best practice, Older Workers should be actively included in planning and continuous improvement efforts for programs serving Older Workers.[78]
- **Prioritize flexibility.** Part-time hours, remote or virtual options, and other flexible arrangements enable Older Adults to participate in programs while balancing other responsibilities such as caregiving.
- **Provide age-appropriate support and accommodations.** Train program staff to provide culturally competent and age-appropriate support. Ensure Older Adults with disabilities or lack of digital skills/access can participate fully in workforce development opportunities.
- **Provide individualized support via dedicated staff**. Having dedicated staff, coaches, or case managers who can provide tailored guidance, mentorship, and support makes a huge difference for Older Workers.
- **Use an asset-based approach.** Recognize and uplift the life experiences and skills Older Workers bring to the table. Tools like skills assessments can help program staff to work in an asset-based way.
- **Include financial incentives.** Offer some form of financial compensation for participants, including wages for hours worked or training subsidies. This is especially important for Older Adults with limited financial resources, as it provides the stability needed for them to engage more meaningfully in programs.
- **Elevate experiential learning.** Older Adults often prefer self-paced hands-on learning and on-the-job training versus more formal or didactic methods (i.e., lectures, seminars, or instructor-led training).[79]
- **Center community building.** Many Older Adults desire a stronger sense of community to combat feelings of social isolation.[80] Leveraging cohort learning and cogenerational models are two best-in-class approaches that work well for Older Workers:
    - **Cohort model**—cohorts, or small groups of individuals who learn and train together, foster a sense of community and camaraderie among program participants, leading to increased program retention.
    - **Cogenerational model**s—multigenerational learning models bring together people of all ages to encourage relationship building across generations. This helps combat ageism and social isolation while providing value for both Older Adults and youth.
- **Activate cross-sector partnerships.** Strong collaboration between public agencies, philanthropy, nonprofits, and employers helps to stretch resources and provides more robust programming for workers. Employer partnerships are especially important so that Older Workers can connect to real-world jobs.
- **Educate others on the value of Older Workers.** Provide information and training to employers and other stakeholders on the unique needs of Older Workers to actively debunk myths that fuel age discrimination.
- **Provide additional wraparound support as needed.** Providing holistic wraparound support—such as public benefits application assistance or access to transportation, food, and mental health services—can empower even the most vulnerable Older Adults to actively engage and succeed in workforce programs.

Common Workforce Development Program Models

Existing workforce programs focused on supporting Older Workers often fall into the following six broad categories. Note: some programs can fall into multiple categories. (*See case study callout box below.)

Program Type	Model Programs
Community Service Programs Many Older Adults want to do meaningful work that gives back to their communities. Community service programs are the most common type of workforce programs for Older Workers; they leverage volunteer work as a reentry point to the workforce. Participants typically work part time with nonprofits or public agencies, receive on-the-job training on how to perform key tasks, and receive a stipend or subsidy in exchange for their work. Many federal leading programs, including SCSEP and AmeriCorps Seniors, that serve Older Workers use this model.	• Senior Community Service Employment Program (SCSEP) • AmeriCorps Seniors Programs • CoGenerate Encore Fellowships • AARP Experience Corps
Part-Time Return-to-Work/Bridge Programs These programs enable Older Workers to work part time, usually on short-term, project-based work. Programs are often designed to bring skilled retirees back into their previous industries or workplaces to fill skills gaps. Such programs benefit the employer and worker, as employers save money by not having to employ full-time workers and workers can achieve better work-life balance.	• Federal Experienced Service Programs (ESPs) • Senior Environmental Employment Program (EPA-SEE) • NYC Department for the Aging Silver Stars*
Employer Certification Programs These programs focus on employers and workplace conditions and culture rather than on Older Workers themselves. Employers who meet certain criteria receive a seal of recognition or certification indicating they are age-inclusive These programs engage employers in dismantling discriminatory systems and establish clear age-inclusiveness standards that employers should meet. For example, the CAFE certification includes metrics and guidelines that are tracked every 2 years to hold the entity accountable.	• AARP Employer Pledge = 1,000+ employers to date[81] • Age-Friendly Institute's Certified Age-Friendly Employer Program (CAFE) = 200+ employers to date[82] In 2023, LA County became the first county to become CAFE certified.[83]
Upskilling & Reskilling Programs These education programs teach employees new skills or to modernize existing skills to ensure relevance in the workplace. In general, workforce development upskilling programs—regardless of a worker's age—are often sector specific (i.e., healthcare, manufacturing, IT) and provide opportunities to earn industry-recognized credentials. However, an interesting trend among recent upskilling programs for Older Workers is a focus on general technology and digital literacy skills versus sector-specific skills.	• AARP Digital Skills Ready@50+ (in partnership with Google) • Center for Workforce Inclusion Digital Certification Program • Cyber-Seniors Programs • Plus 50 Initiative*
Job Readiness & Job Search Assistance These programs provide tools, support, and resources to prepare Older Adults to find employment, focusing on the general skills necessary to navigate the modern job search and hiring processes. Services may include providing job listings, résumé support, and interview training. Additionally, navigating the online job application processes is a key area of focus for many current programs, since for many Older Workers, many years may have passed since the last time they applied for work.	• AARP Back to Work 50+ • New Start Career Network • Mature Edge Job Readiness Program*
On-the-Job Training On-the-job training enables workers to earn while they learn, engaging in hands-on training in the field. Programs often lead to jobs with the company where the training takes place. These options also provide an opportunity to build direct connections with prospective employers and coworkers. • **Returnships**—like internships but for employees returning to the workforce after an extended gap or absence. • **Apprenticeships**—combine paid on-the-job training with classroom instruction to prepare workers for highly skilled careers.[84]	• Return Utah • Goldman Sachs Returnship* • Barclays Bolder Apprenticeship* • Examples of leading employers with returnship programs: IBM, Amazon, Microsoft, LinkedIn, PayPal, Oracle, Apple, Wells Fargo, Grubhub

Trends and Opportunities for Improvement in Existing Programs

Some overall trends surfaced during the best practices research, interviews with program administrators, and literature review that show there is room for improvement in designing, implementing, and evaluating workforce programs for Older Workers. Some key trends include:

- A number of programs and initiatives have been developed over the years by public entities, nonprofits, and employers to better serve Older Workers. Unfortunately, **many of these programs have been grant-funded and thus have not been sustained or scaled.**
- **While many programs serve Older Workers, few are specifically targeted or designed for them,** highlighting a need for more specialized programs for Older Workers—including those who are unemployed, those who may be trapped in cycles of low-wage employment, and those who need training so they may advance.[85]
- **Most Older Adult workforce development programs target retirees, the unemployed, and others who are not currently working.**
- **Few programs are dedicated to promoting upward mobility for Older Workers who are currently working low-wage jobs.** This represents an urgent equity challenge, as women and people of color are overrepresented among the low-wage workforce.[86]
- **On-the-job training programs designed specifically for Older Workers, such as returnships and apprenticeships, remain largely unexplored.** In fact, data from the U.S. Department of Labor's Registered Apprenticeship Sponsor Information Database (RAPIDS) shows that only 3.3% of all apprentices in nationally registered programs between 2008 and 2019 were age 50 or older.[87]
- **Most programs that do exist have not been rigorously monitored or evaluated over time,** limiting the understanding of what works. In a report as recent as 2022, even SCSEP, the largest federally funded workforce program for Older Workers, is said not to have been rigorously evaluated.[88]
- **Employers are missing out on opportunities to collaborate** with public, nonprofit, and education systems to bolster program and policy efforts. Most employers do not tap into the community college system, workforce development system, or other existing programs for training support.[89]

Case Studies and Model Programs

Case Study: Silver Stars (New York)[90,91]

New York City Department for the Aging's (DFTA) Silver Stars program enables retired City employees to return to work part time at City agencies while continuing to collect City pension and benefits. By enlisting experienced Civil Service retirees, the program enables agencies to staff their workforces with talented, skilled professionals while also providing cost-saving measures and an expedited hiring process. Individuals apply through the NYC Jobs website and are placed into year-long projects. Over 17 different NYC agencies posted more than 100 job postings in the first year of the program.[92]

Case Study: Age Smart Employer Awards (New York)[93,94]

The Age Smart Employer Awards program was active from 2012 to 2018 and recognized employers, including small businesses, that were leading the way in engaging and retaining Older Workers. The program was created by Columbia University's Mailman School of Public Health and funded by the Alfred P. Sloan Foundation.

The key goals of the program were to combat age discrimination by elevating age-inclusive practices and providing support resources for local employers who were interested in hiring Older Workers. Employers applied for the awards program via an online application, and four to six employers were recognized during an annual awards ceremony.[95]

Case Studies and Model Programs

Case Study: Plus 50 Initiative (National)[96]

Between 2008 and 2015, the American Association of Community Colleges (AACC) Plus 50 Initiative helped community colleges across the nation create and expand campus programs for Adult Learners aged 50 and over. In total, over 37,400 older students were served across 138 college campuses. The program began with a broad focus on lifelong learning and enrichment, volunteering and civic engagement, and workforce training, but it evolved over time to concentrate on training in three key "encore career" fields: education, healthcare, and social services. The program included flexible and accelerated programs for older learners and specialized training for instructors on how to tailor instruction to the needs of this unique demographic.

Case Study: Mature Edge Job Readiness Program (Sacramento)[97]

The City can replicate and learn from the Sacramento Agency on Aging Area 4's Mature Edge Job Readiness Program. The Mature Edge Job Readiness Program offers Older Workers 60+ a series of interactive job readiness sessions that prepare them for a productive and successful job search. The program helps people get back to work after a layoff, find a job to supplement retirement income, or pursue an encore career. The program takes place in a small class size with around 10 participants over four classes that are spread across 4 weeks in 1-hour increments. The program trains peer mentors to be Mature Edge trainers who then provide three primary activities—training, job coaching, and job development—by connecting students to employers willing to hire. The program is funded through Title IIIB Older Americans Act and serves around 60 participants annually.

Employer Spotlight: Goldman Sachs Returnship Program[98]

In 2008, Goldman Sachs launched a returnship program for individuals who had been out of the workforce for 2 or more years. Participants in the 12-week returnship program receive 1 week of training followed by an apprenticeship in one of the bank's divisions. All participants are paired with a manager, a coach, and previous returnees to help support them throughout the program. There is huge interest in the program, as over 1,000 people apply each year. Of all of the applicants, 25 to 30 are accepted each year, and around 75% are extended offers to become full-time employees. While the program is not limited exclusively to Older Workers, the program is one of the longest running and most commonly cited examples of returnship in the country.

Employer Spotlight: Barclays Bolder Apprenticeship (UK)[99,100]

Few apprenticeship programs specifically target Older Workers. A notable exception is Barclays Bolder Apprenticeship. Launched in 2015, the program provides training to help workers aged 50 and older remain in the workforce.[101] The program includes a short pre-apprenticeship on basic job skills followed by a 12-month apprenticeship placement. Successful apprentices are then presented with the opportunity for a permanent role or a defined career pathway within the organization. In 2019, Barclays reported that the program had recruited more than 80 apprentices, growing the bank's number of older apprentices from 4% to 20%. While it is unclear whether the program is currently operating, the Barclay Bolder Apprenticeship still represents a good example of what is possible in terms of innovative models of on-the-job training for Older Workers.[102]

"I just want employers to give opportunities to the older people like they do for younger people."

-Focus group participant

B. Best Practices for Employers

Hiring, Retaining, & Advancing Older Workers

There are many best practices that employers can use to employ, retain, and advance Older Workers. This list outlines the top 11 things that employers can focus on to support Older Workers in the workplace. It is important to note that many of these strategies benefit all workers, regardless of age.

> ***"Don't be scared to take a chance on a person who is already well trained, educated, and has life experience. We can help make your company great."***
>
> -Older Adult survey respondent



1. **Flexible Work Arrangements**
2. **Phased Retirement Options**
3. **Opportunities for Lifelong Learning**
4. **Access to and Preservation of Benefits**
5. **Intergenerational Opportunities**
6. **Support for Caregivers**
7. **Health and Wellness Programs**
8. **Career Planning Guidance and Support**
9. **Promote Age-inclusion as a DEI Goal**
10. **Age-Inclusive Recruitment & Hiring Practices**
11. **Physical Space Improvements and Other Disability Accommodations**

1. Flexible Work Arrangements. Older Workers seek out flexible schedules that allow them to balance home and work life. Flexible scheduling enables workers to accommodate caregiver duties, health conditions, travel plans, etc. Common flexible work arrangements include flextime, part time, remote work, seasonal work, shortened work week, and job sharing.[103]

2. Phased Retirement Options. Many workers do not want to go straight from working full time to full-time retirement. Phased retirement allows people to gradually move toward retirement by reducing work hours over time. Furthermore, phased retirement supports knowledge management and continuity of operations while providing mentoring and training of the employees who will eventually take on the duties of more experienced retiring employees. A major consideration when planning phased retirement is how employee benefits like retirement and healthcare will be impacted by changes in work arrangements. In 2014, the U.S. Government's Office of Personnel Management (OPM) passed phased retirement guidelines and regulations that can provide support to employers.[104]

3. Opportunities for Lifelong Learning. Older Workers want opportunities for learning and professional development so they can expand their skills, gain personal fulfillment, and remain competitive in the job market.[105] To create an age-neutral approach that enables workers of all ages to receive appropriate training and professional development:

- Look for opportunities to develop late-career employees who are likely to continue working beyond traditional retirement age.
- Provide upskilling to Older Workers who may need to update their skills to stay competitive in the workplace. Upskilling Older Workers with institutional knowledge and skills is less expensive than hiring and training a new worker to do the skills the Older Workers already know.
    - Ensure that training and development opportunities are provided equitably across age groups.
    - Encourage all team members, regardless of age, to take advantage of available training and upskilling, including short- and long-term programs.
- Train managers to encourage participation and provide support for workers who may be intimidated by the prospect of developing new skills.
- Provide a range of training options (e.g., webinars, in person, peer training, online discussion groups) to ensure that all employees, including Older Workers, have access to appropriate teaching tools.
- Provide reskilling to help workers enter new roles.
- Develop targeted outreach efforts to staff and managers to ensure that upskilling and advancement opportunities are provided equitably across age groups across the City.

Employer Spotlight:
CVS Snowbird Program

Since the 1990s, CVS Pharmacies has run a snowbird program—a flexible work option that allows Older Adult employees to work in northern stores in the summer and southern stores (Florida) in the winter. Roughly 300 workers participate in the program annually. As a result of the Snowbird Program and other programs for Older Workers, the number of employees at CVS aged 50 and older increased from 7% to 22%.[106]

Employer Spotlight:
Marriott Flex Options[107, 108]

Marriott's Flex Options program was implemented to increase opportunities and retention of 325,000 Older Workers across the company by transitioning them out of physically demanding jobs to new, more flexible roles. Employees were cross-trained so they could pick up shifts in other functional areas, provided with job rotations to eliminate constant repetition of work, and provided with teams with which to share responsibilities. Marriott also developed new positions such as at-home agent positions for sales

Employer Spotlight:
NASA[109]

NASA's phased retirement program was designed to aid knowledge transfer from retiring employees to their replacements. The program allows retiring employees to work half time and mentor others for 20% of that time. The assignment ends when their protégés are able to fulfill their responsibilities. NASA also invites recent retirees back for similar purposes, highlighting how an alumni network can become a treasure trove of

Employer Spotlight:
Scripps Health[110]

Scripps Health, a San Diego-based healthcare company, offers learning and career development programs to all of its full- and part-time employees. This includes in-house and online training for clinical and non-clinical roles through its Scripps Center for Learning & Innovation (CFLI) as well as access to tuition reimbursement and scholarship programs. In addition, both new and seasoned leaders at Scripps can take advantage of mentorship and leadership development programs designed to cultivate the knowledge and skills to

4. Access to and Preservation of Benefits. Retirement and healthcare benefits are important considerations for Older Workers. It is important to ensure workers have access to fair compensation and retirement benefits to enable them to effectively save for retirement. Programs aimed at hiring and retaining Older Workers should not only provide benefits but should also consider how employment will impact existing benefits workers already receive. The fear of losing access to benefits may keep Older Workers out of the workforce.

5. Intergenerational Opportunities. Workplaces that have intergenerational teams are proven to be more effective. For example, Older Workers produce high quality work while younger workers may bring in innovative ideas. Employers should design teams and programs to optimize the multigenerational workforce.

6. Support for Caregivers. Many Older Workers serve as unpaid caregivers who look after grandchildren, older parents, and/or aging spouses. Caregiving responsibilities are often difficult to manage alongside employment and can be emotionally and physically exhausting. Employers can support caregivers by developing paid and unpaid leave policies, providing flexibility in scheduling, and providing programs such as backup care (last-minute care options).

7. Health and Wellness Programs. Providing access to programs and services that provide holistic support for workers' physical and mental health is a key practice for employing and retaining Older Workers. Such programs benefit healthy workers as well as those with preexisting conditions or disabilities, helping to keep individuals working (and living) longer. Programs can range from offering an on-site gym or wellness center, to having morning yoga classes, to providing access to healthy meals and snacks for employees.

8. Career Planning Guidance and Support. Retirement and benefits counseling and financial planning are especially important for Older Workers. These resources empower Older Workers with a comprehensive understanding of their options and enable them to make informed decisions about their work and retirement futures with confidence. Employers can play a pivotal role by offering dedicated coaches or human resources professionals who provide financial and retirement planning that explains budgeting, pensions, benefits, and other transitions. This is especially essential to women who typically live longer than men and historically have less financial planning experience. and snacks for employees.

Employer Spotlight: L'Oréal

"L'Oréal firmly believes that intergenerational connections are pivotal to performance and innovation." In 2022, L'Oréal launched the L'Oréal for All Generations initiative in response to the major demographic, technological, and environmental challenges facing employees and the company. The initiative provides advancement and training opportunities for employees of all ages to maintain and increase their employability. For example, L'Oréal provided digital literacy training for over 300 employees at plants and distribution centers in France to ensure that they learn the digital skills needed to succeed on a daily basis.

Employer Spotlight: Johns Hopkins

Johns Hopkins, a Maryland-based private research university, offers various caregiver support programs including eldercare benefits for those caring for aging family members. Benefits include access to a counselor, workshops on topics such as legal issues and dementia, and up to 10 days a year of subsidized backup care (in-home care).

Employer Spotlight: BMW (Germany)

BMW saw its workforce was aging and was determined to find a way to keep workers employed, so the company made 70 small changes to cut the chance of errors and reduce physical strain on Older Workers. Some of those changes included making special shoes and putting in wooden floors to ease knee pain, installing modified hairdresser chairs to make it easier for Older Workers to go up and down, installing new computers with bigger fonts, and having workers rotate jobs during a shift so they do not repeat the same job all day long. Adjustments helped Older Workers while improving overall productivity by 7%.[113]

9. Promote Age-Inclusion as a DEI Goal. In addition to implementing various programs and initiatives that support Older Workers, employers must integrate age-inclusive policies to combat age discrimination and ensure workers of all ages are seen, heard, and valued in the workplace.

- Ensure that age is mentioned in official DEI statements, goals, and action plans and across DEI initiatives, including formal equal employment opportunity (EEO) statements.
- Include age in anti-bias training to help employees, managers, and leadership recognize and acknowledge age as an aspect of identity that can be targeted, consciously or unconsciously, for discrimination. While HR departments have instituted programs for unconscious bias training, they have done little to address age-related biases.
- Ensure accountability by tracking metrics such as employee demographics, access to training, ages of employees promoted or released, etc.

10. Age-Inclusive Recruitment and Hiring Practices. To hire more Older Workers, it is important to implement recruitment and hiring strategies that reach Older Adults without unintentionally inserting bias against them during the hiring process. Best practices to achieve age-inclusive recruitment and hiring include:

- Market job opportunities to Older Workers. Partner with Older Adult–serving community organizations and share opportunities through platforms or forums that diverse age groups see. This includes posting on Older Adult–serving job boards, at in-person job fairs, etc.
- Use inclusive language in job postings.[114]
    - Explicitly state in job notices that Older Workers are welcome.
    - Review job descriptions for language such as digital native and recent graduate that comes across as ageist.
    - Do not ask for a date of birth or graduation on a job application or during the interview process unless there is a business need to do so.
- Ensure careers pages and outreach collateral are representative of a diverse workforce, including age.
- Use skills-based hiring practices that focus on skills and experience over credentials. Skills-based hiring combats age discrimination by giving Older Workers who may lack precise credentials the opportunity to compete for jobs based on their experiences and transferable skills. This is especially important for Older Workers who often work through decades during which educational credentials change and new requirements are created. For example, if using skills-based hiring, an Older Worker with an AA degree plus 20 years of experience could compete for senior executive roles.
- Train hiring managers to recognize ageism and ensure they do not reject candidates based on age.
- Create non-virtual, alternative pathways for job applicants. This may include accepting a digital application and/or a paper application or hosting in-person hiring events.

11. Physical Space Improvements and Other Disability Accommodations. Disability is one of the most common reasons Older Adults leave the workplace; therefore, it is critical to provide adequate accommodations to help workers thrive. This may include designing ergonomic work environments that include features such as adjustable workstations, floor surfaces that reduce the impact on joints, adjustable seating, good lighting, and screens with less glare.[111] Disability accommodations may also include strategies to reduce physical strain on workers through creative job sharing and cross-ability teams.[112]

Job Search Boards

for Older Workers



- AARP job board helps match job seekers' years of valuable experience with employers that are committed to an age-diverse workforce.
- Age Friendly job board helps Older Workers locate job opportunities based on location.
- FlexJobs is an aid platform that focuses on finding remote work. There is a section for retirement jobs and for Older Adults looking for employment.
- NEW Solutions helps Older Adults find government contract positions.
- Retiredbrains.com provides jobs and work resources for Baby Boomer seniors and retirees.
- RetirementJobs.com offers jobs and volunteer opportunities that are seeking Older Adult workers.

VIII. CURRENT LA WORKFORCE PROGRAMS FOR OLDER WORKERS

There are a few existing local and state initiatives and policies uplifting the needs and priorities of Older Adults. Some of these policies and initiatives include:

Purposeful Aging Los Angeles Initiative (PALA) (Exec. Directive #17). PALA is an initiative and partnership between LA County and City, other cities, AARP, the private sector, and universities to help the Los Angeles region prepare for the dramatic increase in the Older Adult population.[115] PALA's ultimate goal is to make the Los Angeles region the most age friendly in the world. It is achieving this by creating a more coordinated system of service across LA County and enhancing the County's understanding, planning, and coordination to meet the needs of its aging population.[116]

California State Master Plan for Aging (MPA). The MPA is a blueprint for state and local government, the private sector, and philanthropy to prepare the State for the coming demographic changes and to continue California's leadership in aging, disability, and equity. The plan outlines five goals and 23 strategies, a data dashboard, and a local playbook to ensure goals are met. The plan sets out to create communities where people of all ages and abilities are engaged, valued, and afforded equal opportunities to thrive.[117]

City of Los Angeles Workforce Development Board's (WDB) Year 24 Annual Plan (Strategic Initiative #8). The Year 24 Annual Plan, which covers the period of July 1, 2023 to June 30, 2024, sets the strategic direction for City leadership, including the WDB, the EWDD, the City Council, and the mayor, to address the needs of the hardest hit local communities. The Year 24 Annual Plan's Strategic Initiative #8 explicitly addresses the workforce needs of Older Workers and sets out to "increase employment opportunities for Older Adults—55 years and older—by creating systems that promote training and employment."[118]

Existing LA Programs that Support Older Workers

The City of Los Angeles already has a lot of great programs across various departments that support Older Workers. Many of these programs have similar goals, yet they are siloed and do not often collaborate to increase capacity or impact. These programs are explained in more detail below.

City of LA Workforce Programs

EWDD

- **WSCs** provide résumé support, interview-skill building, job training, employment connections, job search support, and career guidance. There are 14 centers across the City that are run by nonprofit City contractors.
- **LA:RISE** connects employment social enterprises to the City and County workforce system, supportive services, and employers to help individuals with high barriers to employment—specifically those experiencing homelessness—get good jobs and stay employed. WSC and LA County America's Job Center of California (AJCC) partners are physically co-located at social enterprise sites, and they integrate programming into the social enterprise. LA:RISE has expanded from 10 to 39 partners over the past 9 years and has provided transitional employment to over 7,760 Angelenos. In Program Year 22–23, 340 Older Workers were served by the program, making up an impressive 41% of the total clients served by LA:RISE.
- **The Legacy Business Program** supports small businesses that have been in operation for 20+ years in LA City by providing technical assistance, promotional support, and access to capital and grants. The program supports many Older Workers, as legacy small businesses are often run by Older Founders and Workers.
- The LA Optimized program helps small businesses optimize their businesses for online sales and marketing, which supports many small business owners who are also Older Workers.

City of Los Angeles Department of Aging (DOA)

- **Senior Community Service Employment Program (SCSEP)** provides subsidized, temporary, part-time, community service work-based training for low-income 55+ individuals who are unemployed and trying to reenter the job market. The program is funded through the federal Older Americans Act (OAA) Title V and helps City residents connect to employment. Unfortunately, the program has minimal capacity, as it is only funded to provide employment support for 72 individuals per year, thus creating a long waitlist. Further, placements are not available in every zip code and are only for a certain number of hours. Those who are ineligible are referred to WSCs; however, referrals are not tracked.
- **The Older Worker Employment Program (OWEP)** provides subsidized, part-time, on-the-job training for around 25 low-income 55+ adults who are experiencing homelessness or are at-risk of homelessness.[119] Participants train for 20 hours per week while earning a stipend in a supportive environment at a nonprofit and/or government agency near their neighborhood. The program is funded through the City of Los Angeles General Fund and seeks to connect participants to permanent employment.

LA City Personnel Department

- **Targeted Local Hire (TLH)** program creates an alternative pathway into public-sector City employment for residents who may face barriers to employment without requiring them to take the Civil Service exam. Participants apply for full-time entry-level positions that have no minimum requirements to be either a vocational worker (e.g., custodian, gardener caretaker, garage attendant) or office trainee (e.g., administrative clerk or delivery driver), and they are hired into full-time employment with benefits. Once candidates complete a 6-month on-the-job training period and then a 6-month probationary period, they are full civil servants. Around 25% of TLH participants are currently 55+.[120]
- **The Bridge to Jobs Program (BRIDGE)** provides an alternate pathway into semi-skilled, full-time, paid City Civil Service positions. BRIDGE provides individuals an opportunity to be randomly selected for referral to City departments in order to participate in their hiring process and be considered for semi-skilled classifications. All trainees hired through the program must successfully complete the on-the-job training period in order to move forward to the applicable assistant classification.[121]

Los Angeles Public Library (LAPL)

The LAPL has various programs that can support Older Workers, but most programming for those 55+ focuses on mental decline prevention, community engagement, financial literacy, and memory support. The LAPL would like to explore how it can best support Older Workers.

- **Cybernauts** are trained computer aides that offer technology assistance, computer support, and mobile-device support to library patrons. They provide one-on-one support to teach people digital literacy.
- **GetSetUp** provides hundreds of live online classes to help keep 55+ individuals mentally, physically, and socially active. Classes are interactive, easy to join, offered day and night, and free thanks to funding provided by the California State Library.[122]
- **Be a Successful Street Vendor** is provided through the LAPL Lifelong Learning Department and provides support to immigrants and other street vendors to become permitted street vendors, understand digital skills for vending, and learn marketing basics, basic tax information, and how to price items for sale. Lessons are accessible via Cell-Ed on any phone.

Workforce Programs in the LA County Region

LA County Aging and Disabilities Department (AD)

- **Senior Community Service Employment Program (SCSEP)** provides subsidized, temporary, part-time, community service work-based training for low-income 55+ individuals who are unemployed and trying to reenter the job market. The program annually serves LA County residents who do not reside within LA City, given that the City has its own SCSEP. AD's SCSEP funding serves 70 people per year, and similarly to the City's program, it lacks the capacity to meet the immense demand for the program. In LA County, there are 437,918 people who are 55+ and at or below 125% of the federal poverty guidelines (this is 31% of the total number of SCSEP-eligible individuals across the entire state of California).[123]
- **LA County is a Certified Age Friendly Employer (CAFE) that is certified by the Age-Friendly Institute.**

Department of Rehabilitation (DOR)

- Employment services are provided for Californians with disabilities through local DOR offices to help them obtain and retain employment and maximize their ability to live independently. DOR contracts job placement providers that work closely with job seekers to establish the best combination of services and resources necessary to prepare for, find, retain, and advance in employment. 1,298 Older Adults were provided supportive workforce services by DOR in the greater Los Angeles region in FY 2022–2023.

LA County Department of Economic Opportunity (DEO)

- **AJCCs** provide workforce supports across the County.
- **An Older Adult Center of Excellence** will soon operate out of one of the County's AJCCs and provide services countywide. Population-specific centers will allow the County to convene partners, gather best practices, and innovate around the needs of specific populations. There will be centers for Older Adults, persons who are justice involved, persons experiencing homelessness, Opportunity Youth, immigrants and refugees, persons with disabilities, and persons who are LGBTQIA.

Community Colleges and Adult Schools provide a host of workforce training and upskilling programs that are designed for adult learners. Many of these are directly integrated with the aforementioned services.

The Los Angeles Unified School District (LAUSD) Division of Adult and Career Education (DACE)

DACE programs are currently tuition free and provide a variety of training and upskilling programs for adults. DACE provided specific programming for Older Adults prior to 2015; however, due to state funding adjustments, LAUSD adjusted all of its adult programming to be for 18 and over. LAUSD currently has navigators at all of the WSCs, which allows for easier placement of adults into DACE programs.

- **Career Technical Education (CTE)** training is taught by industry professionals with years of real-world, on-the-job experience. These courses prepare CTE students for entry-level employment, career advancement, and industry certification in 15 different industries.
- **Integrated Education and Training (IET)** programs provide English and math literacy while simultaneously providing CTE training. This allows English as a Second Language (ESL) and Adult Basic Skills students to accelerate the realization of their career dreams.[124]

Los Angeles Community College District (LACCD)

LACCD is the largest community college district in California with nine campuses across the County. They offer a variety of programs and resources for students, which include:

- **Career and Continuing Education (Noncredit/Adult Education):** Classes for adults to learn English, learn a new skill, or earn a certificate that leads to employment. Free classes are available at all nine of the community colleges. Examples of specialized classes and programs include ESL, healthcare, business, and more.
- **CTE Education and Career Pathways (Credit):** CTE offers high-quality, rigorous, and relevant educational pathways and programs developed in partnership with business and industry experts. CTE programs provide educational, work-related, and technical training that will lead to employment, career advancement, or transfer to a university.
- **In-language classes:** Classes taught in a variety of languages other than English. A pilot program was launched in 2023 that offered 60 classes in four languages—Spanish, Mandarin, Russian, and Korean. Almost all of the courses offered were in noncredit classes focused on job training, including in automotive repair, child care, and healthcare services.[125] These programs will be expanded to include more career services as needed.
- **Community Services/Extension:** Community services classes are noncredit, short term, and fee based. They are recreational and special-interest classes (including educational and career development classes). Only five of the nine campuses offer community services/extension.

Numbers Served

Given current service levels, all of these programs together do not have the capacity to meet the vast demand for workforce programs for the 55+ population. The table to the right provides an overview of the number of Older Adults each program served fin Program Year 2022–2023.

Capacity & Number Served for Los Angeles Programs for Older Workers (PY 2022-23)

Entity	Program	Total # Served	# 55+ Served	55+ % of Total	Annual Program Capacity
LA City					
EWDD[126]	WSCs (WIOA Adult & Dislocated Workers)	12,743	1,927	15.1%	-
	LA:RISE	829	340	41%	-
Personnel Dept.[127]	TLH	2013	500	24.8%	-
Dept. of Aging	LA City DOA-SCSEP	95	95	100%	79
	OWEP	25	25	100%	25
LA County					
Dept. of Economic Opp.	AJCC (FY 2023)	230,000	1700	0.74%	-
Aging and Disabilities Dept.	LA County AD-SCSEP	70	70	100%	70
CA Dept. of Rehab	DOR-Greater LA Region (FY '22–'23	-	1298	-	-
Education & Training Partners (2022–23)					
LAUSD	DACE	64,485	5572	8.64%	-
LACCD[128]	Adult Education programs	20,287	2840	14%	-

Model Cogenerational Programs in Los Angeles

There are a number of existing programs in the region that bring people together across generations to enhance workforce development outcomes. Some of these best practices and model programs are explained below.

Mayor's Office Early Childhood Education Student Advancement Program (ECE-SAP).

ECE-SAP is a cohort training for LA Community College students wherein students earn an ECE permit along with their AA degree or an ECE assistant permit so they can get a job or open their own in-home care center. Participants receive supportive services including scholarships, coaching, permit workshops, a paid 130-hour internship, and mentorship from retired child-development professionals who are invested in developing the next generation of early childhood educators. The current program is funded through CA Volunteers and serves youth aged 18–30 who are enrolled in community college. This program is already lauded as a great cogenerational program model. It can be expanded to include training for Older Adults alongside youth participants to further increase the pool of ECE providers across the region.[129]

Housing Authority of the City of Los Angeles (HACLA) Digital Ambassador Program

This program trains and hires HACLA youth residents aged 18–24 to provide digital support to Older Adult residents through on-site computer labs. Support is provided on a one-on-one basis and may include teaching people to sign up for and log in to telehealth, setting up an email address and using the computer lab, and signing up to pay rent and bills online. There are 30 Digital Ambassadors across four sites in South LA in Watts.

Los Angeles LGBT Center Culinary Arts Training Program

The 12-week, 300-hour training program enrolls people aged 18–70+ and allows them to earn a food safe handler certificate and culinary certificate. The program is part of LA:RISE, as it is set up as a social enterprise wherein students prepare up to 500 meals a day for the center's youth and senior members, many of whom struggle with homelessness and food insecurity.[130] Many of the students are current residents of the center's senior or youth housing who need additional training or upskilling in order to secure a job.

Model Upskilling Programs for Older Workers in Los Angeles

Upskilling Academy for Construction Workers

Over a quarter of the current construction workers within Los Angeles are 55+. This is concerning for an industry that is physically demanding and exacts a higher-than-average toll on worker health. Many of these workers need to be able to transition their skills to less physically demanding roles if they seek to remain in the workforce.

A new program of Los Angeles World Airports (LAWA) seeks to upskill older construction workers into upper-level industry roles by providing them with a training program before they are 55 to allow for a 10-year transition. This would allow those workers to phase out of manual labor and move into more office-based roles such as teaching, project management, or owning their own companies. The program is partnering with Los Angeles Southwest Community College to create a construction certificate pathway program that would provide a route to construction management, facility management, licensed contracting, and project management careers.

IX. CURRENT WORKFORCE SYSTEM PERFORMANCE

This section outlines the current landscape of the City's Workforce Development System's (WDS) ability to serve Older Adults. Information was pulled in based on focus groups with WSC staff, meetings with EWDD employees, analysis of EWDD data, and conversations with Older Workers themselves.

LA City EWDD contracts 14 WSCs and two portal offices that are run by nonprofit City contractors. WSCs provide résumé support, interview-skill building, job training, employment connections, job search support, and career guidance. Each center is contracted to support 750 total adults and dislocated workers (525 adults and 225 dislocated workers).

While WSCs are designed to serve all adults who need support, they are not all equipped to address the unique workforce challenges, employment barriers, and needs of Older Adults, nor are they serving a representative proportion of Older Adults.

A. CHALLENGES WITH HOW EWDD WORKFORCE PROGRAMS ARE PROVIDED

Lack of collaboration across City departments and Older Adult–serving organizations creates silos. Older Adults use services and resources across multiple departments; however, resources are not braided or leveraged for highest impact. Further, there is a lack of an official forum for collaboration across City departments.

- **Disjointed supports for Older Adults create gaps** in efficiencies and reduce program ability to reach all parts of the City and those in need.
- **Lack of referrals and tracking of referrals across departments and agencies** limits the ability to streamline services and reduce bottlenecks. The DOA often refers many Older Workers to the EWDD when they are not eligible for the SCSEP or OWEP, but referrals are not tracked. Strengthening referrals across programs will help ensure that Older Adults who do not currently qualify for programs are given proper guidance on where to seek support.
- **Lack of data-sharing across Older Adult–serving departments.** EWDD programs and the City's DOA do not share a data system and thus cannot track shared clients, referrals, or collective success.

> ***"I'm not particularly aware of any City programs or departments for Seniors. It would be OUTSTANDING for the City/State to make more of us informed!"***
>
> -Older Adult survey respondent

Restrictive enrollment and eligibility requirements prevent program participation for individuals who need services but may not meet the need threshold or age requirements of a program.

- **Many programs prioritize serving those most in need without offering an alternative for those not yet in crisis.** This inadvertently prevents the provision of services for Older Adults who cannot find a job or who want part-time work so they do not fall into crisis later.
- **Older Workers who have advanced degrees and/or several years of experience and are looking for white-collar jobs are harder to place due to ageism in the hiring process.** Programs are not designed for them, and they have limited prospects, especially if they do not have computer/software skills. It is also difficult to match their salary expectations.

The workforce system is designed for younger entry-level workers and is not equipped to serve Older Adults.

- **Many workforce programs serve Older Workers, but few are specifically designed for Older Workers who have unique needs.** Many services that WSCs provide focus on how to build a first résumé, get an entry-level job, and build a career from a starting point. Older Adults, however, often have a lifetime of work experience, transferable skills, and existing training knowledge.
- **Some training programs are too long for workers who need an income now.** Some Older Workers do not have the time to do a 9-month training program; they need on-the-job-training and money now. Seniors in particular often need fast-track programs to fill financial gaps before their social security kicks in.

WIOA metrics focus on placing people into full-time employment (FTE) versus flexible, part-time options. WIOA does not mandate that clients only be placed into FTE, but WSC employees interpret this focus as a requirement. This inadvertently leads to prioritizing placing clients into FTE and/or pushing clients into jobs that may not be the right fit. Many Older Workers want or need part-time work as they have caretaking responsibilities, health needs, are navigating the retirement benefits cliff, or simply want to work part time to fill an income gap. Part-time employment is not prioritized or well developed through the workforce system.

Older Adults are overlooked for upskilling and training opportunities. Older Adults are placed into credential and training programs at a much lower rate than younger workers. This includes on-the-job training, apprenticeships, and short-term training programs. California state-level data shows that only 10% of Employment Training Panel (ETP) dollars go toward training adults aged 55+.

Programs are not designed to assess an individual's current skills or help people transfer their skills. While many WSC case managers help participants develop their Individual Employment Plan (IEP), WSC staff rarely have the training and tools needed to assess and identify skills and support participants in the successful transfer of their skills to a next job. Unfortunately, many programs only provide a general skills assessment that does not assess transferability of skills. Further, many programs deliver generic content that often does not meet the needs of Older Workers or build on their existing skills.

WSC staff do not have adequate training to support Older Adults. Most staff are not trained or prepared to serve Older Adults. Some younger staff members make assumptions about Older Workers that limit their help (i.e., believe Older Workers do not know technology or are slower to learn new skills). Additionally, staff are not taught how to support Older Adults' transfer of existing experiences into a right-leveled job search and placement.

Programs do not navigate the benefits cliff and retirement benefits limitations. Older Workers must ensure they do not lose public benefits they receive (e.g., social security limits on hours worked), but staff do not know how to navigate these benefits or help clients navigate the benefits cliff.

Lack of digital literacy programs. Digital literacy is essential when looking for employment; however, high-quality programs are not consistently offered, nor are they provided in participants' native languages. Due to some clients' limited technology knowledge, service providers often spend a lot of time helping clients fill out online job applications.

Programs lack wraparound support. Many Older Adults need wraparound supports such as transportation, benefits navigation, and caretaking support in order to work. Unfortunately, many WSCs struggle to provide them with the support and attention needed to address their needs. Further, many Older Adults think that they need to work due to a gap in their income, but they may be able to fill that gap through public benefits that they are eligible for yet not currently enrolled.

Programs lack employer partners and direct placement sites that are willing to hire Older Workers and pay a living wage.

Older Worker programs are not designed for longevity due to short-term funding sources. Many programs and initiatives for Older Workers have been launched over the years, but they are not sustained after the initial funding ends. Further, WSCs often borrow money from other funds to meet the needs of this group.

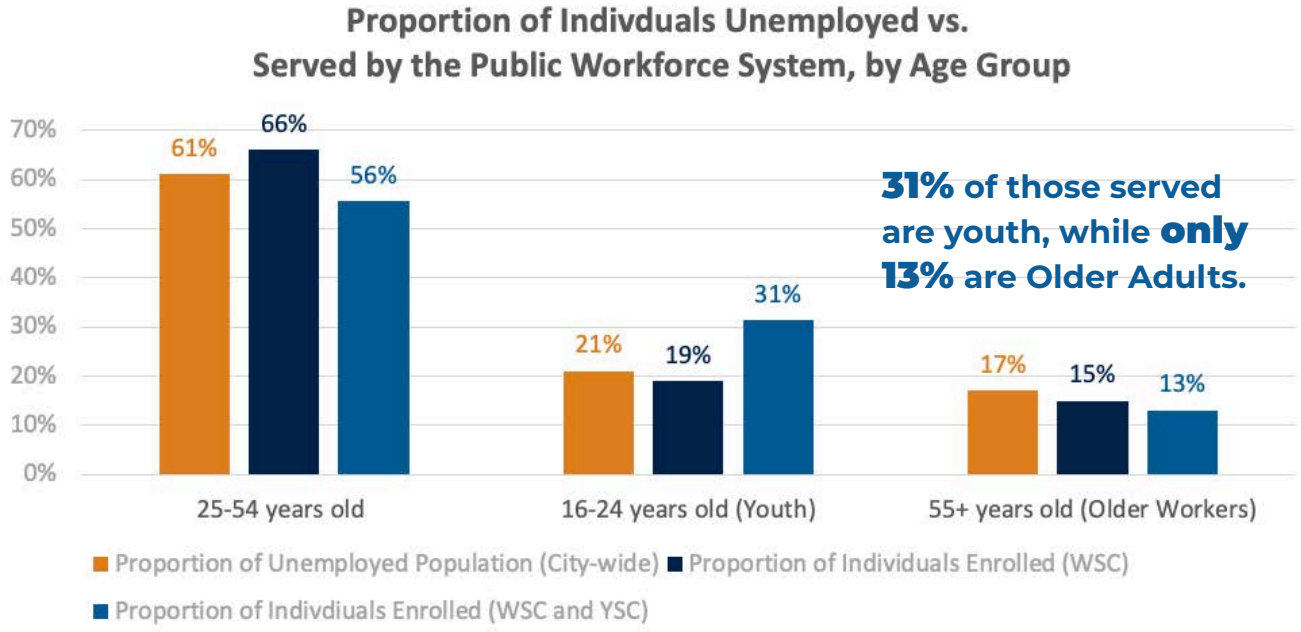
Workforce programs are not marketed successfully to Older Adults. Older Adults lack information and knowledge about existing workforce programs. Older Workers do not know where to go for support and often wait until they are in crisis to find services. The technology skills gap of some participants further prevents access to programs.

Workforce services are not accessible or are difficult to access due to digital access, transportation, or knowledge gaps.

B. WHO ARE WORKSOURCE CENTERS SERVING

Compared to all WIOA enrollments across program type, enrollment is lower for 55+ compared to younger age groups (25–44 and 45–54). In LA City, 17% of unemployed individuals are 55+, but only 15% of those enrolled in WSCs are 55+.

The adult workforce system (WSC) serves a higher number of youth than Older Adults. Specifically, 19% of those served are youth whereas 15% are Older Adults. The combined system (WSC + YSC) serves more than twice as many youth as Older Adults.

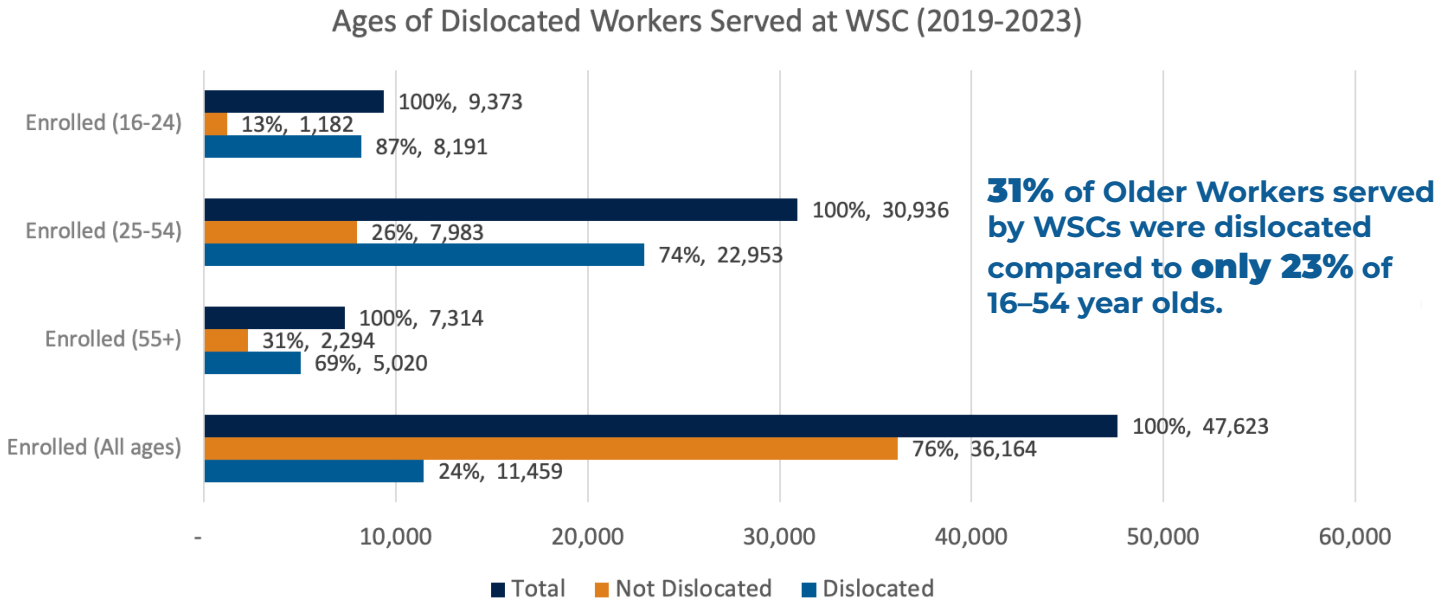


Enrollment in LA City Workforce Services (2021-2023)[131]

Enrolled in WSC Age 16 and Up	Enrolled in WSC Ages 55 +	% of Total Enrolled in WSC for 55 +	Enrolled in WSC and YSC, Age 16 and Up	Enrolled in WSC and YSC, Ages 55 +	% of Total Enrolled in WSC & YSC for Ages 55 +
25,876	3,994	15.4%	30,630	3,994	13.0%

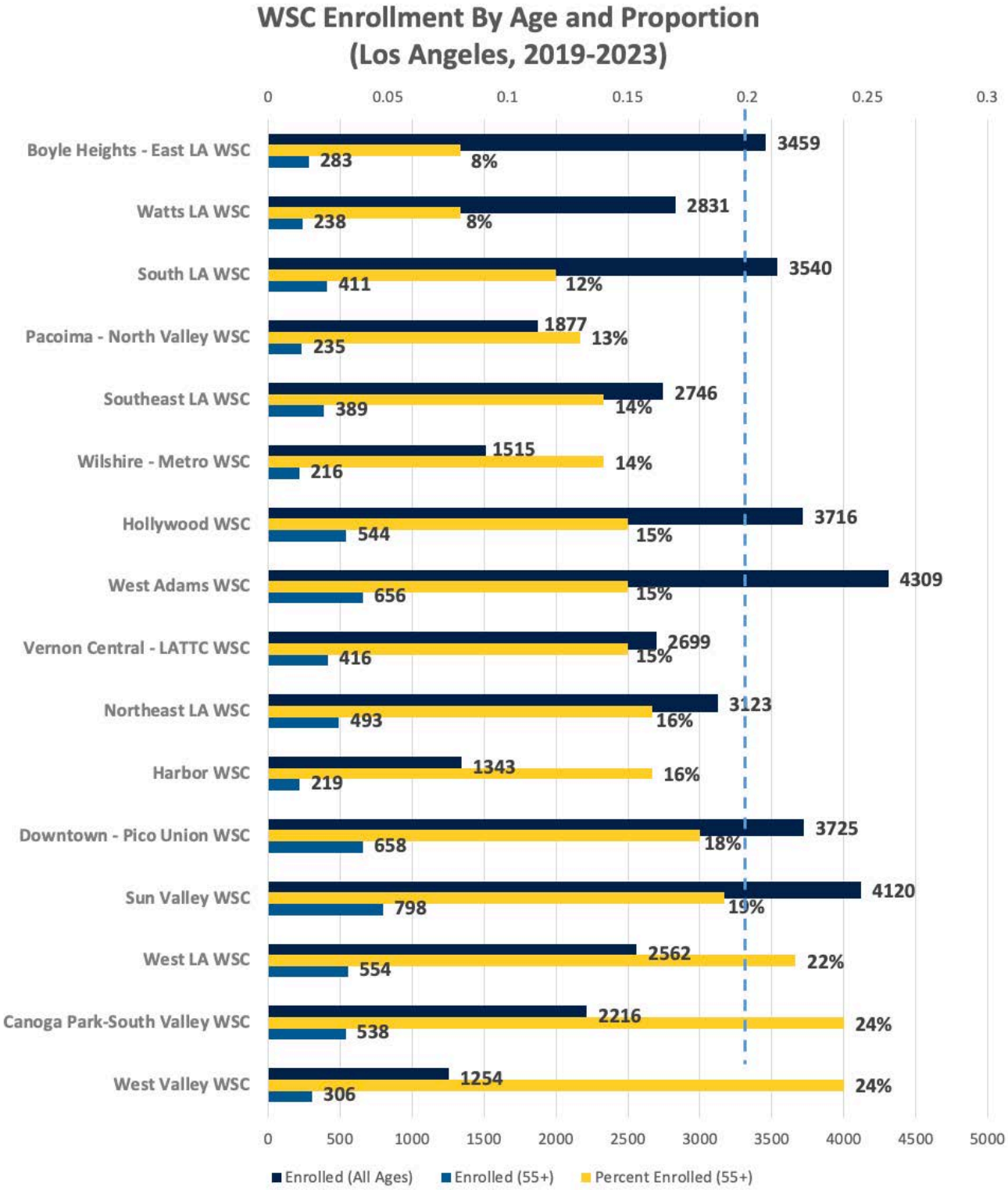
Dislocated Workers

Older Adults are much more likely to be dislocated than workers under 55.



Older Worker Enrollment by Service Provider

When data is looked at by individual service provider, only five sites are serving a proportional number of Older Adults, meaning that 17% or more of their clients are Older Adults. The chart below shows the enrollment of each WSC. Canoga Park-South Valley WSC and West Valley WSC were the two top WSC locations with the highest proportion of older individuals enrolled compared to other ages.

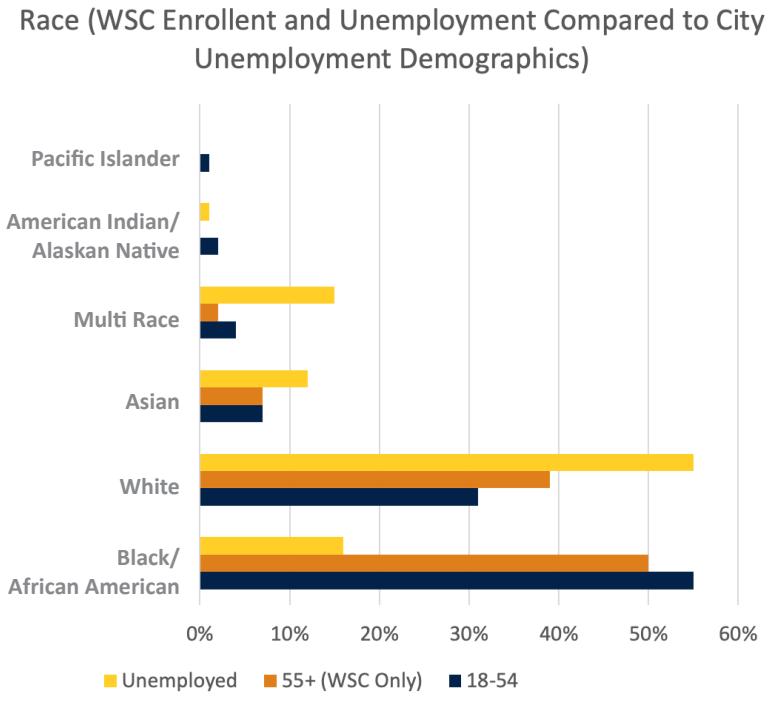


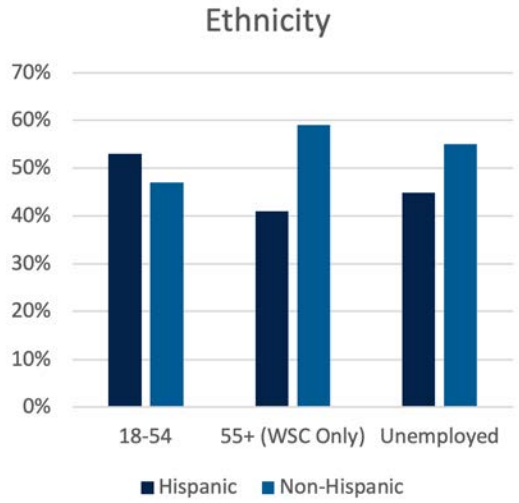
Demographics in WIOA and WSC Enrollment Compared to City Population

Race and Ethnicity

In 2023, Black residents in LA City made up 16% of the unemployed and 9% of the population but had the largest number of enrollments in WIOA programs (regardless of age or program considered). Meanwhile, Asian residents represented 12% of the unemployed and 16% of the total population but only 7% of those enrolled at WSCs.

Almost half of the population is of Hispanic ethnicity (the largest proportion also identifying as white). Hispanic individuals were well represented, at or above the percent of population and unemployed in all age groups except 55+, where WSC representation was 8% below the population and 4% below the unemployment rate.







Meet Margo Wright (67)

I have great customer service skills, am a great problem solver, and have multiple degrees and credentials, including a bachelor's. Yet, despite my qualifications and experiences, all people seem to see is my age. I have had multiple careers in my life. I was in early childhood education for 8 years, was a billing services operator for AT&T for 18 years, was in medical billing, and most recently serve as a chef. Over the years, I have consistently enrolled in certificate programs and training to build my skills and employability. For example, I got a degree in medical billing from LACC.

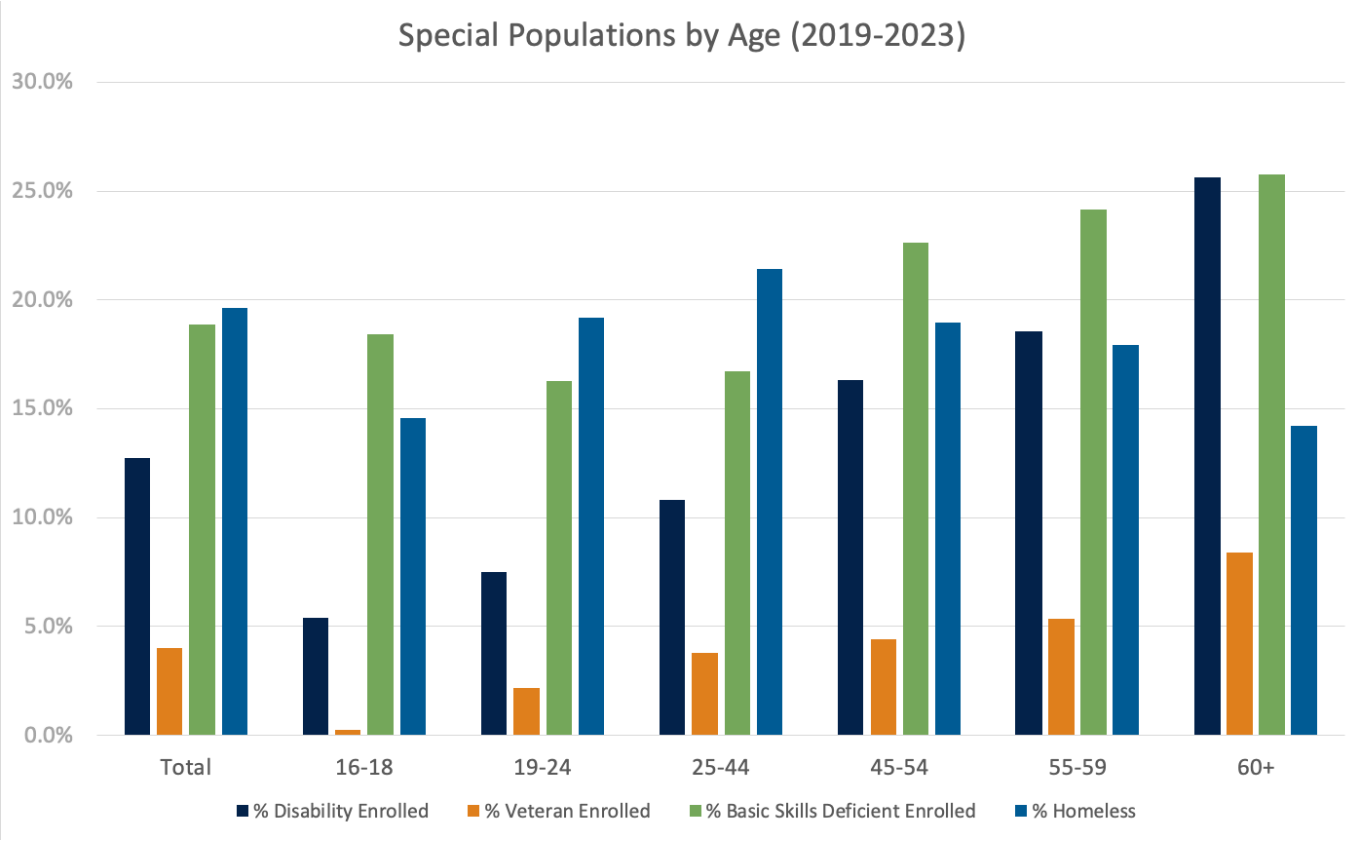
When the pandemic hit, I was working as a sales representative, and I was laid off. I have been applying to different jobs online and going to the EDD for support, but I rarely get called back. Employers seem to think that my age reduces my abilities or that I have physical limitations, but I am healthy. When I get in-person interviews, they often lead to job offers. Age discrimination persists in phone or online interviews. It's frustrating that my capabilities are often overshadowed by ageism.

"Never let people tell you that you are too old. Age is a state of mind."

Special Populations

Older Adults enrolled at WSCs generally face more barriers to employment than other clients.

- Veterans and people with disabilities have the highest percentage of adults 55+ enrolled.
- Homelessness: 18% of 55–59-year-old clients and 14% of 60+ clients are experiencing homelessness, but the highest rates are within 19–44-year-olds.
- In the LA:RISE program from 2020 to 2023, 10% of participants were 55+ (340 individuals compared to 2,902 individuals under 55). Of those, 266 were co-enrolled in WIOA programs.



Gender

Men and women make up roughly 50% each of the population; however, more older men were enrolled in WSCs than women. From 2021 to 2023, 45% of Older Adults 60+ were women compared to 55% of 60+ men.

This is especially interesting given that women live longer than men and often face higher income disparities than men. There is also a higher percent of skill deficiency in female versus male enrollees across all age groups. The gap, however, increases as people age, creating a difference of 6% for 55–59-year-olds.

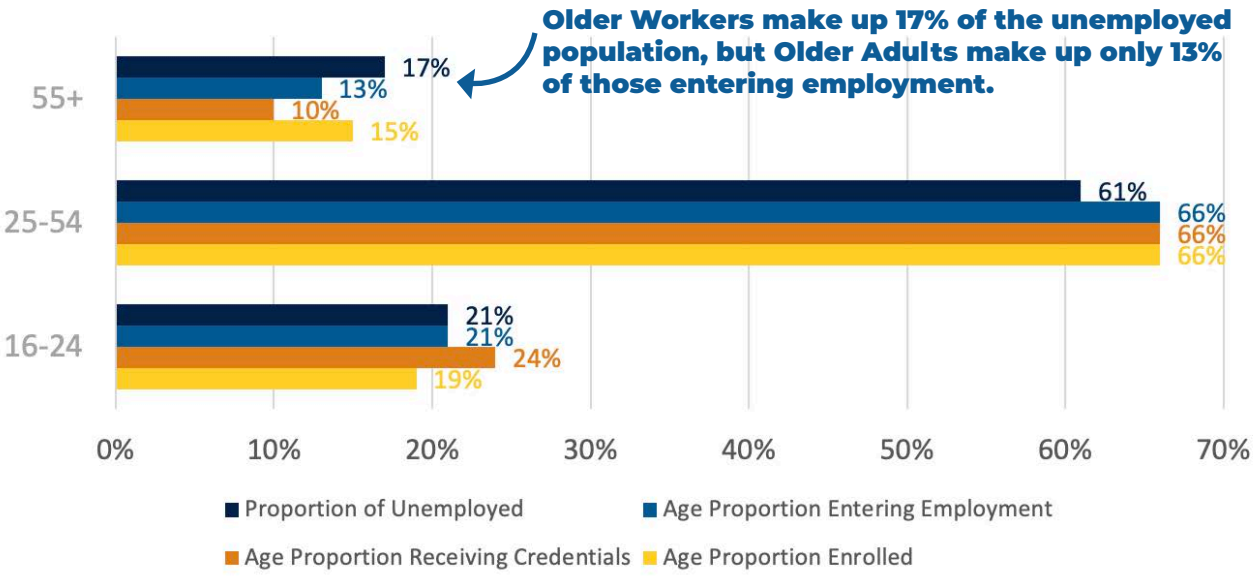
"With their resources and guidance, elders can thrive in a world we helped create."

-Marvin Thornton
Older Adult focus group participant

C. OLDER WORKER CLIENT OUTCOMES

Older Adults served by WSCs have a more difficult time being placed into employment than younger workers and face more barriers to employment. Even so, once they are placed into employment, Older Adults retain their employment at a higher rate than every other age group.

WorkSource Center Enrollment, Employment, and Credentials by Age, Compared to Unemployment (2021-2023)



Employment placement decreases with age. From 2021 to 2023, there were 1,455 individuals 55+ who entered employment compared to 11,801 individuals aged 19–54 in WSCs. From 2019 to 2023, 65% of 18-year-olds entered employment compared to only 41% of those 60 and older and 54% of those aged 55–59.

Earn fewer credentials than younger workers. Of the credentials given, only 10% went to those 55+ compared to 66% to those 24–54 years old. Those 55+ also tend to spend more time in training than younger individuals, despite earning fewer credentials. Those 60 and older show the longest average for number of days in training at 158 days compared to 118 days for 18-year-olds and 119 days for 55–59-year-olds.

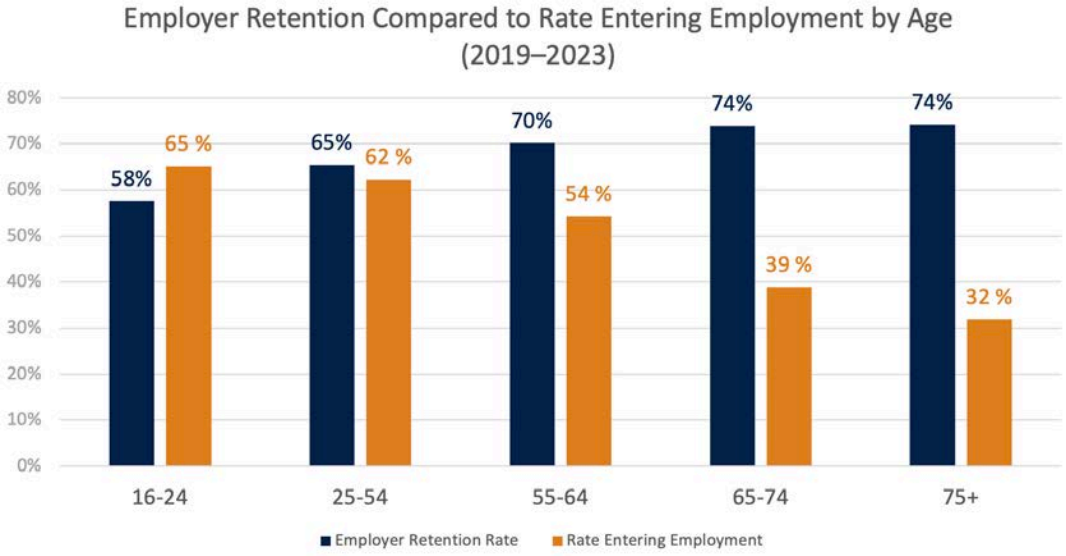
Lower participation rates in earn-and-learn opportunities. Training-related employment is lowest for older individuals coming out of WSCs, particularly for those between the ages of 55 and 59. ETP programs of study were less diverse for older populations. Community college certificates and employment study programs were only seen for those 54 and younger, but overall programs of study in the "Industry-recognized certificate" and "Other" categories produced the highest number of credentials.

Earning change is lowest for Older Adults. Older Adults saw a much lower earning change than their younger counterparts. Those 55+ saw an earning change of $0.37 compared to $0.96 for 18-year-olds and $0.40 cents for those aged 19–24.

Industry placement. WSC participants aged 18–54 are enrolled in a more diverse set of services, programs, and credentials than those aged 55+.

- Healthcare and social assistance is the second most common WSC job given to Older Adults. This is well matched to industry share at the City level but the second highest share.
- Professional, scientific, and technical services is the second most popular industry in which people across the City are employed. However, Older Adults are poorly represented in employment herein (2.3% of the total despite being the second largest share of industries).

Employer retention is high. Once employed, the 55+ age group had the highest retention rate of any age group. 55+ individuals retain their employment at a 74% rate compared to 66% and below for those aged 18–44. Unfortunately, Older Adults are being placed into employment at a much lower rate than younger workers.



Employment Placement Decreases with Age

Employer Retention Increases with Age



Meet Marvin Thornton (60)

I had my first job when I was 14. In 2 years, I worked my way up from busboy, to hot dog guy on the 9th hole, to burger dude, to waiter in the main dining room. I have a strong work ethic, discipline, and skills.

I worked in the fitness industry for 30 years and was a productive employee in various jobs. When the COVID-19 pandemic hit, I lost my multiple jobs. When the employers started opening back up, they were not trying to rehire relics like me. So now, in addition to racism and homophobia, I have to deal with ageism.

I looked for jobs for years and was unable to pay bills and was seemingly unemployable. I was afraid, angry, and in shock. I sent out résumé after résumé, but I rarely got a response. Sometimes, I was forced to answer ridiculous questions like, “Are you sure you can be on your feet that long?” I have 30 years of experience in the fitness industry! I have more stamina than most people.

At the height of my frustration, I carried myself and all my feelings to the LA LGBT Senior Center where I enrolled in the Culinary Arts program and was welcomed as my 60-year-old self. At the center, I was a student, an equal, and seen as someone who is able and ready to work. My 60-year-old self was reborn.

Now I am employed, confident, and still have more stamina than most! I am thrilled and ready to take my wisdom, experience, and sense of wonder to my new career. I am forever grateful to everyone at the Culinary Arts program and all the beautiful people at the LA LGBT Senior Center.

“Your assumptions are inaccurate; 60 is the new 45.”

X. LABOR MARKET INFORMATION

The 2024 Los Angeles County Economic Development Corporation (LAEDC) Economic Forecast outlines a number of challenges and opportunities, such as inflation, increasing income inequality, population decline, and continued impacts of the COVID-19 pandemic recovery, facing the Los Angeles region. As a City and region, Los Angeles must address these key challenges head-on to achieve economic stability and continued growth.

One of the most pressing challenges is the local labor market. Worker shortages in both California and the United States are evident across several industries, creating voids that could potentially be occupied by Older Workers. According to the report, LA County has seen an exodus of many young college graduates and an overall population decline, which will make the economy more dependent on Older Workers and push employers to retain and advance workers from this demographic. This section provides information about the current labor market in LA County, including industries that have pressing demand and skills gaps.

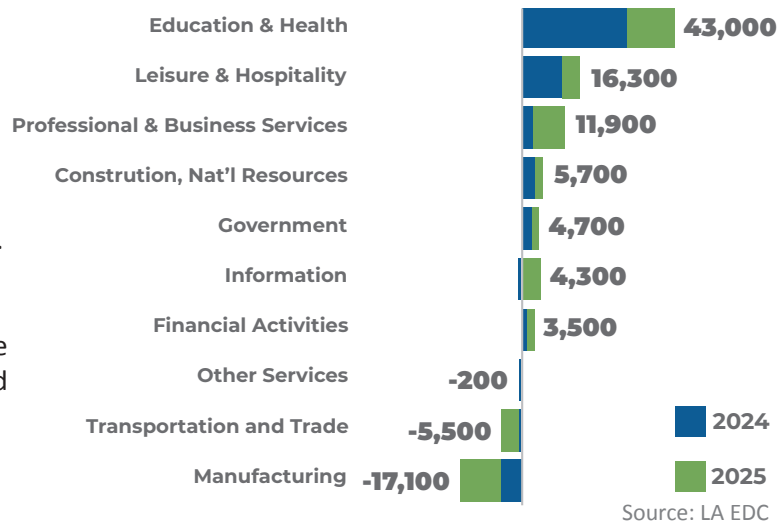
LEADING INDUSTRIES AND OCCUPATIONS IN LA COUNTY

The chart below shows key sectors expected to contribute the highest job growth over the next 2 years. The top three sectors by share of employment are education and health (43,000 new jobs), leisure and hospitality (16,300 new jobs), and professional and business services (11,900 new jobs).

Industries Employing Older Workers in LA County

There are a number of industries that employ and retain a higher share of Older Workers. When considered by number of jobs produced for those 55+, the top industries in LA County included individual and family services, restaurants and other eating places, and education and hospitals (see top 10 below). In the individual and family services industry, workers 55+ make up an impressive 101,000 jobs out of 290,000, or 35% of the industry overall. It is also interesting to note that the top three industries by job for Older Workers are also the top industries overall in terms of job production across all age groups. The top three industries include occupations that involve people-centered roles requiring soft skills such as customer- or client-interfacing roles (ranging from school teacher to home health and personal care aides to food service workers).

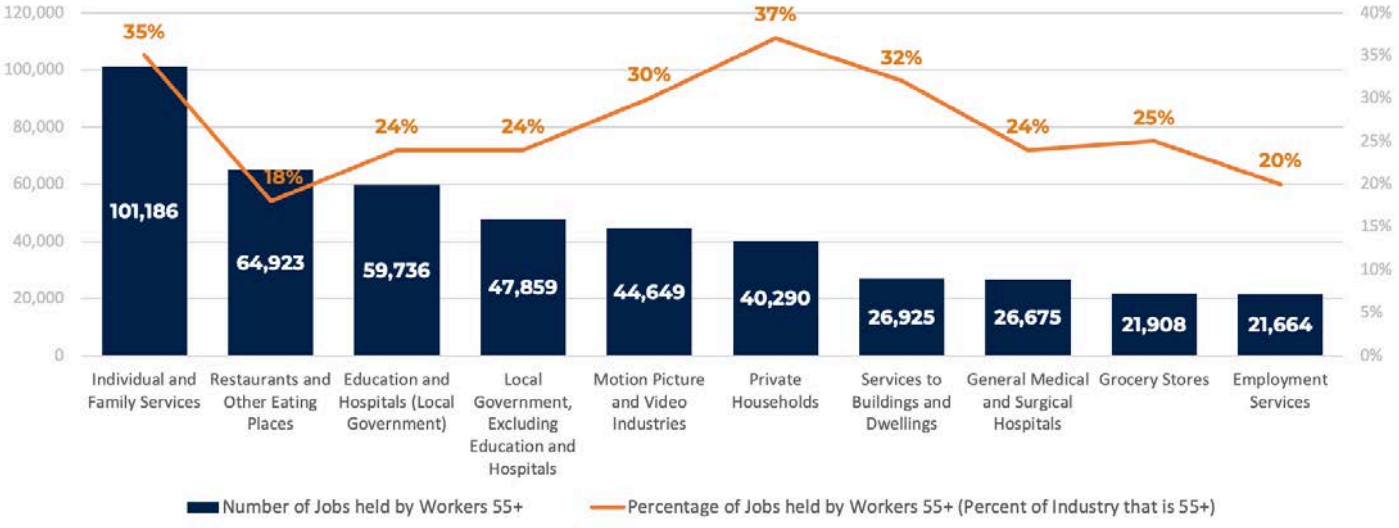
2023 to 2025 LA County Employment Growth by Industry



Source: LA EDC

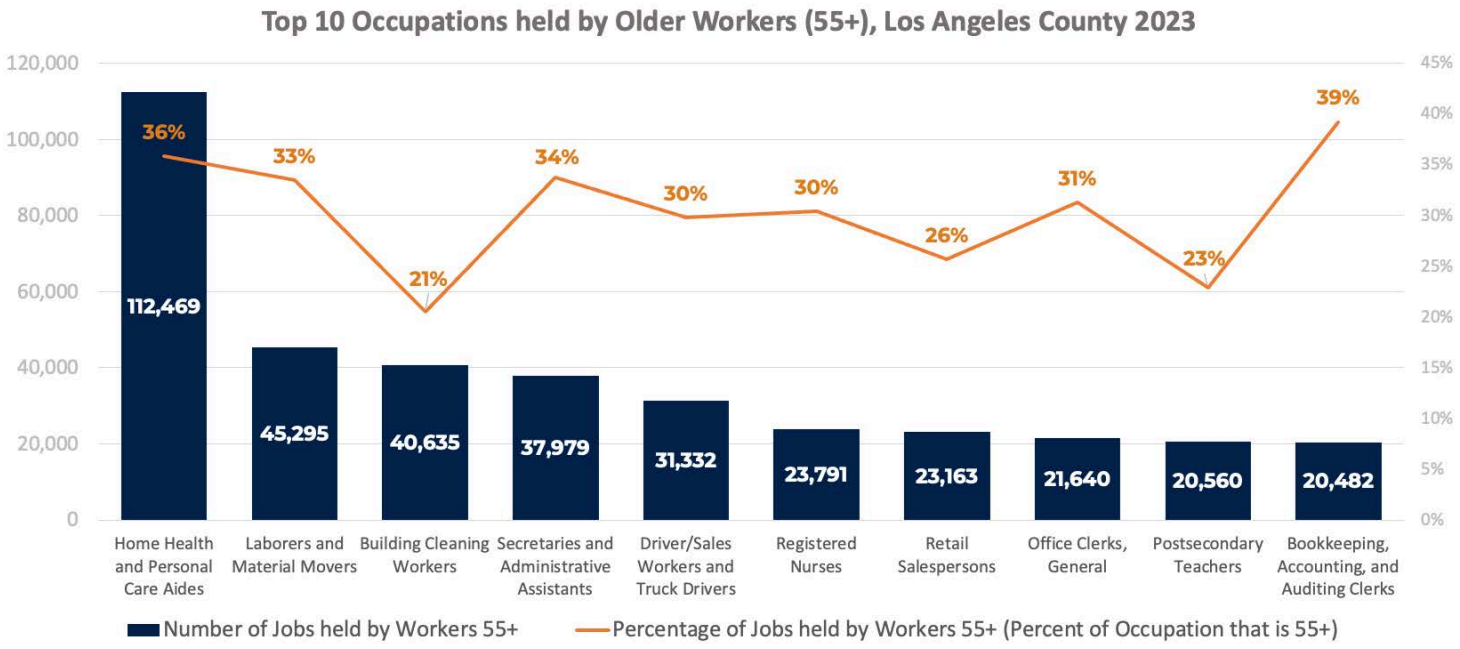
Top Industries for LA County Workers Aged 55+ (2023)

A complete table can be found in the Appendix.



Occupations Employing Older Workers in LA County

The top 10 occupations for Older Workers in LA are outlined in the table below. The #1 occupation in LA County that is **currently employing the most individuals, including Older Adults, is home health and personal care aides.** These essential healthcare positions are needed to care for the ever-expanding older population.[133]



Skill Alignment and Transfer

Regardless of worker age, many industries and occupations are changing quickly. The BLS projects that many of the faster growing job sectors (e.g., information, healthcare, and social assistance) will demand continuous upskilling to help workers keep up to date, regardless of age.[134] This highlights the need for upskilling of all workers, not just older ones, to fill new jobs and roles. It also means that it will be key to identify transferable skills for Older Workers who may be moving into a new position and industry.

Upskilling and training must be equally available to all-aged workers to ensure that opportunities, or a lack thereof, do not perpetuate ageism.

Transferable skills commonly include interpersonal and resiliency-related skills such as communication, adaptability, problem-solving, teamwork, and work ethic,[135] but they can also include key hard skills that may align with industry trends but require updates to leverage effectively.[136] By conducting thorough assessments, organizations and policymakers can tailor training programs and interventions to address specific skill gaps and equip Older Workers with the competencies needed to succeed in emerging sectors.

The discussion of skill gaps in Older Workers is also a complex one because of the effects of ageism. The perception of a skill gap versus an actual measurable skill gap is difficult at times to prove, and ageism itself has a complicated intersectional relationship with other types of bias. For example, older Americans do have a lower level of digital skills on average than younger Americans, and older people of color and women tend to have lower skills than their white male counterparts.[137] However, the gap may not be as wide and uncloseable as it is made to seem. Many studies report that the gap is a result of exposure to technologies and availability of training and upskilling. This is exacerbated given that Older Adults are chronically provided fewer training and upskilling opportunities than their younger peers.[138] **Emerging technologies are new for everyone. Upskilling and training must be equally available to all-aged workers to ensure that opportunities, or a lack thereof, do not perpetuate ageism.**

XI. RECOMMENDATIONS



"AARP CA applauds the City of Los Angeles, the Economic Workforce and Development Department, and the Workforce Development Board for developing a strategic blueprint addressing the economic imperative for building, growing, training and sustaining a workforce that is inclusive of diverse age groups. AARP believes it is essential for employers to recognize the value of experienced workers and to provide equal opportunities, regardless of age."

– Michael Murray, AARP CA Director, Business Integration.

XI. RECOMMENDATIONS

Overall Vision

Los Angeles recognizes the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality in the region.

A. City Goals, Strategies, and Tactics



GOAL 1: Increase the number of 55+ adults enrolled with successful outcomes across the workforce system.

The current workforce development system is underserving Older Adults 55+. The City must improve Older Adults' knowledge of the system, access to the system, and the success of Older Adults that are served by the system.



GOAL 2: Increase the number of employers who employ, retain, and advance Older Workers.

Too often, Older Adults are job ready, but employers are not ready to hire due to ageism and bias. Engaging and enlisting employers in this initiative is an essential element of every part of this plan. While most employers acknowledge the trend of the aging workforce, few have actual policies in place to support Older Workers.



GOAL 3: Advance the City's efforts to be a more age-inclusive* workplace by developing employment, retention, and advancement opportunities for Older Workers.

In addition to its role as a governmental entity, the City is one of the largest employers in the Los Angeles region. When the City implements a number of initiatives and programs for City workers, it provides a model for other employers across the region. Thus, the City needs to lead as an employer who employs, advances, retains, and values the contributions of Older Workers.



GOAL 4: Ensure workforce services are responsive to the unique needs and preferences of Older Workers and are provided in a culturally competent manner.

Workforce services are often designed based on the needs of younger workers and do not consider the unique needs, preferences, and experience of Older Workers. The workforce system must deliver culturally competent services tailored to the specific needs and preferences of Older Workers. This entails equipping workforce staff with appropriate training to serve this demographic adeptly. Additionally, programs and services should be customized to accommodate the diverse cultural, ethnic, and social backgrounds of Older Workers to ensure they receive the types of services they need to be successful.



GOAL 5: Create and provide in-demand training, upskilling, and earn-and-learn opportunities to enhance career success for Older Workers.

Many Older Workers need education and training to get a job or retain their current job. Unfortunately, education and training systems are rarely designed with Older Workers' needs in mind. The region must collaborate to develop relevant in-demand training and provide them in a flexible manner that is accessible to Older Workers. This includes entrepreneurship training, technological upskilling, and apprenticeships.

GOAL 1: Increase the number of 55+ adults enrolled with successful outcomes across the workforce system.

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Strategically market workforce programs and education and training offerings to Older Adults.	1. Develop an Older Adult–targeted marketing strategy. 2. Partner with faith-based organizations to get the word out about workforce services to Older Adults. 3. Partner with Older Adult–serving partner agencies such as County Aging, DOD, HACLA, LAPL, and RAP to co-promote workforce services at their sites. 4. Utilize traditional news outlets and ethnic media to market workforce services to Older Adults. 5. Hire Older Adult outreach workers to conduct outreach.	Y1 Y1 Y1 Y1 Y2	Mayor's Office, EWDD, DOA, County AG
B. Co-locate workforce services at sites that serve Older Adults.	1. Provide workforce development support at housing sites, including the Mayor's Inside Safe sites, to better support Older Adults experiencing housing insecurity to get jobs. 2. Allocate a number of DOA, OWEP, and SCSEP positions so Older Adults can live and work at HACLA and LAHSA Senior Housing sites.	Y2 Y2	EWDD, DOA, HACLA, LAHSA
C. Develop job placement support and program funding to support Older Adults who do not currently qualify for workforce programs due to income eligibility.	1. Identify risk indicators for which additional funds can be expended to expand the current limited eligibility parameters. 2. Identify ways to braid funds, seek funds, and set aside funds for Older Adults who do not meet the current limited eligibility parameters but need employment services.	Y1 Y2	EWDD, DEO, LACCD, DACE, LAPL, RAP
D. Create and implement local performance measures for Older Workers in the WSC system.	1. Implement an Older Worker (55+) enrollment goal to ensure that WSCs serve a proportional number of Older Adults compared to unemployment rates (in 2023, this rate was 17%). 2. Implement a part-time placement initiative and establish a success metric that tracks both full-time and part-time employment.	Y1 Y2	EWDD, WDB, DEO
E. Improve coordination and collaboration across Older Adult–serving systems and programs.	1. Develop a collaborative that meets regularly to ensure ongoing connection and collaboration across staff of City, County, education, and training provided for Older Workers. 2. Provide cross-training to increase cross-departmental knowledge of workforce services and supports for Older Workers. 3. Track referrals across programs and strengthen warm referrals to reduce bottlenecks and streamline services by getting clients to the best service provider. 4. Develop processes for collaboration, referral tracking, and data sharing between the DOA and EWDD. Explore how Dataquest and other platforms can be integrated and utilized for data sharing purposes.	Y1 Y1 Y2 Y2	EWDD, DOA, Mayor's Office, DEO, AG DOR, DOD, CIFD, LAPL, RAP
F. Develop programs that are designed specifically to meet the needs of Older Workers.	1. Develop a 55+ employment training cohort program that helps workers identify their strengths and build motivation/morale and then place cohort members with age-inclusive employers. a. Partner with the Agency on Aging Area 4's to replicate the Mature Edge Job Readiness program. b. Develop a cohort for women entering or returning to the workforce ("It's never too late."). 2. Hold a Return to Work Conference and Resource Fair.	Y1 Y1 Y2 Y2	EWDD, DOA

= Year 1 Priority *= Partnership is Already Prepared to Implement*

GOAL 2: Increase the number of employers who employ, retain, and advance Older Workers.

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces.	1. Lead by actively seeking opportunities to market the City as an age-inclusive employer. 2. Provide training and resources to employers and employer associations about how to be age inclusive. a. Partner with AARP to pilot their age-inclusive training with employers in LA. b. Collaborate with Chambers to provide resources and training to their members. 3. Urge employers to pledge to be age-inclusive employers by signing the AARP Employer Pledge that publicly affirms an employer's commitment to building an age-inclusive workforce. 4. Urge employers to become CAFE certified by the Age-Friendly Institute. 5. Develop employer champions who can share success. 6. Create Workforce and Equity Awards for employers who support special pop. initiatives.	Y1 Y1 Y1 Y1 Y3	EWDD, Mayor's Office, WDB, AARP, LA Regional Chamber, LA County WDB
B. Establish formal partnerships with employers and industries who commit to hiring Older Workers.	1. Curate a list of employers willing to hire part-time employees and connect them to WSCs. 2. Identify cogenerational opportunities for employment in the upcoming Olympics and large regional events such as the World Cup. a. Partner with LA sports teams, event venues, and the Olympic Planning Committee to provide opportunities to Older Adults as event ushers, attendants, or other positions. 3. Urge large regional employers to establish and implement Older Worker hiring targets alongside their existing diversity hiring requirements.	Y1 Y2 Y3	EWDD, Mayor's Office, LA28, DEO
C. Connect WSCs, AJCCs, and workforce services providers to age-inclusive employers.	1. Engage independent small businesses and diverse-owned businesses to connect with the workforce system and serve as placement sites for Older Workers (use ETP funds to provide training). 2. Plan reverse hiring fairs where employers who want to hire Older Workers attend and interview on the spot.	Y2 Y2	EWDD, BCA, CAO Procurement

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GOAL 3: Advance the City's efforts to be a more age-inclusive* workplace by developing employment, retention, and advancement opportunities for Older Workers.

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Create flexible job options that encourage succession planning and employee retention.	1. Conduct a study to identify retirement systems, practices, and structures that allow for increased job flexibility without being cost prohibitive to the employer. 2. Develop a phased retirement program that allows full-time employees to work part-time schedules while beginning to draw retirement benefits and maintaining health benefits. 3. Explore developing a job share program.	Y2 Y3 Y3	Personnel, Mayor's Office, City Council, LACERS, Coalition of City Unions, PALA
B. Create more career pathways for Older Workers into well-paid City employment.	1. Fast track any-age workers into high-demand City jobs that are difficult to fill and need skilled workers. (e.g., accountants, helicopter pilots, and phone dispatchers). 2. Expand programs such as TLH to get people into City employment without having to take the Civil Service exam. 3. Amend the City Charter to provide extended opportunities for former City employees to return from retirement. The current charter states that retirees can only return for 120 days per fiscal year.	Y2 Y2 Y3	Personnel, Mayor's Office, LACERS, Coalition of City Unions
C. Upskill existing City employees and develop career pathways into in-demand positions for those who need additional training to advance.	1. Develop a career pathway for entry-level City employees (custodians, clerks) to become a Police Service Representative (PSR). The City is in dire need of filling PSR positions and has a difficult time getting people from the outside to enter the City for these roles. 2. Upskill existing City accounting clerks to become trained accountants. Partner with training providers to develop a certificate-bearing training program and/or apprenticeship to upskill current City employees who are working as accounting clerks but do not have the necessary coursework or certification to become City accountants. 3. Develop targeted outreach efforts to staff and managers to ensure that upskilling and advancement opportunities are provided equitably across age groups across the City. 4. Develop partnerships to expand upskilling and build the City's capacity to provide upskilling.	Y1 Y1 Y1 Y2	Personnel, LACCD, DACE
D. Implement and enforce age-inclusive workplace managing and hiring practices.	1. Embed Older Worker-specific policies and practices into the City's Civil + Human Rights and Equity Department policies and the Office of Workplace Equity practices. 2. Ensure that age is mentioned in official DEI statements, goals, and action plans and across DEI initiatives, including formal equal employment opportunity (EEO) statements. 3. Introduce and enforce age-inclusive hiring practices (*listed in the best practices section)*. 4. Include age in anti-bias training for employees, managers, and leadership. 5. Ensure that City branding, careers pages, and outreach collateral are representative of a diverse workforce, including age. 6. Deliver comprehensive retirement planning and benefits counseling tailored to address fiscal and health needs and to clarify City benefits pertaining to caregiving support.	Y1 Y1 Y2 Y1 Y2 Y3	YDD, Civil + Human Rights and Equity, Personnel, EWDD
E. Embed cogenerational opportunities and programs across the City.	1. Promote the City's existing mentoring program and seek to pair cogenerational employees to preserve institutional knowledge and build community. 2. Develop a paid cogenerational work experience program to provide any-age workers to understaffed public parks, libraries, and social services agencies. 3. Develop cogenerational paid internships with the governmental sector that focus on all ages.	Y2 Y2 Y3	EWDD, Mayor's Office, DOA

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GOAL 4: Ensure workforce services are responsive to the unique needs and preferences of Older Workers and provided in a culturally competent manner.

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Build staff capacity to serve Older Adults.	1. Develop and provide staff training across the workforce system by collaborating with DOA, LA County Aging, and their Older Adult systems of care to ensure consistency of approach. 2. Train case managers and direct service staff on how to best serve Older Adults. Train staff to: a. Understand WIOA placement outcome metrics that allow for part-time placement. b. Navigate the benefits cliff, disability, and retirement-benefits limitations. c. Understand new work authorization policies and not turn away Older Adults without work authorization. 3. Make training readily accessible to education and training partners and other workforce entities.	Y1 Y1 Y2	DOA, LA County Aging
B. Provide culturally competent services for Older Workers.	1. Develop a 55+ Peer Navigator Program that trains Older Adults to serve as Business Service Specialists specifically for the 55+ population at WSCs. Peer navigators should be trained in the SCSEP, OWEP, and WIOA programs and help clients enroll in programs, apply for benefits, and connect with employers. Positions should be 50% time. 2. Intentionally center and address the needs of diverse populations (e.g., housing insecure, women, immigrants, and English language learners). 3. Provide on-site multilingual services and access to on-demand translation.	Y1 Y2 Y2	EWDD, DOA
C. Develop and implement clear layoff aversion (rapid response) protocols, processes, and supports to respond to the needs of Older Adults who experience layoffs.	1. Proactively identify businesses at risk of layoffs and educate them about EDD's new Work Sharing Program, paid leave, and upskilling support so they can retain older employees. 2. Proactively connect laid off employees to Older Adult housing, relevant Older Adult benefits, and other wraparound supports.	Y1 Y2	EWDD, DEO
D. Help Older Workers apply for every available benefit and provide wraparound supports.	1. Ensure WSCs are directly connected to services such as transportation, caretaking supports, mental health, healthcare, housing, food assistance via CalFresh, disability, mobility/modality supports, and addiction. 2. Include benefits assessment questions during program enrollment and help Older Adults identify all benefits they may be eligible for. 3. Develop and expand co-location agreements between WSCs and social services that support Older Adults.	Y1 Y1 Y2	LAHSA, DMH, EWDD, DOA, DOD, LA County DPSS, CIFD

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GOAL 5: Create and provide in-demand training, upskilling, and earn-and-learn opportunities to enhance career success for Older Workers.

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers.	1. Expand the Mayor's Office Early Childhood Education Advancement program to include Older Adult trainees. 2. Partner with social enterprises to expand opportunities for Older Workers in hospitality. 3. Launch industry-specific Older Adult apprenticeship programs in high-demand occupations such as early childhood education, healthcare, home healthcare aide, and hospitality.	Y1 Y2 Y3	LARC, LAREEC, LACCD
B. Develop programs and referrals to programs that teach Older Adults how to enter the gig economy and become solopreneurs.	1. Partner with the Small Business Association (SBA), SBDCs, and the LA County Office of Small Business to identify entrepreneurship resources and training for Older Adults who have skills that can be leveraged as self-employment. (Ensure that programs are marketed to people regardless of immigration status because entrepreneurship is accessible to undocumented workers.) 2. Develop and provide Older Workers with a list of gig-economy opportunities that Angelenos can access such as Angie's list, Uber, and Lyft. 3. Identify opportunities for Older Adults to pass on trade knowledge as trainers (e.g., CTE teachers).	Y2 Y1 Y2	EWDD, LA County OSB, LACCD, DACE
C. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market.	1. Develop partnerships to provide ongoing, high-quality, and short-term computer basics training across the City in accessible locations such as WSC computer labs, housing sites, libraries, and parks. a. Partner with HACLA to expand existing computer programming for Older Adult residents. b. Seek funding sources for DACE Computer Literacy courses outside ETPL constraints, aiming for efficient integration of digital skills into career pathways without extending credential timelines. 2. Increase the proportion of ETP funding spent on Older Workers to match the proportion of Older Adults who are unemployed from 10% to 17%. Develop targeted efforts in the identified opportunity industries. 3. Partner with Indeed.com to provide a recurring Indeed job search 101 training for job seekers virtually and at WSCs, libraries, and housing sites. 4. Market and expand in-language upskilling/training options (for credit and certification) to increase accessibility of training and upskilling to those who do not speak English.	Y2 Y1 Y2 Y2 Y1 Y1	EWDD, LAPL, HACLA, RAP, DACE
D. Collaborate with LARC and LARAEC to prioritize the training, upskilling, and reskilling of Older Workers.	1. Market existing short-term training programs that provide flexible schedules to Older Adults. 2. Partner with LARC and Workforce Innovation Labs to market their existing quick entry-exit certificate program to Older Adults. The ~1–2 semester program provides career pathways into fashion, hospitality, tourism, retail, and culinary. 3. Include Older Adult students in the LAEREC ELL Health Pathways Grant that provides career training in pathways such as phlebotomy and CNA (3-year program that ends in 2025-26). a. Advocate to have home healthcare aide added to the grant given the regional demand. 4. Develop new fee-based, short-term vocational education courses in in-demand industries in collaboration with local employers through extension programs. 5. Develop targeted investment carve outs for Older Workers in certain regional workforce dollars.	Y1 Y1 Y2 Y2 Y2	LARC, LARAEC
E. Connect training programs directly to employers for direct placement to combat ageism in the interview process.	1. Support the community colleges in developing a plan to contract with employers and create employer agreements to spend millions in Learning-Aligned Employment Program (LAEP) funding that can be used to pay for 50–100% of student-employment placement. 2. Map existing funding that can pay for student training, placement, and salaries and ensure that CC staff and workforce staff understand the parameters for spending such funds (e.g., ETP, SCSEP, LAEP).	Y1 Y2	Mayor's Office, LACCD, EWDD, DEO

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B. IMPLEMENTATION RECOMMENDATIONS

Ensure systems are in place to implement this plan and hold the City accountable for achieving the goals.

1. Create an entity to establish and track all recommendations. This may start as a public-sector working group for regional Older Adult workforce service providers composed of City, County, and other public agencies, including all seven of the WDBs in the region, and then transition to a formal commission. The group will be collectively responsible for implementing the goals in this plan, tracking success, and holding the City accountable for advancing the goals. This recommendation was originally made by PALA and approved by City Council and the County Board of Supervisors but has not yet been implemented.

The collaborative should be facilitated and convened by the WDB and the EWDD but include cross-sector participants, City departments, and the County. PALA leadership should be included to ensure implementation alignment and resource braiding.

Responsibilities of the collaborative should include:

- **Align efforts and build cross-departmental and cross-agency coordination.** This includes formalizing City-County collaboration to implement, sustain, and advance efforts.
- **Map funding and develop a collective** cross-departmental, cross-County, and cross-system funding strategy to achieve efficiencies, bring in new resources, and ensure program longevity.
- **Report in writing annually to the Mayor of Los Angeles and the board of supervisors** regarding the status of implementing the Older Worker strategy recommendations.

2. Allocate dedicated City staff and resources to manage and, in some cases, implement the recommendations in the plan. Staff responsibilities will include staffing the collaborative entity, facilitating collaboration across Older Adult–serving City departments, and implementing new programs and initiatives.

3. Collect and use data about Older Workers to make decisions about resource allocation and programs to ensure Older Adults are being equitably and adequately served.

- Data should be collected and analyzed at the employee level (by personnel and the Office of Civil Rights) and include an assessment of separations, access to training and advancement, etc.
- Data should be collected and analyzed at the program level to ensure Older Adults are being tracked and served.
- Partner with the County's soon-to-be developed Older Worker Center of Excellence (COE) as a hub of ongoing research and innovation.

4. Embed Older Adult recommendations herein in other department and agency strategic plans, budgets, and priorities. (Ensure that the needs of Older Adults are considered and addressed across systems.)

- Share this report with PALA to share the recommendations herein with the County for consideration and to expand the impact.
- Embed Older Adult student strategies in the forthcoming LACCD strategic plan for nonaccredited programs.
- Participate in the State Master Plan for Career Education that will be developed by the governor's office over the next 3 years.
- Engage all seven WDBs across the County to develop Older Worker priorities and create and implement an Older Worker enrollment goal to ensure that WSCs serve a proportional number of Older Adults compared to unemployment rates (in 2023, this rate was 17%).

5. Collaborate regionally to advocate for policy changes that will support Older Workers. The City should develop a policy agenda at the City, County, State, and federal levels and advocate for age-inclusive policies that promote Older Adults' continued participation and inclusion in and beyond the City.

C. POLICY RECOMMENDATIONS

Some of the policy changes that can support Older Workers include:

Advocate to have Older Adults overtly represented in WIOA legislation. While WIOA encompasses a broad range of workforce development initiatives, its primary emphasis is on serving individuals, including youth, adults, and dislocated workers with barriers to employment. While WIOA addresses the needs of various age groups, it does not include much specificity or many targeted provisions for Older Workers. For Older Workers, challenges may arise due to factors such as desire for flexible or part-time work, digital skills gaps, age discrimination, and transitioning careers. However, WIOA does not have explicit measures designed exclusively for the unique needs of Older Adults in the workforce. Some of the specific challenges with the existing WIOA authorization include:

- **Limited emphasis on flexible work arrangements.** Participant success and evaluation metrics prioritize placement into full-time employment, potentially overlooking the preferences and/or needs of Older Adults for flexible or part-time work arrangements.
- **Insufficient recognition of transferable skills.** Older Workers often face difficulties in transitioning to new careers due to a lack of recognition of their transferable skills. WIOA policies need to focus on facilitating career transitions and recognizing the value of diverse experiences.

Draft and pass age-inclusive hiring legislation. Workforce programs alone cannot combat the implicit bias and overt ageism that hurts Older Workers' employment success. By implementing age-inclusive hiring legislation, employers are legally required to consider candidates based on their qualifications rather than their ages, helping to mitigate discrimination in the hiring process.

- **Ban age-reporting requirements on initial City job applications** to combat job discrimination.
- **Advocate for CA statewide age-inclusive hiring legislation that bans age reporting requirements on initial job applications.** The City can learn from Colorado's 2023 Job Application Fairness Act, which prohibits employers from requiring age-identifying data such as age, date of birth, and graduation date on initial job applications.

Increase federal budget allocations for the SCSEP to build the program's capacity to meet the immense demand for the program. LA City's SCSEP is funded to serve 72 people per year, and the County receives funding to serve 70 people per year. There are 437,918 people across LA County who are eligible for SCSEP services, meaning that they are 55+ and at or below 125% of the federal poverty guidelines (this is 31% of the total number of SCSEP-eligible individuals across the entire state of CA).[139] There simply isn't enough SCSEP funding currently available to serve the number of Older Adults seeking to reenter the workforce.

Advocate to amend retirement benefits that restrict retirement careers and jobs for retirees. It is crucial to advocate for amendments to retirement benefits, particularly those that unduly limit the ability of retirees to pursue new careers or continue working post-retirement. Addressing regulations like the Windfall Elimination Provision in California, which restricts educators from receiving full Social Security benefits if they have not contributed for at least 5 years, can significantly enhance the quality of life and financial independence of retirees.

> ***"I just want employers to give opportunities to the older people like they do for younger people."***
>
> -Focus group participant

D. OPPORTUNITY INDUSTRIES AND OCCUPATIONS FOR OLDER ADULTS

This plan calls out four specific opportunity industries and specific occupations for Older Workers. While there are multiple other opportunity occupations for Older Adults, these four were chosen due to 1) the number of Older Adults working in them, 2) projected growth in industries, 3) characteristics that would provide ideal working conditions, including those listed in the age-inclusive indicators listed above, and 4) local demand.

Opportunity Industries for Older Workers



Healthcare and Social Assistance



Education



Hospitality, Tourism, and Leisure



Customer Service

Category	Industry	Current # 55+ Workers	Projected Industry/Job Growth Over Next 5 Years (%)	New Jobs Added Over Next 5 Years
Healthcare and Social Assistance	Healthcare and Social Assistance	230,937	14%	113,545
Education	Government	141,866	4%	25,415
	Educational Services	40,221	6%	10,017
Hospitality, Tourism and Leisure, and Customer Service	Arts, Entertainment, and Recreation	32,955	7%	9,351
	Accommodation and Food Services	85,793	8%	35,281

These align with research conducted by others. For example, the AARP identified some occupations that they determined were well suited for Older Workers based on commitment to hiring older individuals and the ability for flexibility in work schedule. Many of the occupations were desk or remote friendly and in financial, data, legal, and human-facing occupations, including sales agent, human resources generalist, child care educator, financial analyst, product manager, paralegal, data entry clerk, administrative assistant, payroll specialist, billing representative, senior recruiter, and customer service representative.[140] Telehealth for registered nursing is also listed as a part-time, well-paying, and high-meaning occupation that allows for flexibility and lacks the physical strain of some in-person nursing occupations.[141]

"Technology competence is not a function of age but a function of use and familiarity regardless of Age!"

-Dr. Ruth Finkelstein

Healthcare and Social Assistance

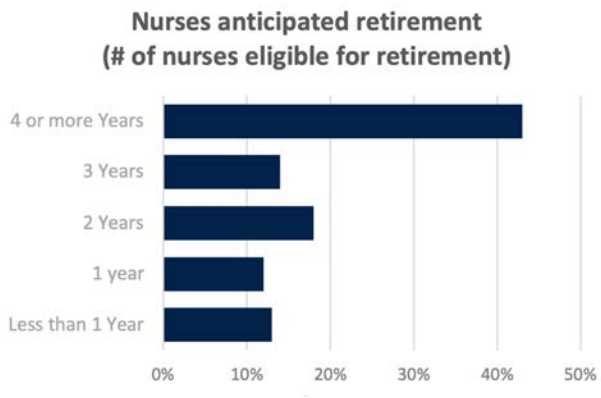
The healthcare and social assistance industries include many of the occupations that hire the most people across California. Further, there is immense projected growth to accommodate the aging population.

The healthcare industry across the United States and within California has a number of positions that are already facing labor and skills shortages; these shortages will grow as the workforce retires.[142] There are many workers that already work in social services, indicating that these jobs are more age-inclusive. These occupations provide meaningful work and often offer on-the-job training and upskilling opportunities. There are multiple trainings in LA that prepare people for social service and healthcare occupations.

Home Healthcare Worker. According to a report from UCLA's Labor Center, home healthcare workers are becoming increasingly important in an aging population. **By 2030, over one million adults 65+ will need homecare in California**, and the homecare industry within California is already dealing with high prices and low worker supply for care.[143] In 2023, home health and personal care aides made up 314,032 jobs in LA County, and 36% of these jobs were held by individuals 55+. Over the last decade, this occupation has grown 210%. Fifty-eight percent of job postings are for part-time or flexible work.

- **Partner with CalGrows,** a California DOA program that provides free training and paid stipends for those Older Adults interested in becoming a caregiver.[144]

Nursing. Nursing is a key occupation within healthcare where retention is essential as the workforce is quickly aging. Joanne Spetz, PhD, co-author of the report and director of the UCSF Philip R. Lee Institute for Health Policy Studies (PRL-IHPS) said, "To address this, employers need to retain older RNs while developing career paths for new graduates. They also need to rapidly develop and implement strategies to mitigate the potential harm of nurse shortages over the next five years."[145]



A survey of over 800,000 registered nurses in the United States in 2023[146] found that 21% were between 59 and 77 years old, and 37% were between 43 and 58 years old. Out of a survey of over 18,000 nurses, 17% said they were eligible to retire, and of those, about one quarter planned to do so in 1 year or less. A full 57% of those eligible to retire plan to do so in 3 years or less.

- **Develop job share and part-time options for nurses.** Older nurses report being more satisfied with their work than those newly entering the field and are more likely to see worker retention. Even so, many are planning to retire in the coming years, leaving behind a significant shortage.[147] Nursing is an occupation that can provide part-time or flexible working schedules, creating an opportunity to retain more workers.
- **Encourage healthcare providers to train older nurses to be telehealth providers.** Registered nursing was listed as a part-time, well paying, and high meaning occupation that allows for flexibility and lacks the physical strain of some in-person nursing occupations.[148]
- **Explore opportunities to recruit retired or close-to-retirement** healthcare professionals to work as faculty in clinical training programs.

Peer-Support Specialist. The California Mental Health Services Authority (CalMHSA) provides state-certifying programs for peer-support specialist positions and placement options at multiple locations across the County.

- **Market the Medi-Cal Peer-Support Specialist Program for Older Persons experiencing homelessness**. Individuals with lived homelessness experience can complete an 80-hour training, pass the certification exam, and then get a job as a Peer-Support Specialist. This position presents an opportunity to provide employment for individuals who may currently be residents at housing sites.
- **Develop a list of short-term social service training programs and market them to Older Workers**. For example:
  - The Antelope Valley Tarzana Treatment centers provide free training in an online and in-person format leading to a relevant certification, and California Advancing and Innovating Medi-Cal program (CalAIM) providers offer both payment and possible job openings.
  - Trade-Technical College offers training and placement with treatment partners and for internal positions.

Education

In a post-COVID teaching landscape, a significant boom in retirements was seen, leaving many districts struggling to cover positions. The education sector provides good jobs while also providing a source of lifetime benefits for those who secure employment.

Teachers. The median retirement age for California State Teachers' Retirement System (CalSTRS) members was 62.9 years of age after 25 years of teaching, with a monthly pension of $4,475.[149] CalSTRS requires a 6-month separation of service for retiring teachers, but after that period, it is not unusual for former teachers to return as part-time substitute teachers.[150]

- **Encourage retirees to become CTE teachers.** DACE needs teachers with career experience in a variety of fields. Older Adults can become part-time CTE teachers for up to 4 years without influencing their benefits.
- **Encourage encore careers as K-12 classroom teachers.**

Early Childhood Educators. California's addition of a new Transitional Kindergarten (TK) for all initiative introduces a new need for more teaching power at a time when teachers are already in short supply. The $2.7 billion TK for All program will provide all 4-year-olds with TK by the 2025 school year.

- **Market and expand existing early childhood educator training programs through DACE to Older Adults.**
- **Expand the Mayor's Office-Early Childhood Education Advancement program to include Older Adult trainees.** The program is currently funded through CA Volunteers and teaches youth aged 18–30 to be ECE providers and educators. Participants receive supportive services, a seasoned mentor, and paid internships (130 hours) at child development centers.
- Explore partnering with the Early Care and Education Pathways to Success (ECEPTS) apprenticeship to expand training opportunities in Los Angeles.

Meet Wade Cook (Older Worker)



I was an elementary school art teacher in Houston for 2 decades. However, life took an unexpected turn when illness struck, leaving me with a disability that altered the course of my journey. I channeled my energy into volunteering with various organizations, driven by a desire to continue making a positive impact on the world around me.

Now, as I navigate the terrain of disability benefits and the quest for suitable employment, I'm encountering the hurdles of my age and lapse in employment history. However, I remain steadfast in my determination to contribute meaningfully to society once again.

For me, the desire to work is not just about earning a living—it's about reclaining a sense of purpose and fulfillment. I remind myself, "I'm not alone. I matter. And finding new solutions or resources is possible." Armed with perseverance and a heart full of hope, I continue to embrace the journey ahead, knowing that every challenge is an opportunity for growth and every setback is a chance to rise again.

Hospitality, Tourism and Leisure, and Customer Service

From 2022 to 2028, employment in leisure and hospitality is projected to grow 16%, and it will contribute 16,300 new jobs to the LA County economy by 2025.[151] Additionally, due to labor shortages and insufficient retirement savings, many positions that have historically been held by teenagers and younger workers in the United States are being picked up by older individuals, especially where hourly wages are increasing. With an increasingly large share of the 55+ workforce, customer service and hospitality employers will need to pull from an older workforce. These jobs are usually flexible in nature and focus on certain soft people skills that Older Adults are often credited with.

Customer Service Representative. With an 11% increase in jobs in the 10 years between 2013 and 2023, 20% of customer service representatives in Los Angeles are 55+ as of 2023. Turnover rate for customer service representatives in the area is quite high at 80%, suggesting employers struggle to maintain the workforce they require. Key skills (as provided by Lightcast analytics) suggest that making calls and managing customer inquiries can be key; one requires low physical strain, and the other leverages social and soft skills.

- **Partner with hotels and other hospitality industries to develop on-the-job-training (OJT) programs.** When trained correctly on technology, a Days Inn study found that older employees are more thorough in putting new changes into practice and are better at retaining the training even if they may take slightly longer to train.[152]

Food Service—Fast Food. Fast food and counter workers include job titles such as barista, crew and team member, food service workers, and deli clerks. Top companies for the LA area include Starbucks, Chipotle, Panda Express, McDonald's, Compass Group, and Marriott International, among others. While only 16% of the occupation in 2023 was 55+, job-posting data suggests ample flexible and part-time opportunities. Of the 20,037 unique postings between December of 2022 and December of 2023, 34% had flexible hours, and 28% were part-time positions.

- **Partner with fast food chains to develop Older Worker regional-hiring initiative.** The state of California passed a new law that requires fast food workers in the state to earn a $20 minimum wage. Los Angeles has just over 22,000 workers in fast food and waiting occupations who are aged 55+, well above the national average (16,000) for an area of that size.[153]

Event Usher or Attendant. An impressive 46% of the ushers, lobby attendants, and ticket takers occupation in LA County was made up of those 55+ in 2023. Similar to customer service occupations, this occupation has a very large turnover rate (206%), suggesting a difficult time retaining workers. Though not a heavily posted job (only 246 unique postings between December of 2022 and December of 2023), over half (57%) of those positions were part time, making them ideal for those looking for a lower time commitment.

- **Partner with LA sports teams, event venues, and the Olympic Planning Committee to provide opportunities to Older Adults.**



E. RECOMMENDATIONS FOR EDUCATION AND TRAINING PROVIDERS

Education and training providers are essential partners needed to develop strategies to employ, retain, and upskill Older Workers. Simultaneously, Older Workers represent a valuable demographic of potential students capable of revitalizing diminishing enrollment numbers. In the 2022–2023 academic year, around 40% more 55+ students enrolled in LACCD courses than the prior year. Even so, 55+ students only make up around 5% of the students enrolled in CTE programs and 3% of the total general credit student population.[154] During the same time period, 8.6% of LAUSD DACE enrollments were 55+.

In the 2022–2023 academic year:

5% of students in LACCD CTE programs were Older Adults.

3% of students in LACCD general credit population were Older Adults.

8.6% of LAUSD DACE enrollments were 55+.[155]

Education institutions should think critically about how they can build the education and training system capacity to serve students who are 55+. The recommendations below are specific to education and training providers and should be implemented in addition to the recommendations outlined in the goals, strategies, and tactics above. The workforce system can collaborate to implement these recommendations, but the providers themselves must initiate action.

Provide culturally competent services for Older Workers.

- Train student-services staff representatives to be prepared to speak to and support Older Adults who want to take courses and need career guidance and counseling.
- Pilot the creation of an Older Adult student center at a few campuses.

Design programs that accommodate the needs and desires of older learners.

- Regularly collect and use student demographic data to better understand the needs of Older Adults in education systems and to design programs to fill gaps.
- Accommodate schedule flexibility needs of Older Learners by offering evening, weekend, and online classes, allowing them to balance their educational pursuits with other commitments such as caretaking.
- For example, develop new fee-based, short-term vocational education courses in in-demand industries in collaboration with local employers through extension programs. The City, private funders, and/or employers could fund program development, and then the community college can prove the concept and get the course credentialed over the next year, leading to sustainable expansion.

Strategically market education and training offerings to Older Adults to ensure potential students know about and know how to access programs.

- **Ensure that all marketing collateral includes images that are representative of an age-diverse student population.** LAUSD DACE implemented a marketing strategy that uses its current students as models to ensure that collateral is representative.
- **Encourage the creation of a collaborative marketing brochure that provides information about short-term training options and career education available to adult learners from across the region.** The brochure could be provided to adult learners via a printed brochure that is available at housing sites, faith institutions, social service organizations, and workforce providers.

Connect training programs directly to employers for direct placement to combat ageism in the interview process.

For example, LACCD should collaborate with workforce entities to develop a plan to contract with employers and create employer agreements to spend $27 million in LAEP funding that can be used to pay for 50–100% of student-employment placement. The funds affect a student's financial aid, so they are less desirable to young students. The funds must be spent by 2031, and they let colleges pay for 100% of a student's salary if a student works for the UC, CSU, or CCC; 90% if they work for a nonprofit; and 50% if they work for a private institution.

Many education institutions are also large regional employers who can implement many of the aforementioned recommendations for employers to employ, retain, and upskill Older Workers.

RECOMMENDATIONS FOR UNDOCUMENTED OLDER ADULTS

Around 375,000 undocumented immigrants live in LA City, second only to the City of New York.[156] Most of these individuals work, and 70% of them have been in the United States for over a decade.[157] Further, many of these individuals are Older Adults who need a way to work. The economic livelihood of this large population cannot be ignored when making plans for the Older Adult workers of Los Angeles. This plan includes a few recommendations for Older Undocumented Individuals; however, a comprehensive report could be written on this topic alone. Some of the recommendations include:

Provide educational resources for all adults, regardless of immigration status, to learn about independent contracting and entrepreneurship (which are options available to Undocumented Older Workers).

- Offer capacity building to organizations that serve large undocumented worker populations (e.g., day laborer centers, CHIRLA, and Koreatown Immigrant Workers Alliance) to provide workshops/webinars/worksheets on this topic.

Train AJCC staff to understand new work authorization policies and not turn away immigrant workers without work authorization.

Offer start-up funding to innovative small businesses, regardless of immigration status, that incubate and launch worker-owned cooperatives.

The City can learn from the CLEAN Carwash Worker Center.[158] The organization incubated and launched CleanWash Mobile, a new worker-owned cooperative car wash business that aims to transform the car wash industry, which has a legacy of worker abuse, wage theft, and workplace injuries. The co-op ensures that workers receive higher wages, safer working conditions, and a more stable path to long-term economic security. The startup was funded with a California SEED Grant.[159]

Expand in-language credit-classes across LACCD that lead to certificates.

- LACCD is increasing the number of noncredit in-language course offerings, some of which offer credentials (e.g., early childhood education and home healthcare aide).

Foster partnerships between community colleges and day laborer centers to offer ESL classes on-site.

The City can learn from a pilot program that experimented with ways to help immigrant day laborers build additional skills through community college courses. Launched in early 2015, the pilot effort was a joint project of Pasadena City College, the Pasadena Community Job Center, and the National Day Laborer Organizing Network (NDLON). To date, approximately 75 individuals have participated in classes that are held on-site at the Pasadena Community Job Center, a worker organization. Individuals who complete 120 hours of coursework earn a California State certificate in Vocational English as a Second Language (VESL), focusing on a topic such as green housekeeping or green construction.



XII. METRICS TO MONITOR PLAN'S PERFORMANCE

Metrics are provided for each of the identified goals to ensure that progress can be measured. Overall metrics are also provided to track and show overall regional progress toward a more age-inclusive work culture. These metrics should serve as a compass, guiding the City through the complexities of implementation and providing tools to assess achievements, identify areas for improvement, and celebrate milestones along the way.

Metrics to track to show overall regional progress:

1. 55+ unemployment rate
2. Unemployment duration, average time spent unemployed
3. Labor force participation
4. % Older Adults employed in living wage jobs (using MIT's Living Wage Calculator tool, a living wage for the Los Angeles region is $60,000+)
5. # 55+ individuals who experience involuntary separation
6. % Older Adults that live below the poverty line

GOAL 1: Improve Older Worker access to workforce support and success outcomes	
Metric	**Baseline**
Proportion of those who are unemployed who are 55+ (should match the proportion of the population served by the workforce system)	15% WSCs, 13% of system
WSC WIOA enrollment and outcomes:	
# and % increase in adults 55+ enrolled in WIOA programs	1,499/9,961 (15.04%) served ("served" denotes any contact with the program), PY2023, 16 WSCs in LA
# and % increase in adults 55+ placed into employment	341/644 (52.95%) employment Q2, PY2023, 16 WSCs in LA
# and % increase in Older Adults who earn a credential	10% of credentials went to those 55+ (2023 data)
# and % 55+ workers retained at their job at 6 months	416/852 (48.83%) employment Q4, PY2023, 16 WSCs in LA
$ in average earning change for Older Adults	$0.37 for 55+ compared to $0.96 for 18-year-olds and $0.40 cents for those aged 19–24 (2023 data)

GOAL 2: Increase the number of age-inclusive employers	
Metric	**Baseline**
# employers who sign the AARP Employer Pledge in LA County	-
# partnerships with industry and employers, % new partners, % returning partners	-
# employer-directed presentations	-
# age-inclusive trainings conducted for employers and # participants	-
# 55+ individuals with involuntary separation (rapid response data)	31% of those served at WSCs in 2023

GOAL 3: Establish the City as an age-inclusive employer	
Metric	**Baseline**
# and % 55+ employees in City Government	12,036/49,167 (24.48%) employees 55+ (total # employees minus DWP)
# 55+ employees who upskilled into a new position	-
# 55+ employees that participated in education and training opportunities	-
# age-inclusive and/or anti-bias trainings conducted across the City that address age	-
# age-inclusive hiring and managing practices implemented	-
# intergenerational programs implemented	-

GOAL 4: Improve the responsiveness of the workforce system to Older Adults' needs	
Metric	**Baseline**
# WSCs with an Older Adult Peer Navigator	0
% of staff trained in Older Adult–service best practices	0
# new co-location agreements	-
% of Older Adults enrolled in WSCs who are BIPOC (disaggregated by Federal OMB race standards [March 2024]: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Middle Eastern or North African, Native Hawaiian or Pacific Islander)	-
% Older Adults enrolled in WSCs that are women	45% of Older Adults 60+ were women compared to 55% of 60+ men (2021–2023)
# Older Adults experiencing homelessness in LA City/County	25% of the total homeless population in LA County are 55+ (over 17,000 across the County) 32% (10,119/31,991) of chronically homeless individuals in LA County are 55+ (LAHSA, 2023 count)
# Older Adults provided layoff aversion support	-

GOAL 5: Provide in-demand training and career advancement pathways	
Metric	**Baseline**
% increase in ETP dollars spent on Older Adults 55+	10% of ETP dollars go toward training adults aged 55+ across California (2023)
# Older Adults enrolled in earn-and-learn opportunities (via WSCs)	-
# and % increase in Older Adults enrolled in LACCD CTE programs	5% of students in LACCD CTE programs are 55+ (LACCD data, 2022–2023)
# and % increase in Older Adults enrolled in contract education courses at LACCD	-
# and % increase in Older Adults enrolled in DACE training programs	5,572/64,485 (8.64%) of enrollments were 55+ (DACE data, 2022–2023)

XIII. CONCLUSION

This comprehensive plan presents an opportunity for Los Angeles to lead the national conversation about supporting, valuing, and leveraging the aging workforce. By crafting a regional workforce strategy that caters specifically to the needs of Older Workers, the City stands to establish a precedent and benchmark for municipalities across the country. This plan will catalyze the growth and refinement of workforce initiatives for Older Adults, foster cross-sector collaboration, champion inclusive practices, bolster employer engagement, and optimize resource allocation. By implementing these strategies, the City can lead the way in creating an inclusive and age-diverse workforce while ensuring the prosperity of the local economy, employers, and the City at large.



XIV. APPENDIX

1. Acknowledgements
2. Data Tables
3. Resources for Further Reading
4. Sources



APPENDIX: ACKNOWLEDGEMENTS

Thank you to all of the people who contributed to the creation of this plan!

Interviewees

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2. Abhi Satyavarapu, Age-Friendly Institute
3. Afton Branche-Wilson, Director of Policy, Chrysalis
4. Alicia Ramirez, Principal Librarian, Department of Lifelong Learning/Engagement and Learning, Los Angeles Public Library
5. Anabel Barragan, Construction Relations, Los Angeles World Airports
6. Angi Brzycki, Los Angeles Public Library
7. Armando Loza, LA County Federation of Labor, Miguel Contreras Foundation
8. Atalaya Sergi, Director, AmeriCorps Seniors
9. Bobby Olwell, Job Readiness Program Coordinator, Sacramento Agency on Aging Area 4
10. Brad Lee, Koreatown Senior and Community Center
11. Cheren Kochen, Department of Economic Opportunity
12. Christina Hernandez, Mayor's Office of Economic Opportunity
13. Christopher Chen, Department of Aging
14. Dandy Beltran, Department of Aging
15. Daniel Kim, Department of Aging
16. Diana Barajas, Program Monitor, Community Investment for Families Department
17. Dillon Martin, Employment Coordinator, Senior Services, Los Angeles LGBT Center
18. Eva Mitnick, Los Angeles Public Library
19. Fred Jackson, Economic Development Division for the City of Los Angeles
20. Gerry Walker, Associate Director of Participant Engagement and Equity, LA LGBT Center
21. Dr. Guillermo Gonzales, NYU, Center of Aging and Health Innovation (CHAI)
22. Hyepin Im, Faith and Community Empowerment
23. Jaime Pacheco, Department of Aging
24. James Finney-Conlon, Senior Public Policy Manager, Los Angeles Area Chamber of Commerce
25. Jenai Wall, Korean Welfare Organizations of America Inc.
26. Jennifer Thomas-Arthurs, Housing Authority of Los Angeles
27. Dr. Jim Lancaster, Vice Chancellor of Workforce Development, Los Angeles Community College District
28. Kelly King, Executive Director, Foundation for the Los Angeles Community Colleges
29. Kim Gusman, President/CEO, California Employers Association
30. Dr. Laura Trejo, Executive Director, LA County Aging and Disabilities Department (Purposeful Aging LA)
31. Madeleine Ildefonso, Los Angeles Public Library, Office of Civics and Community Service (OCCS)
32. Madeline Pena, Principal Librarian, Community Engagement and Outreach
33. Maria Turrubiartes, Regional Director, California Department of Rehabilitation
34. Martha Deevy, Director of Center of Longevity, Stanford Center of Longevity
35. Melody Correia, Director of Business Development, California Employers Association
36. Michael Graff-Weisner, Vice President, Strategy and External Relations, Chrysalis
37. Michael Murray, Strategic and Business Operations Director, AARP California
38. Monica Schaeffer, Employer Outreach Manager, Age-Friendly Institute
39. Morgan Sutton, Manager, Homelessness Initiatives (Older Adults), Community Impact, United Way of Greater LA
40. Nam Kim, Korean Welfare Organizations of America Inc.
41. Nancy McPherson, State Director, AARP California
42. Nancy Vasquez, Program Administrator, Sacramento Agency On Aging Area 4
43. Nick Panepinto, Director of Culinary Arts Program, Los Angeles LGBT Center

44. Patricia Pérez, CEO, VPE Communications, Vice Chair of Economic and Workforce Development Department Board, State President Emeritus, AARP California
45. Dr. Ruth Finkelstein, Rose Dobrof Executive Director, Brookdale Center for Healthy Aging at Hunter College
46. Sam Babineau, REDF, LA:RISE
47. Sam Powers, Los Angeles Unified School District
48. Si Ho, National Asian Pacific Center on Aging
49. Stewart Young, Department of Aging
50. Tim Driver, Director, Age-Friendly Institute
51. Travis Anderson, Department of Aging
52. Veronica Soto, Senior Advisor for Workforce, Los Angeles World Airports
53. Victor Pina, Department of Aging
54. Vincent Cordero, Chief Personnel Analyst, Personnel Department
55. Virginia Campoy, Senior Client Specialist, Indeed.com
56. Vivian Nava-Schellinger, JD; Director of Diversity, Equity, Inclusion, and Community Impact, The SCAN Foundation
57. Whitney Brooks, Events Lead, Indeed.com
58. Zita Davis, Executive Officer, Mayor Karen Bass's Office of Workforce Dev, Youth, and Reentry

Focus Groups with Workforce Service Providers

- City of Los Angeles WorkSource Centers Staff
- LA:RISE Contractors
- Los Angeles Regional Reentry Partnership (LARRP) Employment Committee
- Chrysalis Employment Specialists

Focus Groups with Older Adults

Thank you to Chrysalis and the LA LGBT Center for supporting our outreach to Older Adults across the region and to your clients.

- Chrysalis
- LA LGBT Center

EWDD Project leads

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- Elizabeth Macias, Manager of Strategic Planning, Research, and Evaluation Unit
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Working Group Members

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- Deputy Mayor Brenda Shockley, Mayor's Office
- Elaine Piha, Los Angeles Public Library
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- Jaime Pacheco-Orozco, General Manager, Department of Aging
- James Finney-Conlon, Senior Public Policy Manager, Los Angeles Area Chamber of Commerce
- Jennifer Thomas, Assistant Director, Housing Authority of the City of Los Angeles
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- Kristina Meza, Assistant Director, Los Angeles County Department of Economic Opportunities
- Dr. Laura Trejo, Executive Director, Los Angeles County Aging and Disabilities Department (Leads Purposeful Aging LA)
- Maria Turrubiartes, Director, California Department of Rehabilitation
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- Travis Anderson, Title V Senior Community Service Employment Program Director, Department of Aging
- Victor Pina, Department of Aging
- Vincent Cordero, Los Angeles City Personnel Department
- Vivian Nava-Schellinger, JD; Director of Diversity, Equity, Inclusion, and Community Impact, The SCAN Foundation
- Zita Davis, Executive Officer, Mayor Karen Bass’s Office of Workforce Dev, Youth, and Reentry

APPENDIX: DATA TABLES

LA Older Adult Population Data Overview

Graph sources: SOURCES: US Census Bureau. ACS 2022 5-Year Estimates (S0101, S2301).

Older Adult and Older Worker Population in the City and County of LA		
	City of LA	**LA County**
POPULATION (Older Adults)		
Population, Total	3,881,041	9,936,690
Under 18	765,448	2,093,072
18 and over	3,115,593	7,843,618
Under 16	679,711	1,849,838
16 and over	3,201,330	8,086,852
16-24 years old	469,792	1,177,202
25-54 years old	1,765,243	4,282,558
55+ years old	**966,295**	**2,627,092**
55-64 years	445,280	1,211,236
65-74 years	303,092	819,236
75+ years	217,923	596,620
Percentage, Total Population that is 55+	24.9%	26.4%
Percentage, 16 and over population that is 55+	30.2%	32.5%
Percentage, 18 and over population that is 55+	**31.0%**	**33.5%**
LABOR FORCE (Older Workers 55+)		
Labor Force, Total	2,128,884	5,240,280
Labor Force, Adults 55+	**419,990**	**1,103,526**
Percentage of Labor Force, Adults 55+	**19.7%**	**21.1%**
Labor Force Participation Rate, Total	66.5%	64.8%
Labor Force Participation Rate, 55+	**43.5%**	**42.0%**
Unemployment Rate, Total	7.7%	7.0%
Unemployment Rate, 55+	6.7%	5.8%
Number Unemployed, 55+	**28,081**	**64,128**
Percentage, Unemployed who are 55+	**17.1%**	**17.5%**

Top Industries for LA County Workers Aged 55+ (2023)[160]

Industry	Sample Job Titles Within Industry	Total 2023 Jobs	2023 Jobs 55+	% of Industry 55+	Hires as % of Jobs	Separations as % of Jobs
Individual and Family Services	Home Health and Personal Care Aides; Social and Human Service Assistants; Child, Family, and School Social Workers; Social and Community Service Managers; Marriage and Family Therapists	290,216	101,186	35%	49%	45%
Restaurants and Other Eating Places	Fast Food and Counter Workers, Waiters and Waitresses, Cooks, Fast Food Cooks, Restaurant, First-Line Supervisors of Food Preparation, and Serving Workers	359,787	64,923	18%	108%	100%
Education and Hospitals (Local Government)	Elementary School Teachers, Except Special Education, Teaching Assistants, Except Postsecondary, Secondary School Teachers, Except Special and Career/Technical Education, Postsecondary Teachers, Substitute Teachers	247,032	59,736	24%	29%	27%
Local Government, Excluding Education and Hospitals	Police and Sheriff's Patrol Officers; Eligibility Interviewers, Government Programs; Office Clerks; General; Firefighters; Child, Family, and School Social Workers	196,977	47,859	24%	29%	27%
Motion Picture and Video Industries	Producers and Directors, Special Effects Artists and Animators, Film and Video Editors, Actors, Media and Communication Workers, All Other	146,739	44,649	30%	115%	112%
Private Households	Childcare Workers, Maids and Housekeeping Cleaners, Home Health and Personal Care Aides, Personal Care and Service Workers, All Other, Nursing Assistants	107,534	40,290	37%	44%	42%
Services to Buildings and Dwellings	Janitors and Cleaners, Except Maids and Housekeeping Cleaners, Landscaping and Groundskeeping Workers, Maids and Housekeeping Cleaners, First-Line Supervisors of Housekeeping and Janitorial Workers, First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	84,457	26,925	32%	41%	38%
General Medical and Surgical Hospitals	Registered Nurses, Nursing Assistants, Medical Secretaries and Administrative Assistants, Medical Assistants, Medical and Health Services Managers	111,377	26,675	24%	30%	28%
Grocery Stores	Cashiers, Stockers and Order Fillers, Food Preparation Workers, Butchers and Meat Cutters, First-Line Supervisors of Retail Sales Workers	86,544	21,908	25%	64%	60%
Employment Services	Laborers and Freight, Stock, and Material Movers; Miscellaneous Assemblers and Fabricators; Production Workers; All Other; Human Resources Specialists; Packers and Packagers	107,979	21,664	20%	218%	211%

Largest Occupations by Age (2023)[161]

Occupation	Age 45–54	Occupation	Age 55–64	Occupation	Age 65+
Home Health and Personal Care Aides	72,963	Home Health and Personal Care Aides	74,599	Home Health and Personal Care Aides	37,870
Laborers and Material Movers	35,363	Building Cleaning Workers	31,250	Building Cleaning Workers	14,045
Building Cleaning Workers	34,967	Laborers and Material Movers	28,491	Secretaries and Admin. Assistants	13,153
Secretaries and Administrative Assistants	25,670	Secretaries and Admin. Assistants	24,826	Laborers and Material Movers	12,143
Driver/Sales Workers and Truck Drivers	25,623	Driver/Sales Workers and Truck Drivers	21,455	Driver/Sales Workers and Truck Drivers	9,877
Registered Nurses	21,916	Registered Nurses	17,141	Postsecondary Teachers	9,494
General and Operations Managers	19,310	Office Clerks, General	14,421	Office Clerks, General	9,370
Cooks	17,587	General and Operations Managers	13,470	Bookkeeping, Accounting, and Auditing Clerks	8,394
Office Clerks, General	15,189	Cooks	12,337	Retail Salespersons	8,267
Postsecondary Teachers	14,212	Retail Salespersons	12,293	Cashiers	7,225

APPENDIX: Resources for Further Reading

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AdvantAGE LA:

A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA



2024

Appendix 5:
Horizons 32K Strategic Plan



P3

Los Angeles
Performance
Partnership
Pilot

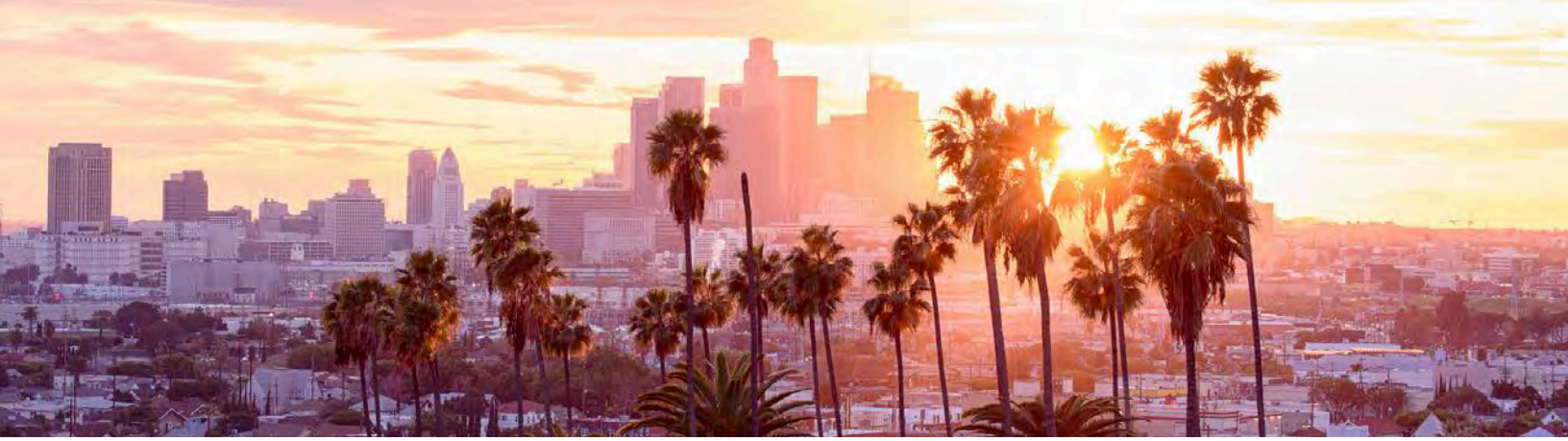
HORIZONS 32K STRATEGIC PLAN

A Roadmap to Self-Sufficiency for Los Angeles Opportunity Youth



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The LA P3 - Horizons 32K Strategic Plan is a roadmap to a future where all Los Angeles opportunity youth secure and persist in quality education, training, and employment pathways

Government and community leaders are embracing our collective responsibility for changing the systemic conditions contributing to youth disconnection in Los Angeles County through the LA P3 strategic plan "Horizons 32K: Los Angeles's Blueprint for 32,000 Opportunity Youth Dreams". Building from the successes of the previous LA Performance Partnership Pilot (LAP3) strategic plan, the new Horizons 32K strategic plan reaffirms our commitment to serving LA County's 143,000 opportunity youth (OY), charting a course toward a more inclusive, supportive future.

OY are youth ages 16-24 who are not enrolled in school or working, or are at high risk of disconnection due to their involvement in the homeless, child welfare or justice systems. From 2012 to 2019, LAP3 partners made dramatic progress on reducing youth disconnection, leading efforts that resulted in a 40% reduction over the seven year period (78,000). However, the COVID-19 pandemic disrupted college and career plans for thousands of young people, and by 2021, the number of 16-24 year-olds neither working nor enrolled in school climbed to 143,000–a 21% increase. While many have navigated back to a fulfilling career, many dreams still remain interrupted.

Instead of faltering in the face of adversity, we rose to the occasion, forging stronger bonds and pioneering new strategies through the development of a new regional plan for OY. At the center of this plan is the belief that OY are resilient and full of potential. When provided with the essential supports, resources, and opportunities, OY exhibit a remarkable drive towards self-sufficiency, all while fostering interdependent relationships within their communities. It's through collaborative efforts across sectors, working hand in hand with OY, that we can truly transform outcomes for our youth. Together, we can create a future where all OY are empowered to thrive and contribute positively to their communities.

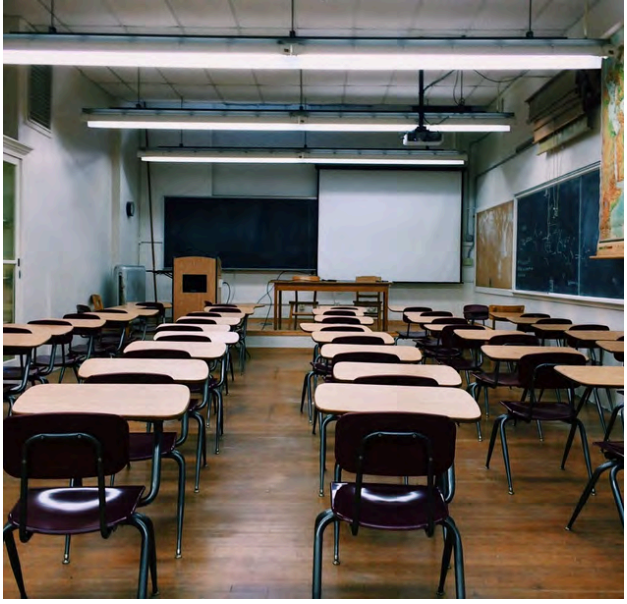
In partnership,

Gerardo Ruvalcaba
Assistant General Manager | LA City Economic & Workforce Development Department

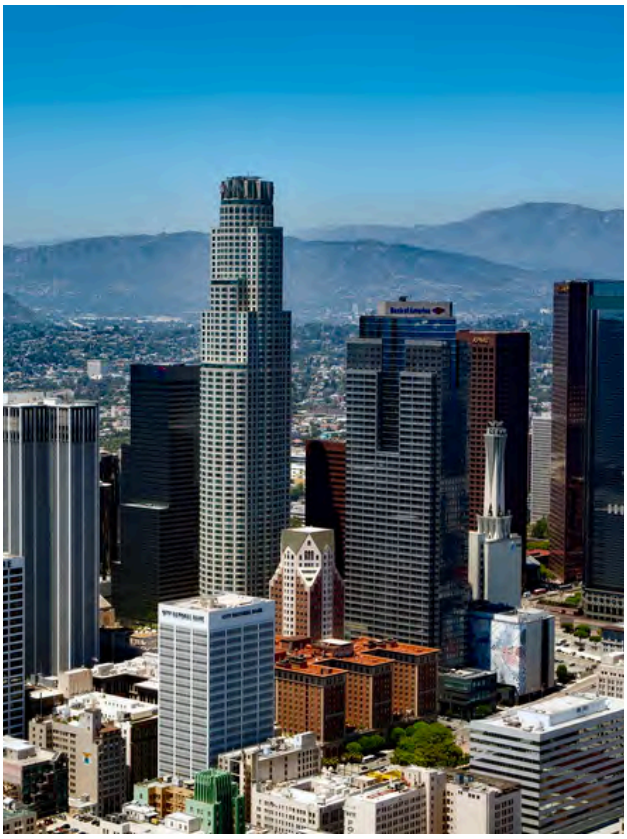
Lauri Collier
Director | Los Angeles Opportunity Youth Collaborative

20 YEARS OF COLLABORATION

Twenty years ago, a groundbreaking study galvanized leaders in the Los Angeles region to respond to a youth disconnection crisis; one out of every five young adults– 214,000 in total– ages 16-24, was both out of school and work. A 44% graduation rate at the Los Angeles Unified School District made headlines in the Los Angeles Times as the district reported over 18,000 high school dropouts every semester.



At the time, our local elected leaders, workforce and education systems stopped pointing fingers, and started developing innovative, collaborative solutions to stem the tide of high school drop-outs. The City of Los Angeles partnered with LAUSD to create the YouthSource system of reconnection centers with co-located workforce services and school counselors - a model that has now been replicated across the country. Across L.A. County, workforce development services shifted their resources to focus on reengaging out-of-school youth.



In 2013, education and workforce systems partnered with community-based advocates to launch the L.A. Opportunity Youth Collaborative to improve employment and education outcomes for transition-age foster youth who experience some of the highest rates of disconnection and housing insecurity as young adults.

This history of collaboration set the stage for LA's application for a Performance Partnership Pilot in 2016. The Obama-era initiative was an opportunity for communities to test innovative strategies to improve outcomes for disconnected youth by offering flexibility in the application of federal rules and the use of federal funding streams. LAP3 developed as a government collaborative designed to coordinate and integrate the delivery of education, workforce and social services to disconnected youth ages 16 to 24.



Our 2017 LA P3 strategic plan aligned five major public institutions in the area, including the City of Los Angeles, the County of Los Angeles, the Los Angeles Unified School District, Los Angeles County Office of Education, and Los Angeles Community College District. The continued partnership between Los Angeles City Economic & Workforce Development Department (EWDD) and the Los Angeles County Department of Economic Opportunity (DEO) aligns the two largest workforce boards in the Los Angeles Region, and we remain steadfast in our commitment to collaboration with the five additional workforce boards to serve OY throughout the Los Angeles region. As we look forward, we are excited about collaborating with emerging Los Angeles City and County departments, including the City of Los Angeles' Youth Development Department, the County of Los Angeles' Department of Youth Development, and the County of Los Angeles' Justice Care and Opportunities Department.

Our journey is far from over, but with steadfast determination and collective action, we will continue to empower our opportunity youth. We will ensure that every dream has the opportunity to flourish. Together, we are the architects of change, and together, we will build a horizon of limitless possibilities for generations to come.

OUR PRINCIPLES IN ACTION

Together, with unwavering belief and tireless dedication, we are shaping a future where every young person's potential is unlocked, and every horizon shines brighter.

As we look toward the future of the Horizons 32K strategic plan, guided by our unwavering commitment to opportunity youth empowerment, we do so with hearts full of determination and minds open to innovation. Together, we are shaping the future and fostering a culture of inclusivity and belonging where every voice is heard, valued, and respected. With each step we take, let us reaffirm our dedication to amplifying the diverse perspectives and experiences of our opportunity youth, nurturing their aspirations, and ensuring that every avenue is open for their exploration and growth. The journey ahead may be challenging, but using partnership as our compass and shared vision as our North Star, the opportunity for achievement is limitless.



LA'S HORIZONS 32K BLUEPRINT FOR OY

Horizons 32K Four Year Impact

Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

Vision

All Opportunity Youth in Los Angeles County will reach their full potential by securing access and persistence toward quality education, training, and employment opportunities.

Mission

To transform service delivery systems for the Los Angeles region's 16-to-24-year-old opportunity youth (OY) population by improving the education, employment, and well-being systems.

Goals

Horizons 32K will increase OY:

1. Connection or re-connection to education
2. Connection to workforce training programs and career related education pathways
3. Connection to employment
4. Utilization of holistic services

HOW WE'LL GET THERE



Our Partners

Our united coalition includes over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers.



WHAT WE DO

LA P3 is adapting to the evolving landscape by broadening collaboration to implement systems change benefiting Opportunity Youth across Los Angeles County. As a convenor, connector, subject matter expert, and advocate, LA P3 facilitates data sharing, cultivates partnerships, offers capacity building support, and advocates for policy changes to ensure all OY have access to quality education, training, and employment opportunities.

To advance our strategic plan to ensure all Opportunity Youth in Los Angeles County will reach their full potential by securing access and persistence toward quality education, training, and employment opportunities, LA P3 will act as:

Convenor: brings together public agencies, opportunity youth, philanthropy, and community based organizations to share data and learn across diverse perspectives

Connector: cultivates new and existing relationships to improve collaboration to advance our goals and reach our youth level outcomes

Expertise: provides capacity building and technical assistance to the field around comprehensive support resources and linkages for OY

Advocate: influences resource allocation and distribution, policy and practice changes, and implementation of policies



WHO WE ARE

LA P3 Partners: Systems change is thoughtful, slow, intentional, and incremental. Holding up a bold community vision and defining broad functions for partners and key elements for the system itself can help keep all partners engaged and moving forward toward realizing that vision. Five years ago, the seeds of partnership were sown, uniting public agencies, community-based organizations, opportunity youth with lived expertise, and philanthropic leaders under a common agenda: to reduce youth disconnection from school and work.

The result of our alignment created a public private partnership between the Los Angeles Performance Partnership Pilot (LA P3)—led by the City and County of Los Angeles, and the LAOYC–a trusted intermediary for government agencies and community-based organizations, spearheaded by the Alliance for Children's Rights and UNITE-LA. As trust was built and relationships developed, these intertwined initiatives have made lasting, systemic change to expand opportunity youth services.

Our coalition includes over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers (Appendix 1).

8-7 - 8

Strategic Planning Partners

- Alliance for Children's Rights
- Los Angeles City Economic & Development Department
- Los Angeles City Youth Development Department
- Los Angeles Community College District
- Los Angeles County Department of Children and Family Services
- Los Angeles County Department of Economic Opportunity
- Los Angeles County Economic Development Corporation
- Los Angeles County Department of Mental Health Los Angeles County Education Coordinating Council
- Los Angeles County Department of Youth Development
- Los Angeles County Office of Child Protection
- Los Angeles County Office of Education
- Los Angeles Opportunity Youth Collaborative
- Los Angeles Unified School District
- New Ways to Work
- ReLAY Institute



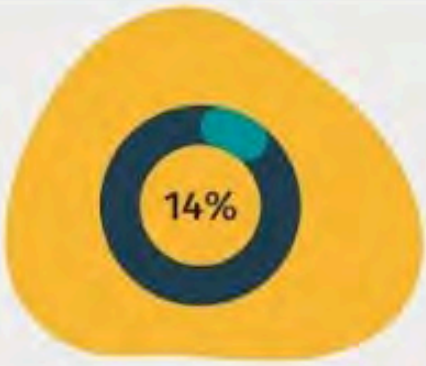
HORIZONS 32K: A DATA DRIVEN APPROACH

Education, workforce development, and other public sector agencies lack the capacity to adequately address the needs of OY, partly due to entrenched structural racism. As youth encounter a myriad of obstacles when navigating bureaucratic structures intended to provide support. OY, particularly those from Black and Brown communities, confront personal and community trauma while navigating lacking support from trusted adults. Furthermore, OY largely originate from under-resourced areas, magnifying the impact of systemic racism. Our coalition is addressing systemic hurdles to dismantle the effects of structural racism, empower opportunity youth, and support youth to achieve their dreams.





70% of OY have a high school diploma but no post-secondary degree



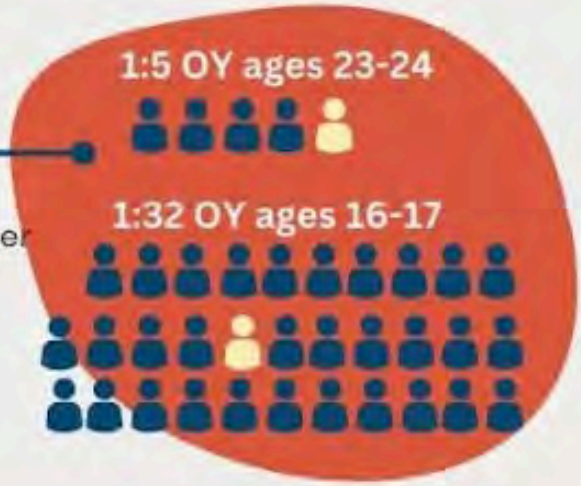
14% have a post-secondary degree but are not working, indicating a significant majority of OY who complete high school fail to transition into higher education or the workforce.

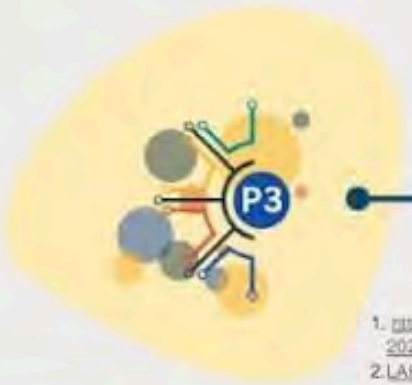
From 2019-2021, the OY population increased

from 118,299 to 143,463–an increase of 25,164 (21.3%), due to the COVID-19 pandemic

OY ages 19+

are disconnected at much higher rates than their younger peers





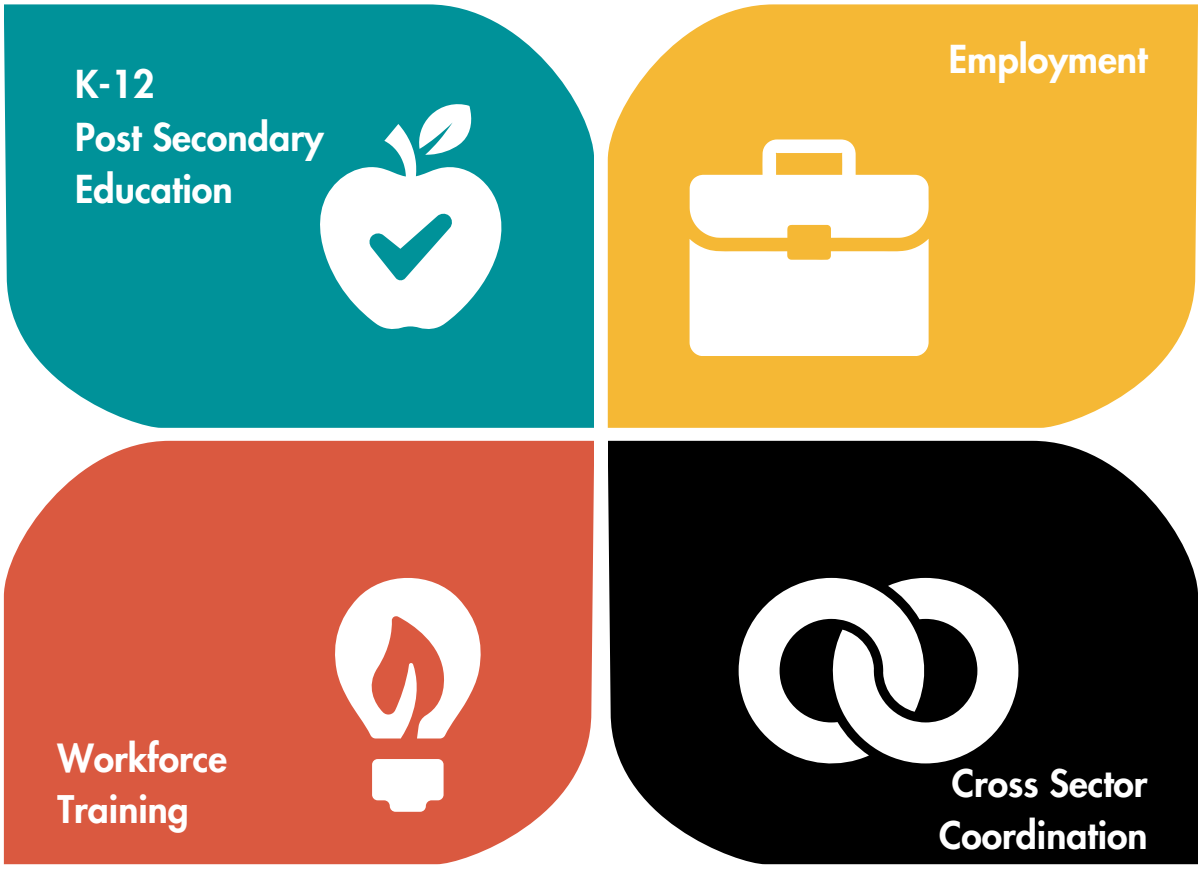
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FOUR STRATEGIC GOALS & METRICS

Four Year Impact: Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

The Horizons 32K plan establishes four overarching goals, and aligned youth impact metrics, that together will drive our coalition's success in achieving 32,000 brighter horizons for Opportunity Youth. In its first year of implementation, Horizons 32K partners will prioritize this list of metrics, collect baseline data and establish targets.



GOAL	HOW WE'LL MEASURE SUCCESS
Goal 1: K-12 & Post-secondary Education	
Increase OY connection or re-connection to education	YOUTH LEVEL OUTCOMES • 4,200 OY reconnected to education, employment, or both annually via the LAUSD/YouthSource partnership ○ Measurable increase in number of OY who complete a high school diploma or equivalent after reconnection (Percent increase annually) • Percent reduction in chronically absent OY students • Percent increase of OY completers enrolling in postsecondary education within one year • Percent increase in the share of 19-24 yr olds enrolled in school • Percent increase in community college persistence to 2nd year
Goal 2: Workforce Training	
Increase OY connection to workforce training programs and career related education pathways	YOUTH LEVEL OUTCOMES • Percent increase of OY enrolled in workforce and/or career training programs, including apprenticeships & pre-apprenticeships • Percent increase of OY enrolled in community college CTE programs • Percent increase of youth completing at least 100 hours of work experience • Percent increase of foster, justice & homeless youth enrolled in WIOA programs
Goal 3: Employment	
Increase OY connection to employment	YOUTH LEVEL OUTCOMES • Percent increase of OY employment in the public sector • # of OY employed in high growth sectors and/or living wage jobs, including public sector and infrastructure jobs • Percent increase in average OY annual income (ages 19-24) • Percent increase in annual average hours worked (ages 19-24) • Percent increase in employment rate for OY ages 19-24
Goal 4: Cross Sector Coordination	

Increase OY utilization of holistic services	YOUTH LEVEL OUTCOMES
	• Percent increase in co-enrollment of OY between K-12 and post-secondary institutions
	• Percent increase of OY enrollment in workforce programs for special populations:
	  ○ OY experiencing homeless or housing insecure
	  ○ OY disconnected from school/work
	  ○ OY who experience the child welfare system or justice system
	  ○ OY who are expecting/parenting
	  ○ OY who identify as LGBTQ+
	  ○ OY who have disabilities

OBJECTIVES & STRATEGIES

To achieve the goals of the Horizons 32K plan, cross-sector partners identified five key objectives and supporting strategies to advance collectively over the next four years:

Objective 1: Promote innovation, continuous improvement, & collaboration between Los Angeles region Education and Workforce systems to support opportunity youth connection to quality career pathways & employment		
	Strategies	**Lead Partners**
1A	All OY in the Homeless Management Information System (HMIS) will be prioritized for educational and/or workforce services.	• EWDD • City of Los Angeles, Mayor's Office
1B	Coordinate with partners to identify youth that dropped out of high school and improve processes for reconnecting them to education services to attain their diplomas, GEDs, and/or training.	• LAUSD – Student Health and Human Services and Adult Education • LACOE – Community Schools Initiative
1C	Develop strategies and collaborative partnerships to improve student transitions from high school to post-secondary education, training, or employment.	• LACOE – Community Schools Initiative • LAUSD – Division of Instruction and Health and Human Services
1D	Enhance awareness of short-term training and stackable certification opportunities and facilitate connection to those services via direct outreach to OY.	• ReLAY Institute
1E	Expand earn & learn models, including the Learning Aligned Employment Program (LAEP), internships, pre-apprenticeships, and apprenticeships, that lead to unsubsidized employment in high-growth, living-wage fields for OY.	• Department of Rehab • EWDD • YDD

Objective 1: Continued		
	Strategies	**Lead Partners**
1F	Seek funding to evaluate the LAP3 program model (replicate Mathematica study to update) and youth workforce development programs operated by LA City & County Workforce Department to continuously improve program quality and impact.	• EWDD
1G	Increase the number of OY enrolled in city, county, and other public workforce agencies across LA County via improved referral processes and increased collaboration with other public systems and community-based organizations.	• DEO
1H	Increase co-enrollment between workforce providers (workforce boards, community colleges, and adult education) including between adult and youth workforce programs, DPSS workforce programs, and DOR workforce programs.	• EWDD • DEO



Objective 2: Increase use of data to track coalition progress and data sharing among coalition partners to drive our common agenda, innovation, and quality of service		
	Strategies	**Lead Partners**
2A	Develop an annual regional scorecard with key metrics to track progress of the coalition, including disaggregated disconnection rates and key program/system outcomes.	• EWDD • New Ways to Work
2B	Develop Application Programming Interfaces (APIs) across various workforce data systems to reduce duplicative program data entry and streamline enrollment processes.	• EWDD • DEO

Objective 3: Increase policy advocacy at local, state, and national levels to influence policy and resources impacting OY in the LA region		
	Strategies	**Lead Partners**
3A	Leverage USDOL's LAP3 designation to pursue public and private funds and administrative waivers to support the implementation of the Horizons 32k strategic plan.	• EWDD • LA OYC
3B	Influence the reauthorization of the federal WIOA program to benefit Los Angeles-area OY in partnership with California Opportunity Youth Network (COYN).	• EWDD • LA OYC • New Ways to Work
3C	Advocate in partnership with COYN, New Ways to Work, and National Youth Employment Coalition for the creation of a federal youth caucus.	• EWDD • LA OYC
3D	Partner with COYN to develop strategies that address the high-need OY regions for the state when creating the OY statewide plan.	• EWDD • LA OYC
3E	Engage OY to voice their expertise and create ongoing structures for youth voice in education and workforce systems to drive program improvement and creation of innovative youth-centered services.	• EWDD • YDD • LA OYC
3F	Explore streamlining local department/program policies and procedures that create barriers to enrollment and persistence of OY, increasing flexibility for young people.	• YDD • LA OYC

Objective 4: Increase cross-sector coordination and collaboration between government organizations to meet the holistic comprehensive needs of OY as they enter and persist in education/training programs.		
	Strategies	**Lead Partners**
4A	Develop youth-centered communication materials & strategies to increase awareness among young people for housing, financial well-being, and mental health resources.	• YDD • LAOYC
4B	Identify opportunity deserts in the LA region where there is a high concentration of OY and a low number of reengagement resources. Explore new partnerships/services to meet demand.	**Wish List Objective
4C	Develop non-financial MOUs across public agencies in LA County to improve coordinated services & data sharing for OY across city, county, & state departments.	• EWDD • LAOYC
4D	Host regional collaboratives for frontline practitioners to increase awareness of local resources for holistic stability.	• EWDD • LAUSD – Student Health and Human Services and Adult Education
4E	Coordinate professional-development opportunities to support system partners and programs that support OY.	• LA OYC • EWDD • LAUSD– Student Health and Human Services and Adult Education
4F	Identify policies to improve coordination of services between LA County's homeless coordinated entry system and workforce development systems.	**Wish List Objective

Objective 5: Formalize and staff a strong collaborative infrastructure for LA P3 to drive accountability for implementation		
	Strategies	**Lead Partners**
5A	Establish roles of co-conveners and identify staff to lead the implementation of the Horizons 32K Strategic Plan.	• EWDD • LA OYC
5B	Confirm partners' roles and facilitate adoption of the LA P3 Horizons 32K goal, objectives, and strategies by local leaders.	• LA OYC
5C	Establish LAP3's collaborative structure, including a Stewardship Group of leaders and including OY, to ensure accountability for achieving the plan's strategic goals and objectives.	• EWDD • LA OYC
5D	Define and codify the term "opportunity youth" for purposes of implementation: 16-24-year-old young adults who are disconnected from school and/or work, including young adults impacted by systems (foster, justice, homeless).	• EWDD



COLLABORATIVE STRUCTURE

Accelerating our regional impact to improve outcomes for opportunity youth and reduce youth disconnection requires a sustainable collaborative infrastructure, including dedicated staff, who can facilitate a structured process among partners to advance the objectives and strategies identified in the Horizons 32K strategic plan.





Stewardship Board: A cross-sector group of systems-leaders who are committed to collaborating to achieve the Horizons 32K: LA's Blueprint for 32,000 Opportunity Youth Dreams Strategic Plan. The group provides strategic guidance, credibility, and vision, for the coalition while providing an ongoing foundation for collaboration. The board makes up a formal body that ensures joint ownership of the coalition and its outcomes by LA City, LA County, opportunity youth, educational institutions, and community-based organizations. The Stewardship Board will be convened by EWDD in partnership with the LA OYC.

Work Groups: System leaders, community-based partners, and young people will participate in action-focused workgroups to advance specific objectives and strategies outlined in the Horizons 32K plan.

Partners: Community based organizations serving opportunity youth will participate in implementation activities, including work groups, convenings, and trainings, and provide direct services that contribute to the Plan's goals.

Backbone: The LA OYC, led by the Alliance for Children's Rights & UNITE-LA, will partner with EWDD to provide dedicated staffing to advance the Horizons 32K plan. Key roles of the backbone include: guiding vision and strategy; convening stakeholders; facilitating communication; evaluation and data tracking; training and capacity building; developing young leaders; administration; and fundraising.

Opportunity Youth Leaders: Young leaders are advocates who are trained to organize their peers and voice concerns to decision makers. Youth voice is at the center of the initiative and represented across the Horizons 32K collaborative structure.

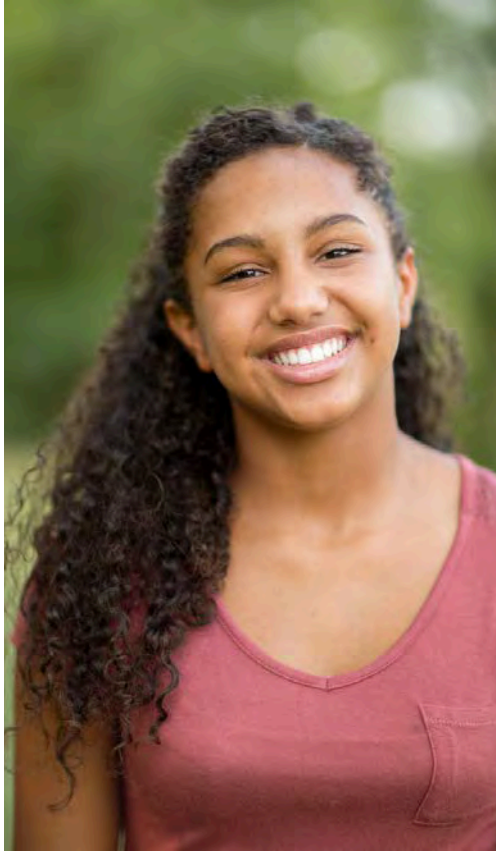


APPENDIX 1: STRATEGIC PLANNING PARTNERS

All People's Community Center
Alliance for Children's Rights*
Amity Foundation
Archdiocesan Youth Employment Services
Be A Mentor
Brotherhood Crusade
Children's Institute
Chronicle for Social Change
City of Glendale
City of Santa Monica
Coalition for Responsible Community Development
Covenant House
Department of Public Social Services
Department of Rehab
El Proyecto de Barrio
Faith Foster Families
First Place for Youth
Goodwill SoCal
Greater Los Angeles Education Foundation
GRID Alternatives
iFoster
Kids in the Spotlight
Los Angeles City College
Los Angeles City Economic & Development Department*
Los Angeles City Youth Development Department*
Los Angeles Community College District*
Los Angeles County Board of Supervisors
Los Angeles County Department of Children and Family Services*
Los Angeles County Department of Economic Opportunity*
Los Angeles County Department of Mental Health*
Los Angeles County Department of Youth Development*
Los Angeles County Economic Development Corporation*
Los Angeles County Education Coordinating Council*
Los Angeles County Office of Child Protection*

*** DENOTES STRATEGIC PLANNING PARTNERS**







PLANNING PARTNERS (CONTINUED)

Los Angeles County Office of Education*
Los Angeles County Workforce Development Board
Los Angeles LGBT Center
Los Angeles Opportunity Youth Collaborative*
Los Angeles Unified School District*
National Foster Youth Institute
New Ways to Work*
Pacific Gateway Workforce Development Board
REDF
ReLAY Institute*
SoCal CAN
Social Impact Advisory
South Bay Workforce Investment Board
Southeast Los Angeles County Workforce Development Board
UCLA YouthSource Center

APPENDIX 2:
STRATEGIC PLANNING PROCESS

Figure 1: LAP3 Strategic Planning Process



- ***Environmental Scan:*** A review of data and demographics regarding local youth, including prevalence and disconnection rates; education levels; employment status; vulnerability factors including poverty, disability, homelessness, LGBTQ, English proficiency, and justice involved; and residency. (appendix 4)

- ***Journey Mapping:*** An examination of the sequence of actions that youth experience when they enter youth centers across the Los Angeles Basin. Each step is mapped to show the process flow from the perspective of the youth to understand their experiences as they navigate through the system and access services. Results of journey mapping can be used to identify barriers to services that need to be addressed to improve the youth experience. (appendix 5)

- ***SPOT Analysis***: An analysis of LAP3's strengths, problems, opportunities, and threats (SPOT) to identify internal and external influences on the coalition's vision, mission, and goals. This analysis allows the coalition to assess its capacity to implement its strategic direction and achieve its goals, objectives, and performance measures. (appendix 6)

- ***Review of Operating Principles***: LAP3 defined the operating principles, including vision, mission, values, and role of the coalition, in the first strategic plan. These operating principles were reviewed and refined for the new strategic plan. Operating principles will continue to be revised as LAP3 defines its organizational structure and leadership role.



- Developing Goals and Objectives: Using the results of the environmental scan, journey mapping, SPOT analysis along with the operating principles as a foundation, LAP3 crafted its strategic goals and objectives. An overarching impact statement was also defined to drive LAP3's efforts toward achievement of goals and objectives that directly improve the lives of disconnected youth. Multiple rounds of reviews and refinement occurred to ensure the goals and objectives drove the strategic direction to meet the needs of youth across the LA Basin.

- Defining Metrics: Collective impact metrics are non-linear and do not follow a straightforward predictable progression or pattern. Collective impact metrics recognize the dynamic, variable nature of progress within initiatives. They acknowledge fluctuations, complexity, and the need for adaptive strategies. This approach emphasized flexibility, multiple perspectives, and a learning orientation to navigate the complexities of social change.

Gathering Stakeholder and Partner Input: Stakeholders and partners participated in each activity and working meeting to ensure their input was gathered and used throughout the planning process. Youth representatives were included in the activities to ensure their voices drove the decisions made throughout the process. Additional meetings, including individual partner interviews and community forums, were held to ensure all stakeholders had the opportunity to provide input and participate in the creation of the objectives, strategies and metrics.

APPENDIX 2-A: ENVIRONMENTAL SCAN

The USDOL implements its WIOA programs with emphasis on serving the most vulnerable populations; this includes shifting priority from serving in-school youth (ISY) to serving out-of-school youth (OSY). In their WIOA Training and Employment Guidance Letter (TEGL) 09-22—dated March 23, 2022—the USDOL defines OSY as disconnected youth, ages 16 to 24, who are out of school and out of work. This definition is slightly different from the LAP3 definition, which begins at age 14. The shift from ISY to OSY as the priority of service population resulted from a nationwide analysis of data that demonstrated that OSY were the most vulnerable population that were not connected to the workforce. For example, according to California's Opportunity Youth Network's report, OSY are more likely to have high school diplomas/GEDs but no further education, receive government assistance, live in poverty, receive food stamps, have a disability, or have children of their own. OSY are less likely to have worked in the past 12 months, have a bachelor's degree, have health insurance, be proficient in English, and have a computer.

According to the US Census Bureau American Community Survey (ACS), the disconnection rate significantly dropped between 2010 and 2017 from nearly 15% to 11.5%, resulting in 1.3 million fewer youth being disconnected. However, the decrease was not equal across different groups:

- During the period of decline in disconnected youth, the disconnection rate for Black young people increased from 17% to nearly 18% in one year. Further, the group with the highest rate of disconnection were American Indian/Alaska Native youth at 25.8%, while Asian American youth had the lowest rate at 6.6%.

- Youth who came from high-poverty areas were significantly more likely (21%) to be disconnected than peers from low-poverty areas (6%). Youth who grew up in poverty were more likely to attend low-quality schools, have poor health outcomes, and be exposed to community violence.

- More than 16% of disconnected youth had some sort of disability, while only 5% of connected youth had a disability, meaning the disabled population was at significantly higher risk of becoming disconnected.

- Youth and young adults who were expectant or parenting comprised approximately 28% of individuals who were classified as disconnected.

[8] https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf



- Youth who were homeless experienced significant disruptions in their education, resulting in disconnection from school which often impacted their ability to graduate.

- Youth who were justice involved were at a higher risk of becoming disconnected from their communities. They were also more likely to be disproportionately Black (12%) compared to White peers (7%).
  - While overall youth incarceration rates decreased by 54% from 2001 to 2017, Black youth are on average more than four times as likely to be incarcerated as their White peers, despite being no more likely to commit crimes.

Although the rate of disconnection for youth was in a period of decline, the pandemic exacerbated the OSY population. Before the 2019 pandemic, there were 4.1 million disconnected youth in the US, and 480,923 were California residents. By 2021, the national disconnected youth population increased to 4.7 million, representing a 15% increase. In California, the disconnected youth population increased to 572,756 (19% increase), representing a net increase of more than 90,000 disconnected youth throughout the state (ACS, 2019 and 2021, US Census Bureau). In Los Angeles, the OSY population increased from 118,299 to 143,463 —an increase of 25,164 (21.3%).

Figure 2: Disconnection Counts and Rates by Age [10]



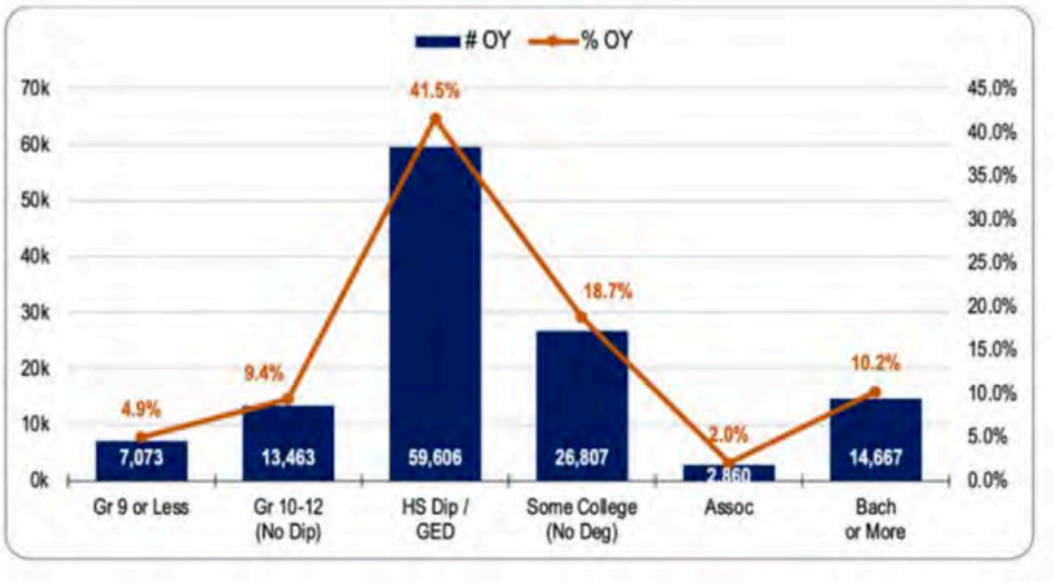
Further analysis provides insights into demographics to understand the profile of the disconnected youth. Results show that variations exist in disconnection between the youngest and the oldest youth (fig. 2). The oldest youth (ages 23 and 24) had almost six times as many disconnected individuals as the youngest youth (ages 16 and 17). Notably, youth ages 23 and 24 comprise 37.5% of disconnected youth. Moreover, results indicate that a significant increase in the number of disconnections occurs between the ages of 17 (3,363) and 18 (11,589). These results suggest that many teens either dropout of high school or complete high school but do not move on to education completion, further their education, or enter the workforce.

[9] https://www.census.gov/programs-surveys/acs

[10] Los Angeles County, ACS 1-Year Estimates, 2021

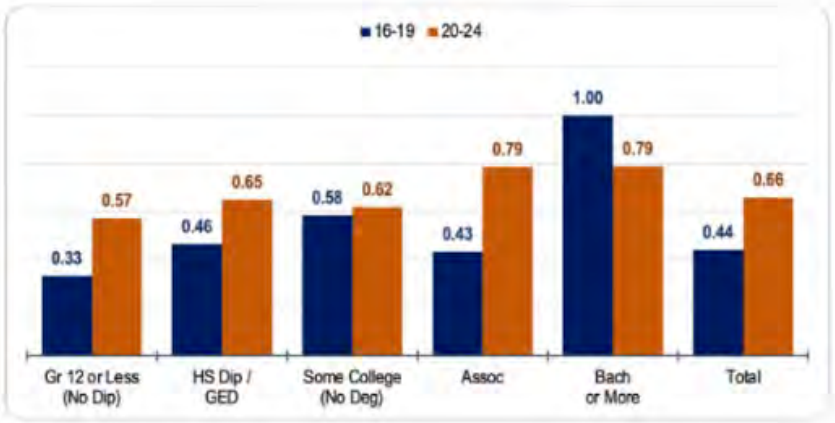
Educational attainment data (fig. 3) show that 14.3% (20,536) disconnected youth ages 19 to 24 did not finish high school, with almost 5% of these only completing ninth grade or less. Results also show that the highest number of youth (41.5%, representing 59,606 youth) earned their high school diploma or equivalent, but only 10.2% (14,667) earned a college degree or higher.

Figure 3: Educational Attainment of Disconnected Young Adults (19–24) [11]



Employment by educational attainment (fig. 4) indicates that 44% of 16-to-17.899-year-olds and 66% of 20-to-24-year-olds were employed at some point in 2021, while only 33% of 16-to-19-year-olds and 57% of 20-to-24-year-olds with less than a high school diploma were employed in the same timeframe. These results demonstrate the positive relationship between educational attainment and employment, reinforcing the importance of assisting youth in continuing their education beyond a high school diploma.

Figure 4: Employment by Educational Attainment [12]

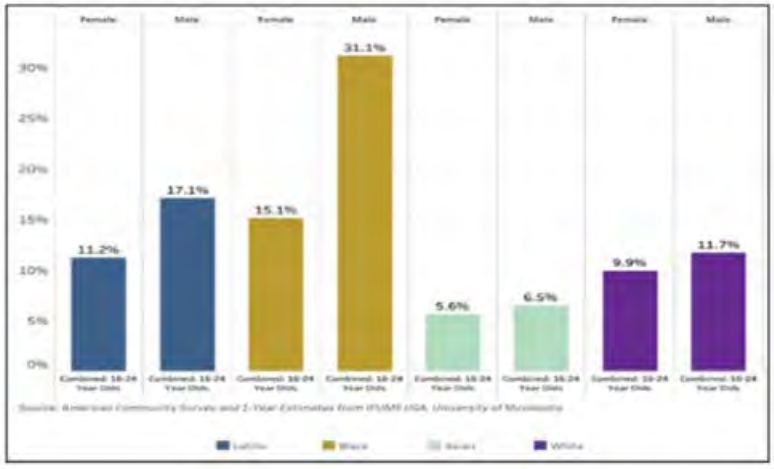


[11] Los Angeles County, ACS 1-Year Estimates, 2021

[12] Los Angeles County, ACS 1-Year Estimates, 2021

Examining disconnected youth by race/ethnicity and gender (fig. 5) also provides insights into the extent of disparities across these groups. Results indicated that Black youth ages 16 to 24 have the highest disconnection numbers at 46.2%, more than double the disconnection number of their White peers at 21.6%. Combined, Latinx and Black comprise almost 75% of all disconnected youth.

Figure 5: Disconnected Combined 16-24 Year Old's (not working or in school) by Gender and Race/Ethnicity [13]

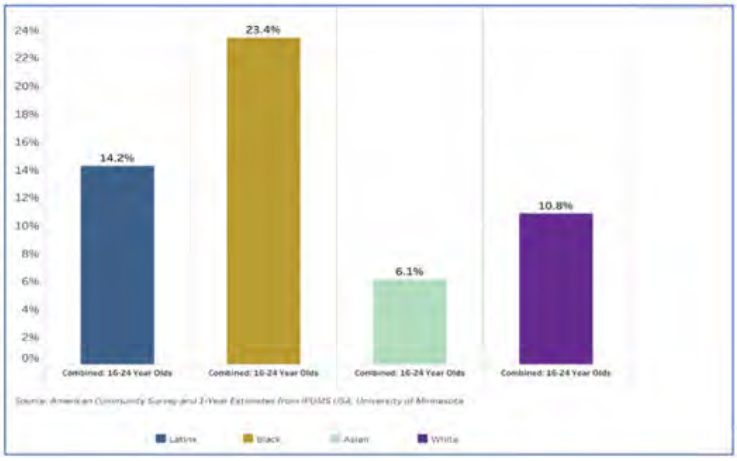


Examining demographics and other data sets (fig. 6) to understand the youth population provides the coalition the basis for further examination of the barriers, challenges, and needs that must be addressed by the systems that serve the target population. Journey mapping allows the coalition to analyze the youth experience in participating in the systems that provide the services. Results of an environmental scan and journey mapping can be used as the foundation for developing strategic goals and objectives.

Figure 6: Disconnection Counts and Rates by Year (Ages 16–24) [14]



Figure 7: Disconnected Combined 16-to-24-year-olds (not working or not in school) by Race/Ethnicity, Los Angeles County, 2020



[13] Los Angeles County, ACS 1-Year Estimates, 2020

[14] Los Angeles County, ACS 1-Year Estimates, 2021



APPENDIX 2-B: JOURNEY MAPPING

Journey mapping focused on the youth centers located throughout the LA Basin. The primary funding source for these centers is WIOA, and the oversight is the responsibility of the local workforce boards. Journey mapping was facilitated by CSUN and ReLAY. It consisted of two phases, with the first requiring interaction with youth and the second defining what happens behind the scenes. Using a series of interview questions, the youth centers were able to define the youth experience and identify differences as well as similarities across the centers regardless of the different communities they served. Results of the journey mapping identified the following challenges that impacted services to youth:

1. Transportation/Support Services: Youth living in remote areas had greater difficulty in accessing services through the centers due to limited opportunities for transportation, including public transit systems. These youth also experienced unique delays in services. For example, in Antelope Valley, youth need two work permits to participate in work experience, and it can take up to six weeks to receive both permits.

1. Meaningful Work Experience/Career Pathways: With a limited number of hours available for work experience, the centers were still required to provide work readiness training, reducing the number of hours dedicated to actual worksite experience and skill development.

1. Excessive Documentation: The amount of paperwork that youth need to complete to enroll is excessive, as is the documentation required for staff to complete as services are provided. Duplicative paperwork contributes to the excessive documentation and paperwork that is completed only for requirement purposes, and it takes staff away from assisting in providing customized services to individuals.

1. Staffing: Limited staff available to provide services to youth impacts service levels and expediency in service delivery. In one example, four case managers worked with 900 youth.

1. Communication: Because social media is the most effective way to communicate with youth, a new strategy for capitalizing on this opportunity is needed for youth outreach.

1. Wraparound Services: Access to mental health services is not enough to meet the needs of youth. The services need to be integrated to ensure that youth receive the services they need. System connectivity is needed to move beyond a referral system to ensure service provision rather than a system that merely provides access to services.



In addition to the challenges identified, journey mapping identified barriers and lessons learned in providing workforce services to youth through the centers:

- Youth access the center to use technology available on-site; however, there are not enough computers and laptops available at the centers to meet the demand.
- Homeless youth are migratory and therefore more difficult to keep in contact. Greater access to support services, including housing and food, is needed for youth who are homeless as well as those who live in poverty.
- Center staff requested more opportunities for input into systems change to ensure that directives issued by workforce boards include the reality of daily service-provision challenges.
- Increasing numbers of youth residing in Central Los Angeles are seeking services in perceived safer areas and are willing to travel 12 miles for those services.
- LAP3 is not high on the radar of public agencies. There is a need for a coalition of resources in the region that is focused on strong collaboration.
- Serving justice-involved youth is challenging because they require immediate benefit from any program, or they will walk away. Center staff find it challenging to remain in contact with these vulnerable youth.

In the journey-mapping process, gathering input from frontline youth-center staff and from youth provided insights into the daily challenges of providing services to the most vulnerable youth in the region. This information, along with information from the environmental scan, was used to conduct the SPOT analysis. The results of the SPOT analysis were then integrated into the development of the strategic goals and objectives.



APPENDIX 2-C: SPOT ANALYSIS

The results of the SPOT analysis are summarized in a four-quadrant table (fig. 9) that delineates internal and external influences. The analysis was completed over a two-month period (December 2022 to January 2023) through community convenings that allowed stakeholders to participate in discussion groups. Results of the discussion groups were used to formulate the SPOT analysis which, in turn, was used to understand the influences that could affect LAP3's operating principles and strategic plan.

Figure 9: LAP3 SPOT Analysis

S — STRENGTHS

- Cross-sector collaboration
- Access to resources
- Elevating needs of OY
- Expert and unique knowledge
- Robust network (frontline and decision making)
- Waivers (WIOA) & agreements (MOUs)

P — PROBLEM

- OY to be included as co-designers
- Lack of a formal infrastructure
- Defininition of success
- Working in silos
- Dedicated funding for LAP3
- Regularly reviewing data
- Measuring success

O — OPPORTUNITIES

- Defining what data will be collected
- Establishing a centralized data hub
- Formalizing infrastructure
- Define and codify OY definition
- Connect with crucial partners (i.e., LAHSA)
- Defining success and progress
- Include OY as co-designers (paid)

T — THREATS

- Data challenges
- Conflictng or competing priorities
- Defining action steps
- Bandwidth and scale of scope
- Simplifying target population

Results of the SPOT analysis suggest that the coalition identified its partnerships as its greatest strengths (i.e., cross-sector collaborations and expert and unique knowledge), particularly its inclusion of the youth voice. Opportunities indicate that the coalition understands the potential of its partnerships and is capitalizing on those partnerships to improve (i.e., establishing a data hub and involve youth). While the coalition identifies its partnerships as strengths, it also identifies the problems, including working in silos and lack of formal infrastructure, that need to be addressed to improve its partner relationships. Partner issues, including conflicting or competing priorities, are also described as threats that may impact the coalition's ability to meet its strategic goals and objectives. Based on the results of the SPOT analysis, strategic goals and objectives were developed to address issues identified in the four quadrants.



APPENDIX 2-D: DEVELOPING INTENDED IMPACT, GOALS AND OBJECTIVES

To develop its objectives and strategies, the LAP3 Strategic Planning Committee began with identifying an Intended Impact Statement to assist in measuring successful achievement of the strategic plan. An initial brainstorming session was held with partners to discuss the intended impact of strategic goals and objectives over a three-to-five-year period. Common themes were identified for intended impact.

Using the Intended Impact brainstorming results, the coalition then turned to data for further analysis to ensure the accuracy of the Intended Impact. Using the data on the prevalence of OY and focusing on data for Los Angeles, the coalition set forth an overarching Ultimate Desired Impact Statement to drive the strategic goals and objectives: *in the heart of Los Angeles, we envision 32,000 brighter horizons by 2028—a future where all opportunity youth across Los Angeles secures and persists in quality education, training, and employment pathways*.

The above overarching statement is derived from the historical data on Los Angeles's disconnection rate which recorded at 10.1% in 2019, the lowest in two decades, and rose to 12.9% in 2021 . The net increase from the number of disconnected youth in 2019 to 2021 is 25,164, although the county's total population of 16-to-24-year-olds declined during this same period by approximately 56,000 youth. In order to reduce the disconnection rate to 10%, Horizon 32K's efforts will need to result in a reduction of 32,000 disconnected youth.

In developing strategic goals and objectives, our partners are able to check alignment to the overarching Ultimate Desired Impact Statement to ensure that objectives and metrics move LA P3 toward achievement of our shared four year impact statement.

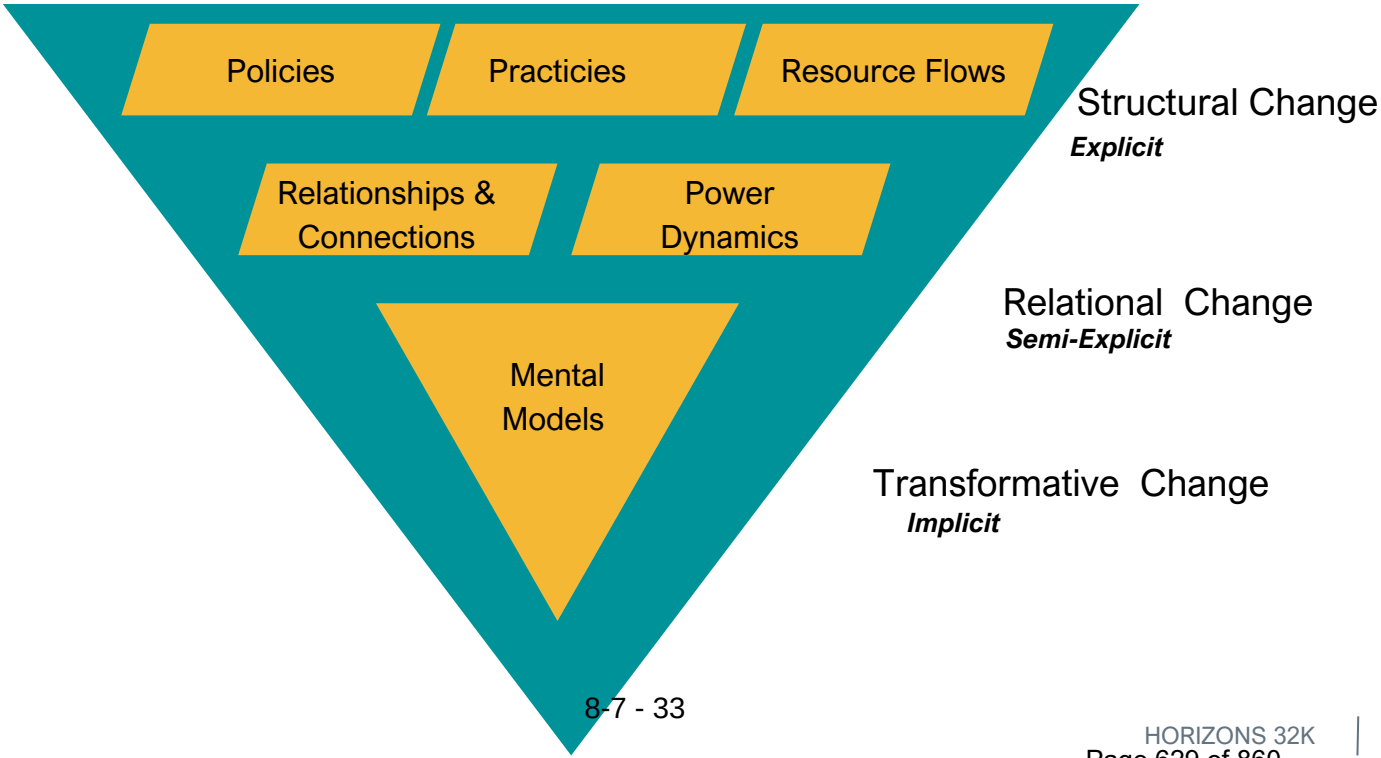
Target OY ages 16 - 24 years old	**Intended Impact Results**
• OY not in school or working • OY who are systems involved child welfare system justice system • homeless system • OY who are expecting or parenting • OY who identify as LGBTQ+	• Connection and access to specialized • Youth centered programs and services • High school reconnection and completion • Comprehensive supports • Post-secondary enrollment, persistence, and como eton • Explore and enter a career pathway • Secure and persist in employment

14 https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf

APPENDIX 2-D: DEVELOPING INTENDED IMPACT, GOALS AND OBJECTIVES

To develop the goals and objectives, we embarked on a comprehensive process that aligned with the principals of the “waterfalls of system change” theory. Beginning in September 2022, a series of meetings was convened to assess our progress and chart the course for our strategic plan. These sessions delved into various components, including a review of our journey mapping results, SPOT analysis findings, and key data sets from our environmental scan, all of which provided crucial insights into our current landscape and challenges (Appendix 2).

Drawing from the outcomes of these reviews and leveraging insights from past planning cycles, we formulated the initial draft of our strategic goals and objectives. However, recognizing the importance of stakeholder input and alignment with partner agencies, we engaged in extensive consultations. These interactions included meetings with our co-conveners and interviews aimed at soliciting feedback on our proposed goals and objectives, as well as identifying opportunities for collaboration and support.
Moreover, to ensure broader community engagement and inclusion of diverse perspectives, our coalition organized a region-wide convening. This event brought together partners, stakeholders, and youth representatives to identify key issues, challenges, and improvement opportunities in youth services provision. Through panel discussions, feedback sessions, and dialogue with youth representatives, invaluable insights were gathered, which significantly informed the refinement of our goals, objectives, and metrics.





As we progressed towards finalizing our strategic framework, we sought guidance from established frameworks such as the Six Conditions of Systems Change by FSG Reimagining Systems Change. These conditions, elucidate the interdependent factors essential for sustaining social or environmental change. By aligning our goals, objectives, and metrics with these conditions, we aimed to catalyze the necessary shifts in our systems to drive meaningful impact.

Collaborating closely with our partners, we reviewed these conditions and definitions, integrating them into our planning process. Moving forward, we remain committed to refining our collaborative efforts throughout the implementation phase. We anticipate further identifying system change outcomes, ensuring that our initiatives are not only effective but also sustainable in creating lasting positive change within our community.

Appendix 2-E: Defining Metrics

The final step in the development of strategic goals and objectives focused on development of the metrics to measure successful achievement. To begin developing metrics, the coalition worked with partners to develop the Ultimate Desired Impact Statement, which replaced the initial Intended Impact Statement. The Ultimate Desired Impact Statement will be used as the overarching guide to make sure that, as goals, objectives, and the specific metrics developed for the objectives are met, an overall impact to the improvement of the lives of youth is also achieved.

Appendix 2-F: Creating the Strategic Plan

We participated in a series of working meetings to complete the process and used the results from each step to develop a strategic plan based on data, analysis, and input.

The LA P3 Strategic Plan is a living document, and as the coalition continues to evolve and solidify as a coalition for community leadership in the youth systems, necessary changes will be incorporated into the plan.



APPENDIX 3: LA P3 BACKGROUND

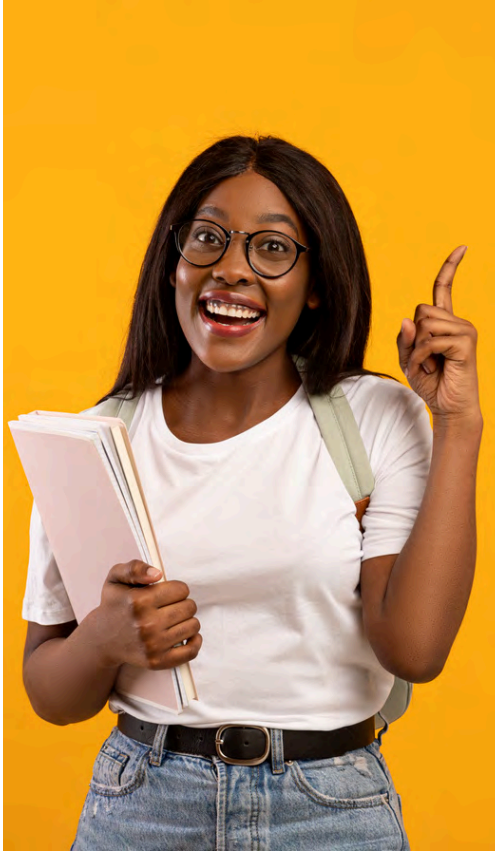
In March 2012, the Obama administration created the Interagency Forum on Disconnected Youth (IFDY) to determine best practices in serving OY. The IFDY was established in anticipation of new legislation that would create an approach for outcome-focused, cost-effective strategies to improve results for disconnected youth. The Consolidated Appropriations Act passed and was instituted in 2014, providing authority for multiple agencies to establish up to 10 Performance Partnership Pilots (P3).

The purpose of P3s is to allow states, localities, regions, or federally recognized tribes to pool a portion of federal discretionary funds they receive while measuring and tracking specific cross-program outcomes. This model also allows for the obtainment of waivers for grant requirements that impede effective service delivery to youth. To ease administrative barriers and requirements, federal agencies can grant full or partial waivers of statutory, regulatory, and administrative requirements. By easing administrative barriers and requirements, the model increased accountability for educational and employment outcomes for the disconnected youth.

The Los Angeles Performance Partnership Pilot (LAP3) was selected as a pilot in 2015, with the City of Los Angeles Economic Workforce Development Department (EWDD) spearheading the efforts. EWDD and the County of Los Angeles Department of Economic Opportunity worked to convene one of the largest collaborative partnerships in the country to streamline and improve education, employment, housing, and physical and mental well-being of youth. The initial blending and braiding of funds included federal and non-federal sources: WIOA Title I Youth and Adult program funds, Runaway and Homeless Youth Act transitional living, Promise Neighborhoods, My Brother's Keeper, and other local funding.

[16] https://laoyc.org/our-work/







LA P3 HISTORY IN LOS ANGELES

The size and complexity of the Los Angeles region requires a cross-system approach to improve outcomes for OY. Los Angeles County is larger in population than 41 individual states and is home to 88 independent cities, 80 school districts—including the second largest school district in the country, Los Angeles Unified School District (LAUSD)—seven public universities, and 21 community colleges.

In 2018, the Los Angeles Performance Partnership Pilot (LAP3) and the Los Angeles Opportunity Youth Collaborative (OYC), two local coalitions with a cross-system approach and over 120 partners, aligned their collective impact initiatives, resources, and skills to create systemic change in the Los Angeles region to support transition age foster youth access and success in workforce development programs and systems. Our combined efforts in Los Angeles aim to increase access to and success in workforce and career development programs for OY.

At its core LAP3 is a partnership between local government—with leadership committed to collaborative approaches and prioritizing workforce services for systems-involved youth—and a neutral, trusted, and inclusive collaborative intermediary that supports cross-system work. While there is much work yet to do, together we have been able to work in solidarity to create the change needed for the future of the workforce.



LA P3 SUCCESSES

LAP3 achieved several successes throughout the duration of the pilot, leading to the expansion of efforts through the Horizons 32k Strategic plan.

- LAP3 partnered with the OYC to co-create a United States Department of Labor (USDOL) approved waiver for the WIOA Title I youth program. The waiver allows [who] to charge [services] for foster youth and justice involved, homeless, or runaway youth to the 75% out-of-school youth (OSY) cost category. This eliminated eligibility issues for youth in Extended Foster Care (EFC), who previously must be in school or working to receive [???].[17]

- LAP3 supported the Los Angeles LGBT Center to increase Transitional Living Programming availability through the US Department of Health and Human Services for youth ages 21 to 24.17 [18]

- LAP3 revised youth service center intake processes, incorporating an educational assessment to gauge individualized needs and develop a service plan to connect youth to identified services.

- LAP3 convened five CSU presidents to create the ReLAY Institute[19]—Reconnecting Los Angeles Youth — a joint initiative connecting higher education to workforce leaders in the region.

- LAP3 expanded a partnership model championed by LA City and LAUSD, which utilized LA County's youth centers and agencies to connect district pupil service and attendance counselors with YouthSource center participants. Youth access and utilized services, including X/Y/Z at higher rates.

- LAP3 supported the LA OYC with creating and launching a universal referral form and process in the LA County's Department of Children and Family Services, generating increased referrals across all seven LA County workforce boards.LAP3 youth participants were three times more likely to complete a secondary education degree or certificate within a year of the program or return to school if they had not completed secondary school.

17 https://imprintnews.org/child-welfare-2/california-will-roll-out-a-new-jobs-plan-for-system-involved-youth/58059
18 https://lalgbtcenter.org/services/youth-services/
19 https://relayinstitute.org/about/

THANK YOU TO OUR PARTNERS

Appendix 6:

Los Angeles Workforce Infrastructure Network (LAWIN) Concept Paper

CONCEPT PAPER

Los Angeles Workforce Infrastructure Network



Prepared by
City of Los Angeles
Economic and Workforce Development Department

INTRODUCTION

The Economic and Workforce Development Department (EWDD), the LA City Workforce Development Board and the Mayor's Office commissioned this concept paper to develop high level recommendations from key partners of the Los Angeles workforce development eco-system to:

1. Assess status of workforce preparation for federal Investment Infrastructure and Jobs Act (IIJA) and Inflation Reduction Act (IRA) capital investments;

2. Develop strategies to prepare the Los Angeles workforce for these investments, and;

3. Ensure equity and inclusion in the new opportunities of quality skilled career pathways for all LA residents.





RECOMMENDATIONS

The LA City's Economic and Workforce Development Department, Workforce Board, and the Mayor's Office should:

1. Establish an on-going workforce development system collaborative between representatives of the various public, k-12 and higher education institutions, union locals, industry employers, and community partners supporting quality careers. The Los Angeles Workforce Infrastructure Network under the Mayor's Office and Economic Workforce Development Department will provide a consistent platform to communicate, share information, and integrate activities on behalf of city residents. Currently, there is no on-going city collaborative structure to discuss how to prepare the workforce for these new capital investments.

2. Conduct a thorough inventory and analysis of the educational, union and community- based infrastructure industry-recognized workforce training programs available to city residents. Currently, there is no established platform that catalogues and distributes information to LA City workforce partners or residents.

3. Pursue a city policy to set-aside of one to three (1-3) percent of all city capital infrastructure projects funded by the federal infrastructure bill to be directed for workforce development projects. Funds from federal infrastructure projects are allowed to expend on related workforce development, however, it is not mandated. This is a local policy decision. Pennsylvania has implemented such a policy.

4. Invest at least $2 million in workforce experience dollars (General Fund, LA County, or other grant funds) to seed and expand infrastructure-related system workforce development programming, including expansion of registered apprenticeship programs (RAPs), to increase workforce participation, specifically by investing in high barrier groups. This will immediately increase the resources to expand quality skilled job training opportunities in Los Angeles.

5. Assemble a city, union, and community partner grant writing team to apply for the large- scale federal Department of Labor, Commerce, and EPA grants to increase the overall resources for the Los Angeles workforce development eco-system. Currently, there is no established collaborative working team to pursue these large-scale federal workforce development grants.

6. Explicitly include this policy statement "The LA City's Economic and Workforce Development Department, Workforce Board, and the Mayor's Office are committed to encouraging gender equity, diversity and inclusion among our workforce partners, and eliminating unlawful gender discrimination and workforce segregation."

BACKGROUND

Los Angeles and the wider region are poised to receive an extraordinary level of financial support aimed at developing crucial infrastructure, renewable energy projects, and expanding broadband access. Beyond the anticipated federal funds dedicated to infrastructure, the city has boosted its own spending on housing, transportation, renewable energy, and water management.

This wave of investment from federal, state, and local sources is expected to create thousands of construction and infrastructure-related jobs in the area. While the exact number of jobs is yet to be determined, it is widely acknowledged that we will see a significant increase in high-quality, career-advancing positions in skilled trades.

Dr. Martha Ross highlights the significance of these times, stating, "The U.S. is making once-in-a-generation investment in infrastructure and clean energy through the Infrastructure Investment and Jobs Act (IIJA) of 2021 and the Inflation Reduction Act (IRA) of 2022. With the federal government allocating an unprecedented amount of funds to enhance our transportation, water, energy, and broadband systems, cut down on greenhouse gas emissions, and tackle other climate-related challenges, we are looking at a potential for substantial job growth—estimated at 15 million new jobs over the next decade. However, our infrastructure workforce is aging, and employers are facing challenges in both retaining their current workforce and hiring new workers. This underscores the urgent need to attract, train, and retain a new generation of workers."

As federal dollars make their way from Washington D.C. to the state and then to Los Angeles, local leaders are called upon to strategically deploy these investments. The goal is not only to include all residents, especially those who have been left out of recent economic recoveries, but also to ensure these large-scale investments help reduce economic disparities rather than perpetuate them. Developing a skilled workforce capable of realizing these goals is crucial, ensuring that the benefits of these investments broaden economic opportunities for communities that have historically been overlooked.



LOS ANGELES WORKFORCE DEVELOPMENT ECO-SYSTEM



Navigating the workforce development landscape in the City of LA reveals a diverse and expansive network of programs, initiatives, and partnerships aimed at equipping a broad spectrum of individuals with the skills and opportunities needed to engage with the modern workforce. This system is multifaceted, comprising a broad array of programs and initiatives aimed at developing a skilled workforce ready to meet the demands of today's and tomorrow's labor markets. Despite its extensive resources and initiatives, the system often struggles with coordination and connectivity among its various components, highlighting a need for a more integrated approach to workforce development.

Numerous unions, particularly those in building and construction trades, have robust RAPs developed over many decades. They offer industry-driven, practical learning opportunities with zero tuition costs for apprentices. Partnering with community colleges can enhance these programs by providing academic credits for the training, resulting in industry credentials and degrees for participants.

Additionally, LAUSD, LACCD, and community-based programs all offer a variety of career and technical education (CTE) and related programming. The city workforce system funds dozens of community agencies to provide services to high barriered populations, and the city departments have both hiring needs and provides support to these programs. Listed below is only a sample of resources and assets.

Structure & Operations

At the heart of the city’s workforce development efforts are the Workforce Development Board (WDB), the Mayor’s Office, and the Economic & Workforce Development Department (EWDD), which oversee the administration of 14 WorkSource Centers and 14 YouthSource Centers. These centers are
foundational to reaching job seekers across the city, offering access to certified training, support services, and job placement assistance. As summarized below, the city of Los Angeles is rich with educational and skilled based training opportunities.

Registered Apprenticeships & Training Programs



Apprenticeship is a time-tested, proven workforce development approach where learners earn wages while acquiring crucial skills, experience, certifications, and professional connections. The apprenticeship model offers employers an effective means to build their talent pipeline by engaging in apprenticeship partnerships designed to develop a highly skilled workforce. In California, there are approximately 95,000 registered apprentices, approximately 67% of which are in the building, construction, and fire trades. There are numerous registered apprenticeship and apprenticeship readiness programs throughout Los Angeles.

Host to approximately 19,000 registered apprentices, Los Angeles County comprises 20% of California's total apprentices, approximately 11% of which are outside of building and fire trades occupations. Recognizing the statewide potential, Governor Newsom has set a goal to expand beyond traditional apprenticeship programs and serve 500,000 apprentices by 2029.

Registered Apprenticeship Programs (RAPs), which are regulated by the California Division of Apprenticeship Standards (DAS), offer a well-defined pathway into a career, supported by clear standards outlining apprentices' job expectations. Apprenticeships, though different from traditional classroom-based postsecondary education, can serve as a college pathway. In California, strong ties between community colleges and the apprenticeship system make it both a workforce and postsecondary education strategy.

Funding for training comes from related and supplemental instruction (RSI) funds, alongside apportionment funding for credit-bearing community college courses. In addition, new state investments have been directed at decreasing the gender gap in the construction trades, such as the Equal Representation in Construction Apprenticeship (ERiCA) Grant. Other investments, like the California Apprenticeship Initiative (CAI) and California Opportunity Youth Apprenticeship (COYA) grant programs, allocate millions annually to bolster local and regional partnerships, facilitating the launch and expansion of innovative apprenticeship and pre-apprenticeship initiatives in other emerging industry sectors such as transportation and advanced manufacturing.

Los Angeles/Orange Counties Building & Construction Trades Council

With 48 local unions, this council administers over 24 state and federally recognized joint apprenticeship training centers (JATCs) and registered apprenticeship programs throughout Los Angeles. The 48 local unions include, but are not limited to: Laborers, Plumbers/Pipefitters, Ironworkers, Sheet Metal Workers, Electricians, Painters, Drywall Finishers, Tile Layers, Bricklayers, Cement Masons, Elevator Constructors, Operating Engineers, Glaziers, Plasterers, Insulators, Roofers, and Teamsters.

Apprenticeship Readiness Fund

The Apprenticeship Readiness Fund is the workforce development arm of the LA/OC Building & Construction Trades Council. The Fund partners with over 20 organizations that include various community colleges, community-based organizations, and school districts in Los Angeles to deliver the Multi-Craft Core Curriculum (MC3) Apprenticeship Readiness training. The training is the only Department of Labor Industry Recognized Credential (IRC) that was created by, and with the input from, the North American Building Trades Unions (NABTU). This training prepares individuals from underrepresented communities and diverse backgrounds for opportunities within all the building & construction trades unions in Los Angeles. The Fund acts as a regional intermediary for funding on behalf of all its partnering programs and provides case management and graduate placement support into all 48 affiliated local unions.

Los Angeles Unified School District (LAUSD)

The Los Angeles Unified School District (LAUSD) offers hundreds of CTE, Linked Learning, and work-based-learning pathways in all industry sectors and through a variety of settings, including alternative education programs and adult education centers, where accelerated courses are offered for adult learners to obtain industry-recognized certifications (e.g., HVAC, Truck Driving, Aviation Mechanic, etc.). Numerous CTE training centers, many of which collaborate with local trade unions such as the LA/OC Building Trades, offer pre-apprenticeship programs as a bridge into registered apprenticeships for underrepresented populations. One example is the Multi-Craft Core Curriculum

(MC3) program, recognized nationally as a pre-apprenticeship program for the building and construction trades.

In addition, LAUSD's Linked Learning program provides secondary students with access to career- themed pathways such as engineering, architecture, and skilled trades. K-12 Career and Technical Education (CTE) provides industry-specific skills and knowledge and includes job shadowing, internships, and virtual apprenticeships.



Los Angeles Community College District

The nine community college campuses of LA Community College District offer an array of skill-based training programs for credit and non-credit that are utilized by local public and private employers. Los Angeles Trade Tech College offers Construction, Maintenance & Utilities (CMU) Pathway delivers most current industry relevant training, including sustainable construction techniques and other green technologies to equip students with the necessary knowledge and skill sets to obtain, sustain, or advance in their chosen career paths.

Certificates and degrees are offered in Architectural Technology; Carpentry; Electrical Construction and Maintenance; Electrical Line-Worker (Lineman); Heating, Ventilating, Air Conditioning (HVAC) and Refrigeration; Operation and Maintenance Engineering - Steam Plant; Plumbing; Solid Waste Management Technology; Street Maintenance Technology; Supply Water and Waste Water Technology; Welding - Gas and Electric; and stacked credentials in renewable energy including Renewable Energy Technician - Solar PV Installation and Maintenance, Renewable Energy Technician - Solar Thermal and Renewable Energy with Energy Efficiency Emphasis.

Community Based-Organizations

Community-based program models such as YouthBuild and Conservation Corps (among other LA youth workforce programs) play a significant role in expanding access to training in skilled trades, emphasizing the acquisition of valuable industry-recognized credentials, and therefore, serve as vital entry points to infrastructure careers for individuals facing high barriers to employment. These models have a long history in working with Los Angeles Opportunity Youth, ages 16 -24, and their programming emphasizes construction and skilled trades. Though several community-based agencies provide similar workforce and education programming, there is no easily accessible list of such resources. A few examples include Coalition for Responsible Community Development, Alliance for Community Empowerment, and LA Conservation Corps.

Philanthropy

Philanthropy is another major player in supporting and expanding the local infrastructure workforce. One example is Harbor Freight Tools for Schools, the flagship program of the Smidt Foundation whose mission is to increase understanding, support, and investment in skilled trades education.
Harbor Freight Tools for Schools partners with L.A. County public high schools and community-based organizations to offer excellent, year-round, and summer, hands-on skill trades education. High school student in these programs successfully earn high-value Industry Recognized Credentials such

as: American Welding Society (AWS), L.A. City Welding, and GRID Intermediate Solar Training Certification. This effort is advancing excellent skilled trades education in LA County high schools.

LA City Departments & Propriety Departments

The city itself, through departments such as Department of Street Services and Department of Sanitation; and the three propriety departments: Port of Los Angeles, Los Angeles World Airports (LAWA), and the Department of Water and Power, has invested in training programs that not only meet their hiring needs but also support broader workforce development goals. For instance, HireLAX represents a successful hiring partnership that leverages city resources, contractors, local unions, and community partners to create pathways into quality jobs.



Challenges & Opportunities

While Los Angeles boasts an impressive array of programs and partnerships aimed at workforce development, the system faces challenges in achieving a cohesive and coordinated approach. The richness of resources and opportunities is often matched by complexities in navigation and access, underscoring the need for enhanced connectivity and integration among programs, educational institutions, community organizations, and city departments. Addressing these challenges will require strategic efforts to streamline pathways into quality jobs and career advancement, ensuring that all Angelenos, regardless of their starting point, have access to the education and training necessary to thrive in the evolving economy.



LOS ANGELES WORKFORCE DEVELOPMENT OBJECTIVES

While much of this federal funding allows workforce development activities, relatively few of the new federal programs require it. Many of the federal and state entities receiving funding are unfamiliar with or have not prioritized workforce development in the past. The public workforce system and community colleges were not included in the new federal legislation. It is a massive disconnect.
Likewise, there was no new funding for the local workforce development agencies to prepare its workforce for the new employment opportunities created by the infusion of funds.

Meanwhile, for many young people, the pathway to adulthood and a good job is an obstacle course. The road from high school to further education and careers can be hard or find to access – this is especially true for young people from low-income backgrounds or whose parents do not have college degrees. Tens of thousands of young adults in Los Angeles cycle through unemployment, post- secondary education, and low-wage jobs without gaining traction.

In a community where the potential of every teen and young adult is as varied and promising as its demographic composition, understanding, and supporting their unique needs and aspirations is paramount. The objectives of establishing the “Los Angeles Workforce Infrastructure Network” are to:

1. Increase the ongoing collaboration between public, union, and community-based organizations to develop on-going communication and planning;

2. Increase the awareness and utilization of current Industry Recognized infrastructure workforce training programs;

3. Increase the identification of gaps in current partner offerings, and;

4. Increase the number of young adults in skilled trades pathways to meet Los Angeles infrastructure workforce needs.

STRATEGIES

In crafting The Workforce Infrastructure Network, the Economic and Workforce Development Department, LA City Workforce Development Board and the Mayor's office should deploy a series of strategies including, but not limited to:

- Include the concept of the "Los Angeles Workforce Infrastructure Network" in the City's Workforce Development Annual Plan which will include the formal establishment of the collaboration.
- Include the funding of at least $2 million of available workforce resources in the Annual Plan to be made available through an RFI which would allow for the seeding and funding of specific workforce training partnerships that lead to union apprenticeships.
- Further engagement of intermediary to further develop the partnership design of the collaborative. Explore other national and state program models and inventory current program offerings of the workforce development system partners. Develop a design that builds upon current public and private investments.
- Continue to build upon the city's Project Labor Agreements and Community Benefit Agreements to support the entry and retention of LA residents into the skilled trades.
- Build upon the current education and training partners of established certified apprenticeships, pre-apprenticeships and secondary school training programs including LAUSD K-12 CTE Linked Learning Division and Division of Adult Career Education, Community College Districts, other higher education institutions and community-based training programs like YouthBuild. The pathways should be aligned to the union-based, community-based training hubs such as the Apprenticeship Readiness Fund, which works with Union trades apprenticeship programs.
- Organize a specific convening of employer partners, union and skilled trades, and registered apprenticeship program (RAP) sponsors (including pre-apprenticeships) to align their current efforts and programs, as well as identify future areas for expansion of RAPs in other high- growth sectors such as transportation and advanced manufacturing, integrating green technology.
- Develop a long-term implementation plan for the EWDD to build a system wide "LA Workforce Infrastructure Network" to be used as a model for collaboration and program integration.
- Develop and enforce policies that promote gender equity, diversity, and inclusion within the workforce. This includes implementing equal opportunity policies, prohibiting gender discrimination, and addressing workforce segregation. Ensure that these policies are communicated effectively to all workforce partners and stakeholders and provide resources and training to support compliance.
- Ensure funding to women's education and training programs and training on gender equity, diversity, and inclusion for employers, employees, and workforce partners. Provide resources and guidance on best practices for creating inclusive work environments and addressing barriers to gender equity in hiring, promotion, and retention.
- Collaborate with local businesses, community organizations, educational institutions, and other stakeholders to promote gender equity and diversity in the workforce. Establish partnerships with organizations that specialize in supporting underrepresented groups, such as women in construction fields or minority-owned businesses, to expand access to opportunities and resources.



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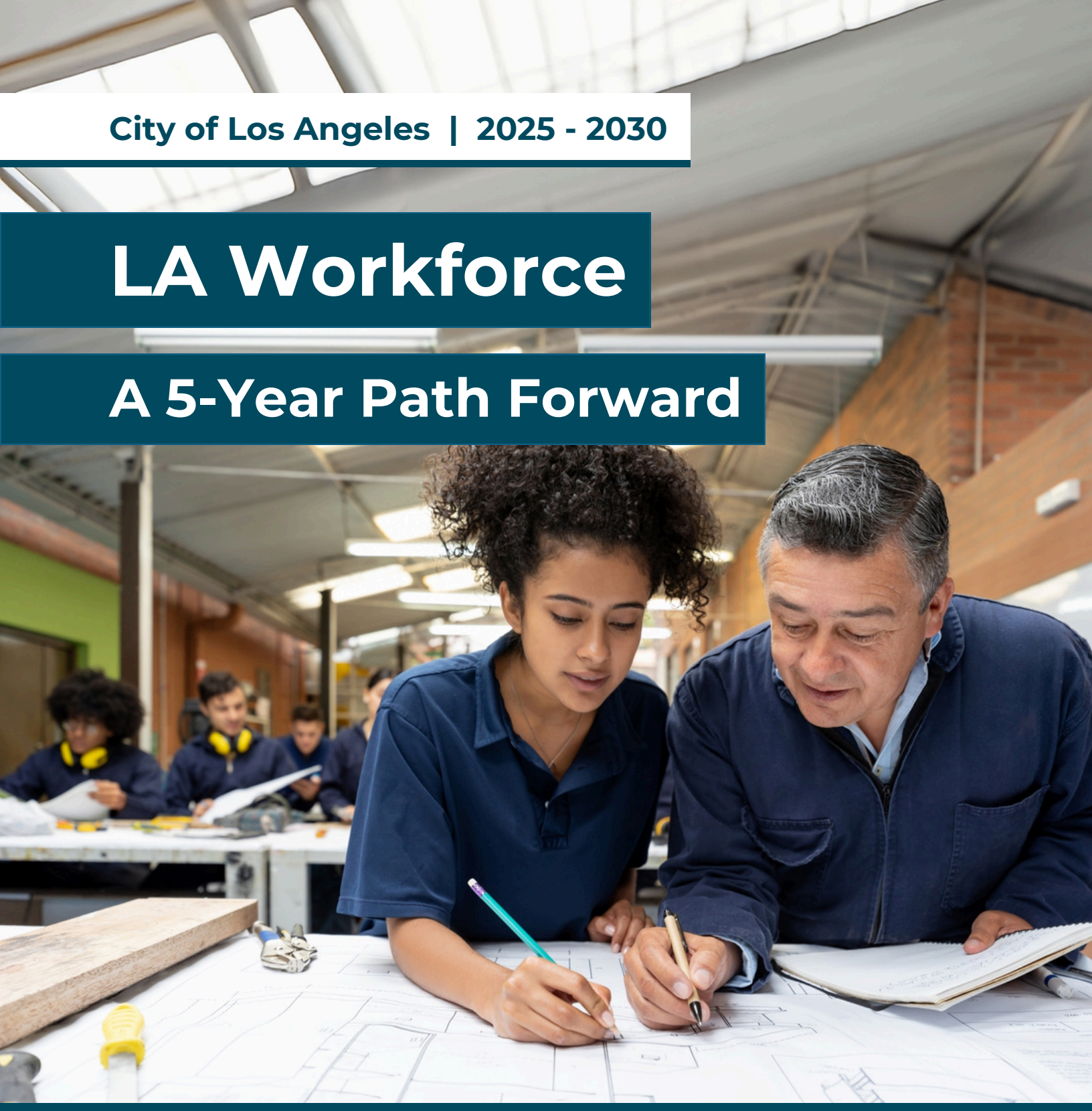
Appendix 7:

City of LA Five-Year Workforce Development Strategic Plan

City of Los Angeles | 2025 - 2030

LA Workforce

A 5-Year Path Forward



SEPTEMBER 2024

Compiled by

civic makers

Workforce Development Board
City of Los Angeles

LA Workforce: A 5-Year Path Forward

This document is a comprehensive five-year Workforce Strategy for the City of Los Angeles that promotes economic recovery, financial stability, and prepares residents and businesses of Los Angeles for jobs of the future.

KEY COMPONENTS

North Star

Place **50,000 Angelenos** into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training as critical pathways to economic stability and success.

Goals

1. Build a Stronger Workforce Ecosystem.
2. Promote Economic Mobility for High-Barrier Populations.
3. Develop Industry-Specific Sector Strategies.

System Cornerstones

Establish four Cornerstones to **anchor <u>roles</u> that are integral to the system**. Each Cornerstone will be accountable for implementing this Strategy and enhancing system connections.

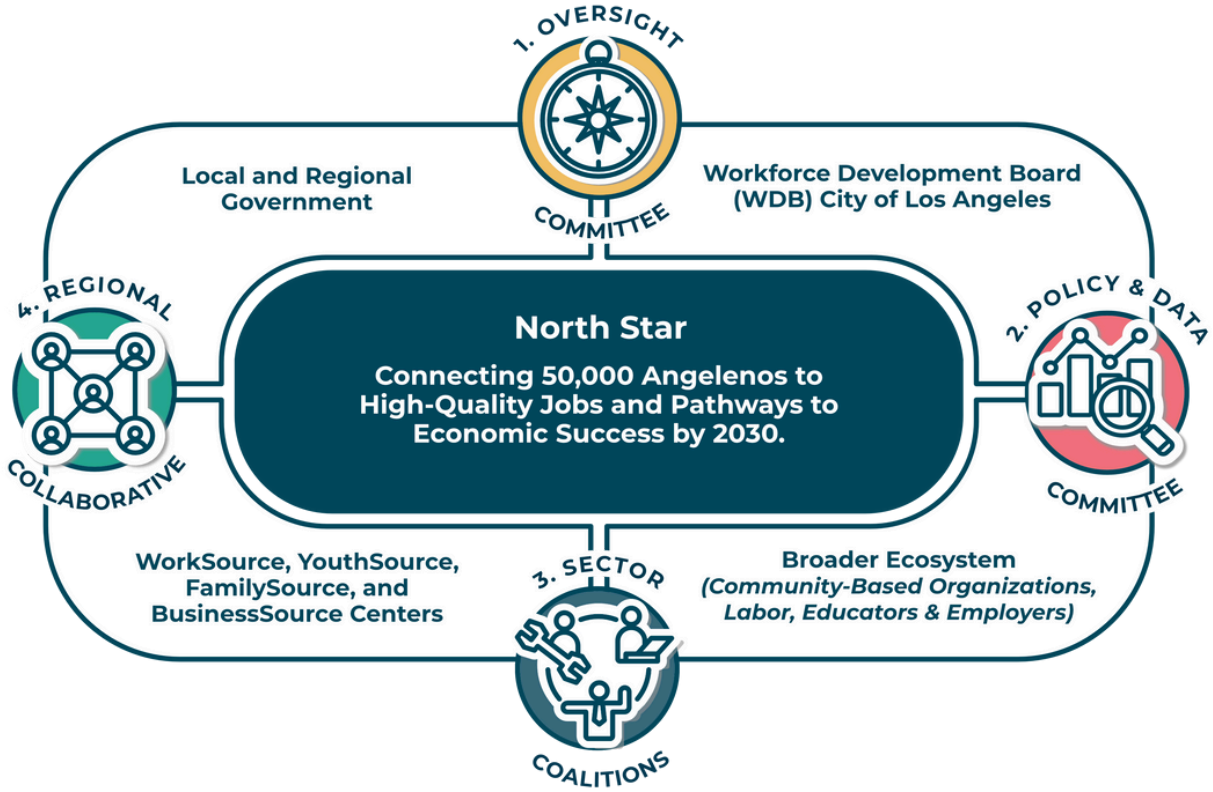


Figure 1. *Visualization of the Four System Cornerstones (pg 14), bridging different segments of the Workforce Development System (WDS) to achieve the North Star.*

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» I. Overview

PURPOSE AND VISION

The Los Angeles 5-Year Path Forward is a transformative strategy designed to reshape the City's Workforce Development System (WDS) to meet the urgent needs of its residents and industries. It prioritizes collaboration among government, labor, educational institutions, businesses, and community organizations, in order to provide both workers and employers with the support they need to thrive.

This plan envisions a workforce where every Angeleno has access to high-quality, living-wage jobs and meaningful pathways to get them. By championing equity, empowering underserved communities, and driving inclusive economic growth, this action roadmap positions Los Angeles to effectively meet the evolving needs of its residents and industries, ensuring a more prosperous and resilient future for all.

Core Values

The 5-Year Path Forward is built upon three core values that guide the strategies and actions needed to create a stronger, more inclusive workforce system:

1. *Connect Angelenos with **quality jobs** & **opportunities to continue developing** their skills and qualifications.*
2. *Ensure pathways to quality jobs are **accessible to all Angelenos**.*
3. ***Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives.*

1. Connect Angelenos with quality jobs & opportunities to continue developing their skills and qualifications.
WDS partners will align around a **North Star** to:

- ***Place 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training as critical pathways to economic stability and success.***

This will be achieved by launching Sector Coalitions in high-growth industries and creating more connected career pathways across the WDS.

2. Ensure pathways to quality jobs are accessible to all Angelenos:
The plan integrates City efforts to remove barriers to employment for Angelenos facing the greatest economic disparities and marginalization. Some high-barrier populations include:

- Individuals experiencing homelessness
- Justice-involved individuals
- Opportunity youth (ages 16-24, not in school or employed)
- Older workers facing involuntary job separation
- People with disabilities

By providing these groups with targeted pathways to employment and wraparound services (e.g. childcare, transportation, and mental health support), the plan seeks to ensure that all Angelenos can access the opportunities they need to achieve long-term economic stability.

3. Adapt to changes in workforce needs, considering demand from both the worker and employer perspectives:
Collaboration with regional partners will foster resilience and ensure continuity of care. Collaboration is prioritized by promoting information sharing and inviting system partners to help implement this plan. Key examples include:

- Expanding the WDB's Policy Committee into a 'Policy & Data Committee' - playing a key role in defining and tracking metrics for high-quality, living-wage jobs and monitoring labor market trends.
- Leveraging the City of LA's open data portal to make data accessible across the WDS.
- Recruiting cross-system partners for Sector Coalitions, such as:
  - Employers (including small businesses and large employers)
  - Source Centers (YSC, WSC, FSC, BSC)
  - Educators (K-12 up to post-graduate) and Trainers
  - LA RISE or other workforce programs that offer supported / staged pathways for unhoused Angelenos into employment
  - Unions and labor organizations
  - Housing, mental health, or benefits providers that can offer services or case management to residents on career pathways
  - Peer support groups
  - Policy think tanks and philanthropic funders

Definition of High Quality, Living-Wage Jobs

High-quality, living wage jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful. This plan will establish multiple metrics as indicators of quality jobs, starting with:

- Wages
  - E.g. living-wage jobs paying ≥ $55,000 annual income (according to MIT's living wage calculation for LA County)[1]
- Employer-provided benefits
- Access to promotional pathways and further training opportunities
  - E.g. employer offers (or partners with) a registered apprenticeship program
  - E.g. employer has a clearly defined promotional ladder
- Worker satisfaction data, such as survey responses to evaluate satisfaction for subjective high-quality indicators (e.g. quality of life, etc.)

NOTE: The Policy & Data Committee will finalize high-quality job indicators (in particular, wage targets), as a key outcome in Year 1. See Appendix E for further detail on Job Quality.

ECONOMIC IMPERATIVE: WORKFORCE AND ECONOMIC CHALLENGES

Extensive data from partner organizations, including the Los Angeles County Economic Development Corporation (LAEDC), reveal the urgent economic challenges facing Angelenos. These findings highlight the immediate need for collaborative, innovative approaches to confront the following critical realities. Addressing these issues is not just an option but an economic imperative that demands bold and unified action.

Given the gravity of these insights, it is crucial to recognize and confront the specific challenges that demand our collective attention. The following realities highlight the most pressing issues Angelenos face, which require both immediate and coordinated action:

- **High Cost of Living.** Compared to the rest of the state, the City of Los Angeles has relatively low wages as indicated by median household income ($76,135 in LA vs. $91,551 in CA), but relatively high cost of living as indicated by median home value ($903,700 in LA vs. $715,900 in CA). This combination of low wages and high costs can lead to increasing poverty, financial instability, and economic inequality.[2]
- **Soaring Homelessness.** Homelessness remains one of the most pressing issues in Los Angeles. In 2023, LA County reported 46,260 individuals experiencing homelessness within the City of LA, reflecting ongoing challenges related to access to education, stable employment, and affordable housing for many residents.[3] The magnitude of this issue continues to call for strategic and sustained interventions.
- **Population Decline.** Since 2018, the City has lost 230,000 residents, representing a 5.8 % decrease or an annual average decline of -1.2%. This could indicate a troubling labor shortage across key industry sectors, reduced high-income earners and entrepreneurs, and a decline in tax revenue, further hindering the city's economic growth and the quality of life.[4]
- **Changing Nature of Work.** The rise of artificial intelligence is transforming the workforce at an unprecedented rate. As of 2022, 19% of American jobs involved tasks that could be replaced or augmented by AI.[5] As businesses continue to invest in automation, many traditional jobs will be lost, while new roles requiring specialized skills will emerge. Los Angeles may be more vulnerable to these shifts than any other region in the nation, creating both challenges and opportunities for the future workforce.[6]
- **Ongoing Economic Recovery from the Pandemic.** LA's economy was particularly hard hit by the pandemic due to disruptions in tourism, hospitality, and entertainment industries. Tourism halted, severely affecting hotels and restaurants, and film and television productions paused, leading to significant job losses.[2] Lockdown measures, while necessary to control the COVID-19 virus, had severe economic repercussions, especially for small businesses and those industries dependent on foot-traffic and in-person interactions.[7]

Many of these challenges intersect, which creates growing disparities and compounding hardships. Coordinating to support people, within this context, will **require a holistic and collaborative approach**.

This plan envisions a bold transformation of the Workforce Development System, reimagining it to rise to the challenges of a rapidly changing world. Our goal is to build a system that not only equips every Angeleno with meaningful, lasting opportunities but also places marginalized populations — those who have been historically overlooked — at the center of our efforts.

Empowering Vulnerable Populations: A Path to an Equitable Workforce

A resilient workforce system must prioritize those who face significant challenges in finding and sustaining employment — high-barrier populations. Many of these challenges stem from a historical lack of access to economic opportunities, creating barriers to economic mobility.

According to the State of California Labor and Workforce Development Agency, residents of the City of Los Angeles accounted for 43% of the 239,000 unemployed workers in the region in May 2023, followed by County residents at 35%. As of 2021, 62,000 young people aged 16-24 in the City were neither in school nor employed, making them the second largest population of opportunity youth — formerly known as disconnected youth — in the country.[8] This group faces heightened risks of poverty, social isolation, and long-term economic instability due to their lack of connection to education and employment.[9]

At the other end of the age spectrum, older workers make up 25% of the City's population.[10] Despite their experience, over 50% of U.S. workers aged 50+ experience involuntary job separation before retirement,[11] leading to financial hardship as they struggle to find new employment — often at lower pay than previous roles.[12]

For some Angelenos, the challenge isn't just finding work but advancing toward high-quality jobs. Many who receive benefits such as CalFresh or housing assistance may no longer qualify for them after getting a job with only a marginal pay increase. This "benefits cliff" disincentivizes upward mobility, as forfeiting these critical programs can create financial instability for households.

The WDS plays a key role in providing job seekers with training, education, and employment opportunities while supporting businesses with skills development and recruitment. Strengthening the WDS will help close the gaps that limit access for high-barrier populations and create sustainable pathways to economic mobility. Additionally, expanding the system's capacity to provide essential services like childcare, housing, and transportation, while addressing barriers such as the benefits cliff, will be crucial to supporting workers and employers in a changing economy.

Building a Strong Workforce Ecosystem

Recognizing the economic imperative of creating sustainable, inclusive growth, it becomes clear that a stronger workforce system is the foundation for achieving this vision.

The **Los Angeles Workforce Development System (WDS)** is a key network designed to provide job seekers with training, education, and employment opportunities while supporting businesses with skills development and worker recruitment. As the economy evolves—facing disruptions from technological advancements, shifting demographics, and post-pandemic recovery—the need for a resilient, responsive, and inclusive workforce system has never been greater. Strengthening the system will be critical to closing gaps for high-barrier populations.



Figure 2. *The City of Los Angeles Workforce Development System represented in segments by local and regional government, the Workforce Development Board, Source Centers, and the broader ecosystem.*

The workforce system has been a key contributor to LA's economic growth and a critical support for Angelenos. However, to serve Angelenos holistically, the system has challenges:

- **Addressing workers' and job seekers' basic needs:** Coordinating essential services, such as childcare, housing, and transportation, which are critical for enabling workers to participate in the labor market.
- **Capacity to fully deliver the services needed:** Ensuring the individuals employed in direct service delivery are well resourced and connected to other integral providers.
- **Coordinating around shared goals:** The system is too decentralized and in need of clear priorities, roles, and communication channels to effectively work together on shared goals. Without these, individual organizations across the workforce system continue to act in siloes and miss out on shared resources to serve client and customer needs.





DEVELOPING A FOCUSED APPROACH

Engagement Process

The 5-Year Path Forward was co-created through a robust engagement process. From September 2023 - May 2024, nearly 150 people across 60 organizations served as contributors, thought partners and reviewers. Across 35 interviews, 11 focus groups, and 5 public meetings - four key themes emerged:

Themes from Engagement	Integration into the Strategy
1. The system needs to **lift standards** of employment to high quality jobs. →	***Core Values*** *= a vision for connecting all Angelenos with paths to economic stability.*
2. The 5-Year Path Forward needs an actionable and **measurable** goal. →	**North Star** *= a guiding metric, centering the impact that the WDS will achieve for its customers (both workers and employers).*
3. Connect the strategy with the **job creators** who offer opportunities for Angelenos to stay in their communities. →	**Sector-Based Approach** *= prioritize high-growth sectors that are creating jobs and/or receiving significant local investment.*
4. To achieve the North Star, the system needs to **build its capacity** and better support collaboration. →	**System Cornerstones** *= new or reimagined roles throughout the WDS which define avenues for connection, cooperation, and accountability.*

The following sections explore how sector-based approaches and system Cornerstones have been incorporated into the 5-Year Path Foward.

Industry Sector Analysis: Driving Economic Growth and Workforce Development in Los Angeles

The City of Los Angeles is home to a diverse array of industries that have demonstrated remarkable growth and resilience following the challenges of the COVID-19 pandemic. These sectors not only power the local economy but also provide critical employment opportunities for Angelenos. The City is committed to leveraging this momentum by developing Sector Coalitions that will drive inclusive economic growth.

This plan will hone in on **eight key industries** that are experiencing significant growth—whether through job creation or through transformative investments (e.g. infrastructure, sustainability, and high-profile events like the upcoming Olympics and FIFA World Cup).

Data provided by LAEDC Institute for Applied Economics.[2]

Biosciences — A Hub for Global Innovation

The biosciences sector is advancing rapidly in Los Angeles, driven by groundbreaking research in health, food production, and environmental sustainability. With the State of California's $500 million investment in UCLA's Research Park, including the California Institute for Immunology and Immunotherapy, the region is positioning itself as a global leader in bioscience research and manufacturing.

- **Projected Growth:** Projections indicate that total employment in this industry will surpass 18,000 jobs in the county and approach 2,900 jobs in the city by 2028.
- **Median Hourly Wage:** $32.44

Blue & Green Economy — Pioneering Sustainability

As a leader in environmental innovation, Los Angeles is capitalizing on its role in the blue and green economies, with substantial investments, including a $1.2 billion grant from the U.S. Department of Energy to modernize the Ports of Long Beach and Los Angeles.

- **Projected Growth Areas:** Renewable energy, sustainable transportation, and water management.
- **Median Hourly Wage:** Median wages are typically 13% higher than the U.S. national median wage, with jobs like renewable energy, energy efficiency, and water management.[13]

City of Los Angeles & Public Sector Agencies — A Foundation for Stability

In 2023, the government sector remained one of the top 10 largest employers across all industries. This sector is a crucial component of LA's economy, with more than 50,000 workers employed across 44 departments in the City of Los Angeles alone.

- **Projected Growth:** Expected to add 25,200+ jobs by 2028 in the region.

Construction — Building LA's Future

The construction industry is a key driver of LA's economic expansion, particularly with Metro's $26.8 billion capital program and various public infrastructure projects. The city is focused on sustainable construction, green building, and housing development.

- **Projected Growth:** Expected to add 15,000+ jobs by 2028.
- **Median Hourly Wage:** $31.64

Entertainment, Motion Picture, and Sound Recording — A Global Epicenter

Despite recent disruptions from the pandemic and labor strikes LA remains the global leader in entertainment, employing over 150,000 workers in film production, music, and media. This industry is vital not only for its direct economic contributions but also for its global cultural influence. As the industry recovers, ensuring equitable access to these high-wage jobs will be crucial, especially for underrepresented communities seeking to break into creative careers.

- **Projected Growth Areas:** From production, sound engineering to digital media roles.
- **Median Hourly Wage:** $42.13

Healthcare & Social Assistance — Serving LA's Communities

Healthcare remains the largest employer in Los Angeles, providing essential medical care and social support. By 2028, this sector is expected to add thousands of jobs, including roles in nursing, elder care, and mental health services, making it one of the fastest-growing sectors in the region.

- **Projected Growth:** Expected to add 56,000+ jobs by 2028 in Los Angeles County.
- **Median Hourly Wage:** $37.05

Performing Arts, Spectator Sports, and Related Industries — Global Spotlight

Los Angeles is set to host major global events, including the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games, igniting job creation in sports management, event planning, and live entertainment. These events will further solidify LA as a premier international hub for sports, arts, and culture.

- **Projected Growth Areas:** Expected to create thousands of jobs in event management, marketing, and technical production.
- **Median Hourly Wage:** $36.35

Transportation — Driving LA's Growth

Looking ahead, the growth of the transportation industries will be fueled by the continuous expansion of freight transportation and logistics, offering major employment opportunities for the local workforce. This growth will offer significant employment opportunities for the local workforce.

- **Projected Growth:** Projections indicate that by 2028, the transportation industries will support over 137,000 jobs in the county and 73,500 jobs in the city.
- **Median Hourly Wage:** $32.11

Strategic Pillars: The Four System Cornerstones

The 5-Year Path Forward will be driven by four key Cornerstones— **Sector Coalitions**, the **Regional Collaborative**, the **Oversight Committee**, and the **Policy & Data Committee**—each representing a critical component of the workforce development ecosystem.



These Cornerstones are designed to create a strong foundation for collaboration, innovation, and accountability across the system, ensuring that the plan's goals are met.

Sector Coalitions



Collaborations between employers, workforce providers, training institutions, the City, and other partners to create connected pathways in high-growth sectors.

The 5-Year Path Forward will establish Sector Coalitions to ensure that economic development and workforce development are fully integrated, positioning both as drivers of economic mobility. Unlike the current system where these functions often operate separately, this plan brings employers to the table as equal partners in workforce development efforts. By fostering direct collaboration between employers, workforce providers, training institutions, and the City, the coalitions will create a unified approach to developing talent that directly aligns with the needs of high-growth sectors.

Eight Industries to Launch Sector Coalitions:

- Biosciences
- Blue & Green Economy
- City of Los Angeles & Public Sector Agencies
- Construction
- Entertainment, Motion Picture, and Sound Recording
- Healthcare & Social Assistance
- Performing Arts, Spectator Sports, and Related Industries
- Transportation

In addition to aligning workforce training with industry demands, the Coalitions will establish **registered apprenticeship programs** that provide job seekers with hands-on, paid training opportunities in key sectors. These apprenticeships will not only address the skills gap in

industries crucial to Los Angeles' growth but also ensure that participants gain valuable work experience while earning a living wage.

Over the next five years, these Coalitions will:

- Engage employers as key stakeholders in the design and implementation of workforce training programs, ensuring that training aligns with real industry needs and leads to high-quality, living-wage jobs.
- Provide job seekers, students, and program participants direct access to employers actively engaged in the workforce system, ensuring they are matched with jobs that align with their skills and goals, improving employment outcomes.
- Train job seekers for real opportunities — providing pathways to high-quality, living-wage jobs — while businesses secure the skilled workforce they need.
- Prioritize specific regions and high-barrier populations that the Coalition will serve.

By making employers an integral part of the workforce development system (WDS), the Sector Coalitions will ensure that economic mobility is not just an outcome of workforce development but a central goal shared by both economic and workforce strategies.

Regional Collaborative



EWDD will monitor and align several of the City's existing efforts to improve the WDS and connect high barrier populations with economic opportunities.

The Regional Collaborative is central to creating a cohesive and comprehensive workforce development ecosystem that unites City, County, and regional partners. The 5-Year Path Forward is not just a continuation of past efforts, it brings together the City's most significant workforce development strategies (pg 35) under one coordinated framework.

Existing Efforts to Improve the WDS

- EWDD Year Twenty-Five Annual Plan for Program Year 2024-2025
- AdvantAGE LA Older Worker Strategic Plan
- Horizons 32K Strategic Plan *(formerly LAP3)*
- LA Workforce Infrastructure Network (LAWIN) Strategic Plan
- LA YouthSource and WorkSource Center Redesign Reports
- LA Youth Development Department (YDD) Citywide Strategic Plan

Over time, this list may expand to monitor additional plans within the City and region (e.g. department-specific workforce strategies such as LAX and the Port of LA). Monitoring these plans in one place will ensure that workforce development efforts are not siloed but interconnected, driving comprehensive and lasting impact.

Over the next five years, the Regional Collaborative will serve as the driving force in aligning these comprehensive plans, creating a workforce development system that is more responsive, adaptable, and effective at meeting the challenges of the future. The collaborative will:

- Create a dashboard to monitor the implementation of plans in the city and region.
  - Integrate key workforce plans for unified action.
  - Uplift insights to inform process and policy improvements at the system level.
- Expand registered apprenticeships across Los Angeles.

By linking these strategies, LA will foster economic mobility for all its residents and position itself as a leader in workforce innovation.

Oversight Committee



Leverage the Workforce Development Board's current position, as a cross-system convener, to oversee the implementation of the Five Year Path Forward.

The existing Oversight Committee will provide leadership, direction, and accountability for the entire plan. It will ensure that all initiatives align with the overarching goals of the plan and that progress is continuously monitored. Over the next five years, the Oversight Committee will:

- Establish performance metrics and conduct annual reviews to track the success of the plan.
- Identify any gaps or emerging challenges in implementation and make real-time adjustments to keep the plan on course.

Policy & Data Committee



Expand the WDB's Policy Committee into a 'Policy & Data Committee' with a key role in defining and tracking metrics for high-quality, living-wage jobs and monitoring labor market trends.

The Policy & Data Committee will be a critical driver of data-informed decision-making. By analyzing labor market trends, workforce outcomes, and demographic data, this committee will ensure that strategies remain aligned with the evolving needs of the workforce and economy. The committee will also play a key role in ensuring equitable access to opportunities.

Over the next five years, the Policy & Data Committee will:

- Quantify and measure progress toward the North Star.
- Establish a comprehensive data infrastructure to track key performance indicators (KPIs) and measure the plan's impact.
- Use data to forecast future workforce needs, ensuring that the system is proactive rather than reactive to changes in the economy.

Impact Over the Next 5 Years

These four Cornerstones will transform the Los Angeles workforce development system by:

- Aligning workforce strategies with high-growth industries and working closely with employers to ensure that job seekers are equipped with the skills and qualifications needed for future opportunities.
- Creating stronger partnerships across the region, providing holistic support that goes beyond employment and addresses the broader needs of high-barrier populations.
- Establishing clear leadership and accountability, ensuring that the goals of the plan are met on time and that progress is transparent.
- Using data to drive decisions, ensuring that strategies are adaptable and responsive to labor market trends.

The 5-Year Path Forward will leverage these Cornerstones to build a more resilient, inclusive, and responsive workforce system that positions Los Angeles as a leader in workforce innovation.

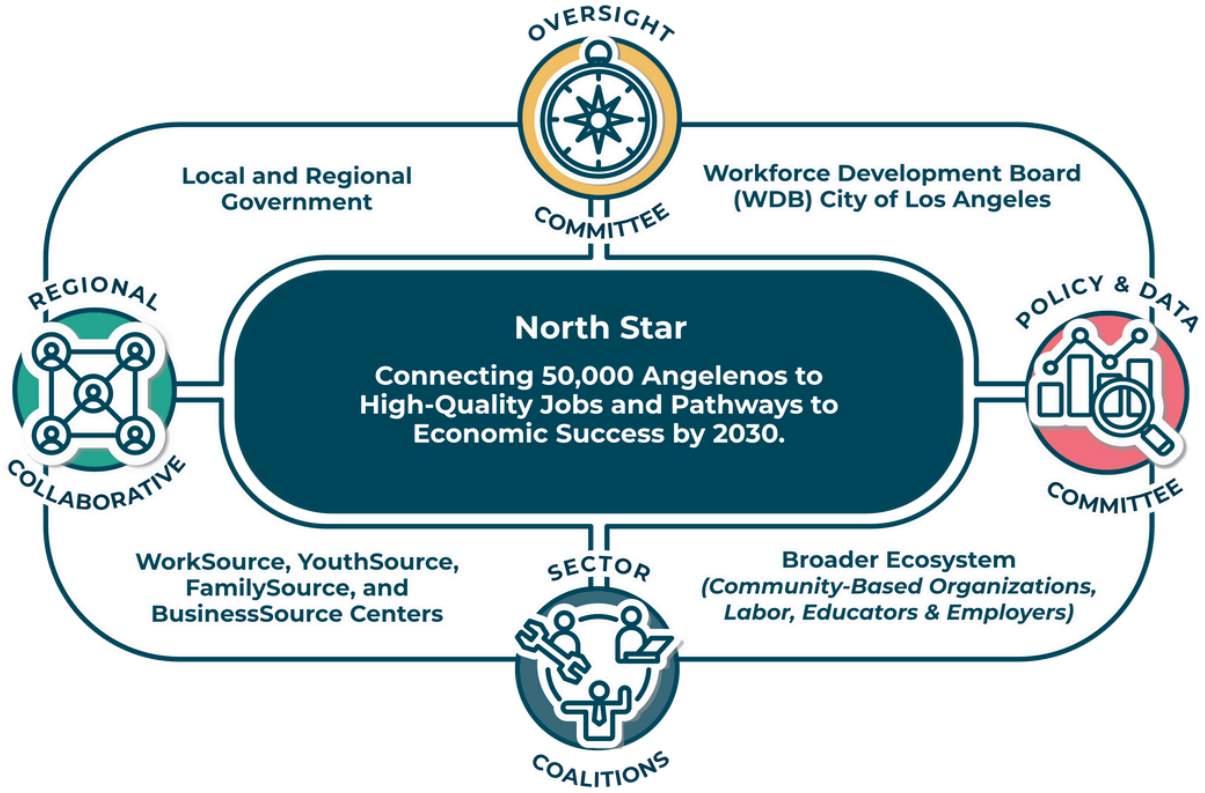


Figure 1. *Visualization of the Four System Cornerstones, bridging different segments of the Workforce Development System (WDS) to achieve the North Star.*

MEASURING SUCCESS AND IMPACT

The 5-Year Path Forward will measure success through key performance indicators (KPIs) that track progress toward placing 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030. Key metrics include:

- **Job Placements:** Monitoring the number of individuals placed into sustainable, living-wage jobs, with a focus on high-barrier populations and long-term economic mobility.
- **Work Experience Opportunities:** Tracking the number of paid internships, apprenticeships, and career exploration opportunities that provide Angelenos with critical pathways to transformative career growth and long-term stability.
- **Sector Strategy Outcomes:** Measuring career advancements within high-growth industries through targeted sector strategies that align with market needs.
- **Service Delivery:** Evaluating the effectiveness of workforce centers in delivering holistic support services such as childcare, transportation, and other essential services that facilitate both job placements and work experiences.

NORTH STAR | **Connecting 50,000 Angelenos to High-Quality Jobs and Pathways to Economic Success by 2030**

1. Driving Growth Through High-Growth Sectors



Los Angeles is poised for transformational growth, and we are unlocking the potential of key industries to lead the charge. By tapping into these sectors, we are creating real opportunities that will uplift communities and build lasting economic foundations:

Biosciences ~1,000 jobs + work experience

Partnering with leading universities and biotech firms to prepare Angelenos for roles in groundbreaking research and manufacturing. **Why it matters:** These 1,000 jobs and work experiences will drive innovation, fueling advancements in science and technology while creating access for those traditionally excluded from the industry.

Blue & Green Economy ~2,500 jobs + work experience

Training workers for the future—jobs in renewable energy, sustainability, and climate resilience that not only build careers but protect our planet. **Why it matters:** Helping LA lead the way in climate action and environmental justice.

City of Los Angeles & Public Sector Agencies ~2,500 jobs + work experience

Expanding opportunities in the public sector through initiatives like Targeted Local Hire to offer upward mobility for veterans, the formerly incarcerated, and high-barrier populations.

Why it matters: Ensuring that every resident—regardless of background—has a chance to serve and grow within our government infrastructure across the region.

Construction ~4,000 apprenticeships

Empowering individuals through public policy and apprenticeships in public infrastructure and green building projects, providing unionized jobs that offer not just a paycheck, but a future. **Why it matters:** Stable, well-paying jobs are key to preventing homelessness and building housing for those who need it most.

Entertainment, Motion Picture, and Sound Recording ~2,000 jobs + work experience

Leveraging Los Angeles' position as a global entertainment hub by expanding opportunities in media production, film, and television. With several of these jobs offering living wages, the sector provides vital opportunities for middle-skill workers and creative professionals. Its recovery post-pandemic will boost tourism, community engagement, and the broader creative economy. **Why it matters:** These jobs and work experiences will not just sustain our entertainment capital status—they'll open doors for low-income residents to be part of LA's world stage.

Healthcare & Social Assistance ~13,000 jobs + work experience

Expanding training and apprenticeships with hospitals and health centers to create pathways for women, people of color, and older workers to enter and advance in healthcare—one of the fastest-growing sectors. **Why it matters:** This industry will directly support our city's health while addressing critical workforce shortages, ensuring our most vulnerable communities receive care.

Performing Arts, Spectator Sports, and Related Industries ~2,000 jobs + work experience

Tapping into LA's cultural and economic strength by leveraging global events like the 2028 Olympic & Paralympic Games and World Cup to create accessible roles in media production and event management. **Why it matters:** Hosting global events boosts local revenue and creates thousands of jobs. These industries play a significant role in promoting social cohesion, offering opportunities for local businesses and communities to participate.

Transportation ~3,000 jobs + work experience

Placing Angelenos into transportation jobs and work experience opportunities within the transportation industry will help meet the growing demand in freight transportation and logistics among other areas, ensuring a strong local workforce for the future. **Why it matters:** By providing work experience and jobs, particularly for underrepresented communities, Los Angeles can equip its workforce to support long-term growth and maintain its status as a key player in global trade.

2. Building Pathways to a Brighter Future

Our commitment to workforce development goes far beyond simply finding jobs—it's about unlocking doors to lifelong careers, fueling economic independence, and empowering Angelenos to thrive in a changing world:

Registered Apprenticeships **~2,500 placements**

Expanding non-traditional registered apprenticeships that connect underserved populations with high-wage, permanent jobs in key sectors.

High-Barrier Programs **~4,500 placements**

Through initiatives like LA:RISE and Job Connectors the City of LA is offering critical support services and employment pathways for opportunity youth, veterans, and people experiencing homelessness.

WorkSource & YouthSource Redesign **~4,000 placements**

Reimagining LA's workforce centers to provide first-time job seekers with the training and guidance needed to secure meaningful work.

Educational Partnerships **~5,000 placements**

Aligning education and employment through partnerships ensuring students are ready for the job market and equipped for success.

Sector-Specific Training Programs **~4,000 placements**

Offering certifications and training that prepare workers for middle-skill jobs in clean energy, healthcare, among other areas, creating long-term resilience.

3. Creating Accountability for Impact

This initiative is more than just a set of programs—it's a promise to create lasting change. Through data, accountability, and collaboration, we're ensuring that this plan delivers real results:

- **Annual Targets:** We will place 10,000 Angelenos into living-wage jobs and work experiences every year, with a sharp focus on equity, inclusion, and opportunity for all.
- **Economic Impact:** Contributing to the over 354,100 projected new nonfarm jobs by 2028, reducing poverty, increasing housing stability, and boosting economic growth.

CONCLUSION AND CALL TO ACTION

The vision for the next five years is to build a resilient, adaptable workforce system that not only meets labor market demands but also creates pathways to living wages, career growth, and economic mobility for all residents, especially those in historically underserved communities.

The Los Angeles 5-Year Path Forward presents a comprehensive strategy to build a stronger, more resilient workforce development system. By aligning workforce strategies with key industries, addressing the unique needs of high-barrier populations, and fostering collaboration among key stakeholders, the plan ensures that every Angeleno has the opportunity to thrive in a dynamic and evolving economy. Together, these efforts will establish Los Angeles as a city where its workforce is well-prepared for the future and where equitable economic opportunities are available to all.



Join us in Transforming Los Angeles!

Achieving the goals of the 5-Year Path Forward will require a collective effort from all stakeholders. Together, we can shape the future of our city — where every person has access to opportunities that lead to a living-wage job and where economic success is within reach for every Angeleno. Through bold, targeted strategies and collaboration across sectors, we will make Los Angeles a more inclusive, resilient, and thriving city by 2030.



II. Action Roadmap

A Path to Transforming Los Angeles' Workforce

The 5-Year Path Forward is built on the vision of creating a resilient, inclusive workforce system that meets the needs of Angelenos and supports sustainable economic growth. Over the next five years, this roadmap will prioritize equity, innovation, and collaboration, ensuring that all residents, particularly those from historically underserved communities, have access to high-quality, living-wage jobs.

Key Milestones

Year 1 (2025): Foundation & Mobilization
Establish key governance structures, establish registered apprenticeship framework, launch pilot sector coalitions, and develop data infrastructure to track progress.

Year 2 (2026): Scaling & Integration
Launch additional Sector Coalitions, learning from initial pilots. Integrate workforce systems to deliver seamless services across Los Angeles.

Years 3-5 (2027-2030): Innovation & Sustainability
Institutionalize best practices, drive innovation through new workforce models, and ensure the system adapts to labor market changes. Secure long-term funding and maintain key partnerships to achieve the North Star.

Financial and Resource Commitments

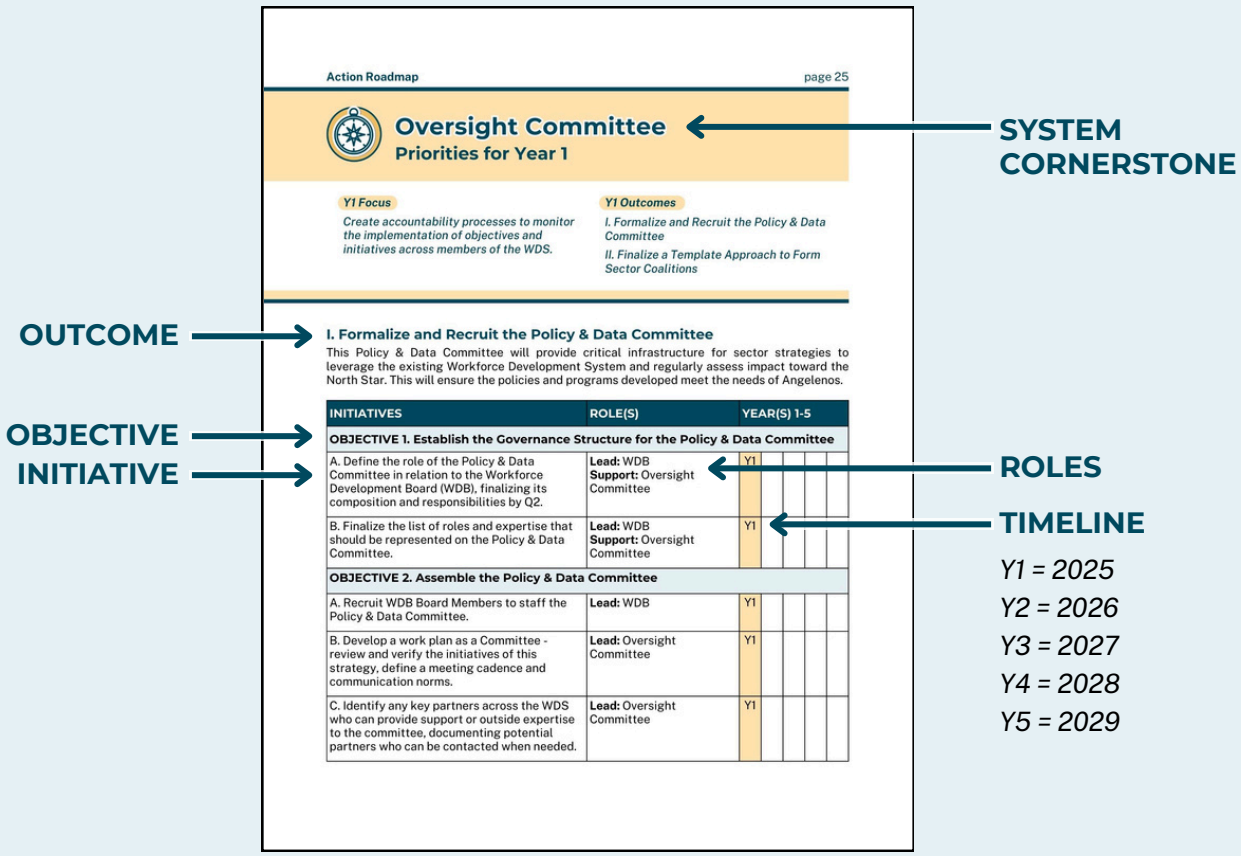
The 5-Year Path Forward will be funded through a combination of federal, state, and local resources, as well as partnerships with philanthropic organizations and workforce innovation grants. These financial commitments will ensure that the plan has the resources needed to achieve its ambitious goals and meet the needs of both job seekers and employers.

HOW TO READ THE ACTION ROADMAP

The following pages provide a detailed breakdown of the objectives, initiatives, and timelines that will guide the 5-Year Path Forward. All initiatives of the plan are arranged within one of the four System Cornerstones, to ensure clarity and accountability. Below are key definitions for how the Action Roadmap is structured:

- **Outcome:** The desired results that each System Cornerstone will help to achieve, aligned with the plan's broader goals.
- **Objective:** Milestones to achieve each outcome.
- **Initiative:** The specific actions that will be taken in implementing the plan.
- **Role(s):** The teams, organizations, or committees responsible for the successful execution of each initiative.
- **Timeline - Year(s) 1-5:** Initiatives are organized by year, beginning with Year 1 (Calendar Year 2025) and progressing through to 2023.

Key | Structure of the Roadmap





2025 CALENDAR YEAR

Year 1: Foundation & Mobilization

Key Outcomes for each Cornerstone	2025 (Q1-Q4)
Oversight Committee Outcomes: I. Formalize and Recruit the Policy & Data Committee II. Finalize a Template Approach to Form Sector Coalitions	
Policy & Data Committee Outcomes: I. Centralize Workforce Data & Release Insights II. Establish Baseline Metrics for High Barrier Populations III. Recommend a Sequence for Launching Sector Coalitions	
Sector Coalitions Outcomes: I. Launch a Sector Coalition* II. Initiate a Sector Coalition for: 'City of Los Angeles and Public Sector Agencies'	
Regional Collaborative Outcomes: I. Create a Dashboard to Manage Regional Plans II. Integrate Key Workforce Plans for Unified Action	

**As prioritized by the Policy & Data Committee*

Oversight Committee
Priorities for Year 1

Y1 Focus

Create accountability processes to monitor the implementation of objectives and initiatives across members of the WDS.

Y1 Outcomes

I. Formalize and Recruit the Policy & Data Committee

II. Finalize a Template Approach to Form Sector Coalitions

I. Formalize and Recruit the Policy & Data Committee

This Policy & Data Committee will provide critical infrastructure for sector strategies to leverage the existing Workforce Development System and regularly assess impact toward the North Star. This will ensure the policies and programs developed meet the needs of Angelenos.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 1. Establish the Governance Structure for the Policy & Data Committee						
A. Define the role of the Policy & Data Committee in relation to the Workforce Development Board (WDB), finalizing its composition and responsibilities by Q2.	**Lead:** WDB **Support:** Oversight Committee	Y1				
B. Finalize the list of roles and expertise that should be represented on the Policy & Data Committee.	**Lead:** WDB **Support:** Oversight Committee	Y1				
OBJECTIVE 2. Assemble the Policy & Data Committee						
A. Recruit WDB Board Members to staff the Policy & Data Committee.	**Lead:** WDB	Y1				
B. Develop a work plan as a Committee - review and verify the initiatives of this strategy, define a meeting cadence and communication norms.	**Lead:** Oversight Committee	Y1				
C. Identify any key partners across the WDS who can provide support or outside expertise to the committee, documenting potential partners who can be contacted when needed.	**Lead:** Oversight Committee	Y1				

II. Finalize a Template Approach to Form Sector Coalitions

Establish the core elements that will convene and guide Sector Coalitions. These elements will be tested with each new Sector Coalition, and may evolve over time.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 3. Standardize the sector strategy approach and evaluation						
A. Standardize a **Career Pathway framework** for each sector strategy to map job opportunities, workforce and education programs for each 'experience level.' *(See example Career Pathway outlines in Appendix D)*	**Lead:** Oversight Committee	Y1				
B. Define **metrics** that will tie sector strategies to the North Star goal of placements in high-quality, living-wage jobs. *NOTE: Learn from Hollywood Homeless Youth Partnership's Data Subcommittee - on metrics that better reflect success for their clients.*	**Lead:** Oversight Committee **Support:** Policy & Data Committee	Y1				
OBJECTIVE 4. Draft an MOU agreement that will formalize Sector Coalitions						
A. Develop a template **MOU agreement** that will be used to formally convene organizations within a Sector Coalition.	**Lead:** Oversight Committee	Y1				

Policy & Data Committee
Priorities for Year 1

Y1 Focus

Develop the processes to support regular monitoring of policy and data to make them actionable.

Y1 Outcomes

I. Centralize Workforce Data & Release Insights

II. Establish Baseline Metrics for High Barrier Populations

III. Recommend a Sequence for Launching Sector Coalitions

I. Centralize Workforce Data & Release Insights

Create a **single repository** where the WDS can access comprehensive details about high-demand occupations and career pathways. Data will be housed by the City on Los Angeles Open Data and Los Angeles GeoHub, while the Policy & Data Committee ensures it stays updated with the latest economic and labor market trends.

Until a more accessible location is identified, make use of the Data LA Medium page and update regularly to ensure available data is accessible and digestible with short-form blogs that highlight key insights and how it impacts WDS priorities. This Medium page will host updates on the 5-Year Path Forward's progress including the actions of active Sector Coalitions, key takeaways from recent assessments, and progress toward the North Star.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 5. Centralize and make data accessible through partnerships and existing City communications infrastructure						
A. Formalize a partnership with **Mayor Karen Bass' Data Team** to host workforce system data in an official Workforce Data Catalog.	**Lead:** Policy & Data Committee **Support:** Oversight Committee; LA Mayor's Data Team	Y1				
B. Draft an initial list of data to be maintained within the catalog, including: • Economic data • Labor market trends • WIOA reported data • GIS data	**Lead:** Policy & Data Committee **Support:** LA Mayor's Data Team	Y1				

Year 1 | Policy & Data Committee Outcomes

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 6. Compile existing data sets within the Workforce Data Catalog						
A. Compile key workforce, labor market, and socioeconomic data sets. Reach out to partners to share and/or gather relevant data. Publish on DataLA's Workforce Data Catalog.	**Lead:** Policy & Data Committee **Support:** LA Mayor's Data Team	Y1				
B. Compile and publish geospatial data on the Los Angeles GeoHub.	**Lead:** Policy & Data Committee **Support:** LA Mayor's Data Team	Y1				
OBJECTIVE 7. Identify roles & responsibilities for data management						
A. **Regular Updates**: Refresh traditional labor market information quarterly as new data becomes available.	**Lead:** Policy & Data Committee **Support:** LA Mayor's Data Team	Y1	Y2	Y3	Y4	Y5
B. **Annual Release of Detailed Information**: Share detailed, validated information after incorporating feedback from industry leaders to ensure accuracy and relevance.	**Lead:** Policy & Data Committee	Y1	Y2	Y3	Y4	Y5
C. Review and respond to data requests from the WDS (e.g. data to help ecosystem partners develop outreach materials such as handouts, brochures, and presentations).	**Lead:** Policy & Data Committee **Support:** LA Mayor's Data Team	Y1	Y2	Y3	Y4	Y5

II. Establish Baseline Metrics for High Barrier Populations

As each population group will have its unique challenges to accessing services, appropriate metrics will need to be both established and revisited. See Evaluation Plan (pg. 60)

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 8. Establish baseline metrics for high barrier populations across LA						
A. Compile a list of population-specific partners that can advise on needs and best practices for supporting high barrier populations (e.g. LA Department of Aging, LA Youth Development Department, Youth Council, LA Department on Disability, and local CBOs or advocacy groups).	**Lead:** Policy & Data Committee	Y1				

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
B. Establish goals for new high-barrier populations, including survivors of domestic violence, individuals with disabilities, English Language Learners, single parents, and LGBTQ+ individuals.	**Lead:** Policy & Data Committee **Support:** Oversight Committee	Y1				

III. Recommend a Sequence for Launching Sector Coalitions

Develop a data-driven approach for prioritizing Sector Coalitions to launch each year.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 9. Research each prioritized Industry to identify which sectors to launch between 2025-2030.						
A. Compile initial research on the prioritized industries, and develop criteria for selecting sectors that are ready to launch.	**Lead:** Policy & Data Committee	Y1				

Sector Coalitions
Priorities for Year 1

Y1 Focus

Launch a Coalition and monitor how this pilot approach can then be applied to future sectors.

Y1 Outcomes

I. Launch a Sector Coalition

II. Initiate a Sector Strategy for: 'City of Los Angeles and Public Sector Agencies'

I. Launch a Sector Coalition [TEMPLATE]

The following approach serves as **a blueprint for the Sector Strategy and Coalition-building efforts**. This outline will be applied consistently across all remaining sectors, ensuring a cohesive and strategic framework for workforce development and industry alignment.

Once the Policy & Data Committee has completed initial research into industries, prioritize a sector to launch (pilot) in Year 1.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 10. Identify career pathways, by geography						
A. **Define what constitutes the sector**: • *Compile labor market information on job opportunities - noting current quality living wage occupations,* • *Identify local employers, and* • *List current workforce & training programs in the field (e.g. any High Road Training Partnerships). Map this geographically, where possible, to identify clusters.* Prepare **draft findings** to be validated with key industry partners.	**Lead:** Oversight Committee **Support:** Policy & Data Committee	Y1				
B. Convene key industry leaders to evaluate data on identified quality living wage occupations. Recruit representatives who can offer insights on hiring needs, talent sources, and preferred training providers.	**Lead:** Oversight Committee **Support:** Policy & Data Committee; LAEDC Industry Clusters	Y1				
C. **Incorporate Industry Feedback**: Update labor market information and training programs to ensure they accurately reflect current opportunities.	**Lead:** Oversight Committee **Support:** Policy & Data Committee	Y1				

Year 1 | Sector Coalition Outcomes

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
D. Visualize a Career Pathway for the sector, and identify priorities for creating a more continuous pathway from WDS services/programs to quality jobs.	**Lead:** Oversight Committee **Support:** Policy & Data Committee	Y1				
E. Compile Career Pathway information in a centralized repository. Decide whether to use LA's Open Data & GeoHub, or another location.	**Lead:** Oversight Committee	Y1				
OBJECTIVE 11. Define key targets						
A. Identify a key geography where this sector strategy will prioritize efforts; this will help with identifying sector coalition partners.	**Lead:** Policy & Data Committee **Support:** Industry Partners	Y1				
B. Determine where this sector strategy can incorporate registered apprenticeships.	**Lead:** Policy & Data Committee **Support:** Industry Partners	Y1				
C. Agree to at least one high barrier population to prioritize through this sector strategy. Make sure this is driven by population needs within the selected geography. Explore any alignment with plans under the Regional Collaborative.	**Lead:** Policy & Data Committee **Support:** Industry Partners; Regional Collaborative	Y1				
OBJECTIVE 12. Form a Sector Coalition						
A. Identify employers, Source Centers, education providers, government departments, CBOs, and any other partners that will officially join the Sector Coalition to implement and evaluate a sector strategy.	**Lead:** Oversight Committee **Support:** Regional Collaborative	Y1				
B. Meet to review the career pathway. As a Coalition, prioritize improvements that will build linkages in the career pathway and reduce access barriers. Assign leads and support. *(Note: start by connecting existing programs and partners, then identify gaps that need support)*	**Lead:** [Sector] Coalition **Support:** Oversight Committee	Y1				
C. Draft an official sector strategy that outlines 1-year of initiatives.	**Lead:** [Sector] Coalition **Support:** Oversight Committee	Y1				

Year 1 | Sector Coalition Outcomes

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
D. Present the Sector Strategy to the WDB to approve priority initiatives and outcomes.	**Lead:** [Sector] Coalition **Support:** WDB	Y1				
E. Establish MOUs for a 1-year partnership (that can be renewed annually).	**Lead:** Oversight Committee	Y1				
OBJECTIVE 13. Build supportive pathways to high-quality, living-wage jobs						
Each Sector Strategy might include: • Recruitment strategies, including career exploration opportunities for youth • Place-based initiatives to expand or pilot new programs • Barrier reduction strategies • Supported employment models, such as shared case management after job placement Below are some examples which can be customized by each sector coalition.						
Ex: Collaborate with education and training partners to ensure training programs align with industry needs and requirements.	**Lead:** [Sector] Coalition	Y1	Y2			
Ex: Identify students who are in an aligned career pathway and make presentations on the jobs available and connect them with a Source Center industry expert to assist in job placement.	**Lead:** [Sector] Coalition	Y1				
Ex: Enlist employers to provide a site tour or other type of experiential learning activity to individuals from target audiences.	**Lead:** [Sector] Coalition	Y1				
Ex: Coordinate with training providers to line up participants for the employers' events.	**Lead:** [Sector] Coalition	Y1				
Ex: Enhance the existing YSC and WSC career navigators to assist students and workers in identifying career paths, establishing career goals, and connecting with industry experts.	**Lead:** [Sector] Coalition	Y1				
OBJECTIVE 14. Evaluate impact						
A. **Regular Updates**: Convene quarterly to check in on successes and lessons learned. Evaluate progress toward program placement targets and the North Star.	**Lead:** [Sector] Coalition	Y1	Y2			
B. **Regular Updates**: Share data with the Policy & Data Committee.	**Lead:** [Sector] Coalition	Y1	Y2			

II. Initiate a Sector Strategy for: *'City of Los Angeles and Public Sector Agencies'*

(referred to as the Government Coalition)

Align and integrate current initiatives to create clear pathways for Angelenos to access City employment, breaking down barriers and making the hiring process more inclusive and accessible.

Launch a transformative 'Sector Strategy' that prioritizes targeted support for youth and older workers, leveraging the strength of YouthSource and WorkSource centers, along with key system partners, as crucial drivers in connecting talent to opportunity. This strategic collaboration will empower the city's workforce while fostering long-term growth and equity across all sectors.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 15. Prepare a Government sector strategy						
A. Compile a list of City job opportunities that don't require a degree (and promote at partner Source Centers).	**Lead:** Government Coalition	Y1				
B. Create a catalog of existing youth internships and workforce experiences that are facilitated across the city. Categorize experiences (e.g., internships, field trips/experiences, and paid opportunities).	**Lead:** Government Coalition	Y1				
C. Map existing certificate, degree, and work experience programs that train for current occupations. Identify any gaps.	**Lead:** Government Coalition	Y1				
D. Develop a comprehensive database of existing job opportunities.	**Lead:** Government Coalition	Y1				
E. Expand the HireLA's Youth platform to list all City opportunities once they've been catalogued, and establish a cadence to keep this updated.	**Lead:** Government Coalition	Y1				
OBJECTIVE 16. Recruit City representation on a Government Coalition						
A. Finalize the list of departments that should be represented on the Government Sector Coalition.	**Lead:** Oversight Committee	Y1				

Year 1 | Sector Coalition Outcomes

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
B. Develop a work plan as a Coalition to assign responsibilities to departments, review the initiatives of the 5-Year Path Forward, and prioritize tasks from existing EWDD plans.	**Lead:** Government Coalition **Support:** Oversight Committee	Y1				
OBJECTIVE 17. Develop an Implementation Plan to improve access to City jobs						
A. Streamline how people find job opportunities in coordination with YouthSource Centers and WorkSource Centers.	**Lead:** Government Coalition	Y1				
B. Develop standards and staff training for internship and fellowship experiences, placement and oversight to ensure a high quality experience for youth and older workers in pursuit of being an age inclusive City.	**Lead:** Government Coalition	Y1				

Regional Collaborative
Priorities for Year 1

Y1 Focus

Compile existing City plans, to monitor under one coordinated framework.

Y1 Outcomes

I. Create a Dashboard to Manage Regional Plans

II. Integrate Key Workforce Plans for Unified Action

I. Create a Dashboard to Manage Regional Plans

The 5-Year Path Forward serves as a comprehensive framework that **integrates and coordinates existing workforce plans** across the City of Los Angeles and the broader region. It will systematically monitor progress across all workforce initiatives, identify gaps, and foster collaboration between various stakeholders. This approach will ensure consistent tracking of outcomes, while creating opportunities for strategic alignment, prioritization of key objectives, and the efficient use of resources to address evolving workforce needs and economic trends.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 18. Procure and create a dashboard						
A. Identify required features for a project tracking tool.	**Lead:** Regional Collaborative	Y1				
B. Procure a project tracking tool that can be maintained by the Regional Collaborative, and updated by relevant project teams.	**Lead:** Oversight Committee	Y1				
C. Set-up the dashboard, testing functionality and permissions before rolling out.	**Lead:** Regional Collaborative	Y1				
D. Populate the dashboard to track progress on active workforce projects/strategies. *(Include any additional plans — such as LAX and Port of LA workforce strategies, or the LA Basin Regional Plan — as desired)*	**Lead:** Regional Collaborative	Y1				
OBJECTIVE 19. Initiate a cadence of project updates & reprioritization						
A. Conduct quarterly check-ins with each monitored project to identify relevant project insights, successes, or challenges that need system-level support.	**Lead:** Regional Collaborative	Y1	Y2	Y3	Y4	Y5

II. Integrate Key Workforce Plans for Unified Action

The *Regional Collaborative* brings together key workforce development plans and initiatives under a unified strategy to enhance service delivery and foster sustained economic mobility for all Angelenos.

The Economic and Workforce Development Department (EWDD) will take the lead on these strategies and report back to the Workforce Development Board's (WDB) Oversight Committee, which provides strategic oversight. The EWDD will collaborate with community-based organizations (CBOs), public sector agencies, educational institutions, labor and employers to ensure that each plan is implemented cohesively, in alignment with the broader workforce goals outlined in the Annual Plan and the 5-Year Path Forward.

The following are the key existing plans and strategies included in the Regional Collaborative:

- **EWDD Annual Plan:** Covers the service strategies, activities, and budget for the City's Workforce Development System. It serves as the guiding document for the implementation of the 5-Year Path Forward.
- **AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers:** Addresses the unique needs of older workers by ensuring they have access to upskilling, reskilling, and employment opportunities in the city's growth sectors.
- **Horizons 32K Strategic Plan (formerly LAP3):** Aims to connect 32,000 opportunity youth to education, training, and employment by 2027, supporting the most disconnected youth populations.
- **Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan:** Prepares the city's workforce system to meet the demand from infrastructure projects driven by federal investments, ensuring opportunities for underserved populations.
- **YouthSource and WorkSource Center Redesign Reports:** These redesigns enhance service delivery at both YouthSource and WorkSource Centers by improving access to targeted career pathways, strengthening partnerships with employers, and integrating skills development programs. For YouthSource, the focus is on job readiness and mental health support for high-barrier youth, while WorkSource prioritizes middle-skill pathways, industry partnerships, and enhanced support services for underserved adult job seekers. Both redesigns aim to prepare participants for high-growth industries and ensure Source Centers provide high-quality, responsive services.
- **LA Youth Development Department (YDD) Citywide Strategic Plan:** Focuses on creating equitable pathways for youth employment and educational opportunities, particularly for opportunity youth.

Through the leadership of the EWDD and the guidance of the WDB's Oversight Committee, the Regional Collaborative ensures that Los Angeles' workforce development system is strategic, coordinated, and capable of delivering long-term economic mobility for all residents.

Year 1 | Regional Collaborative Outcomes

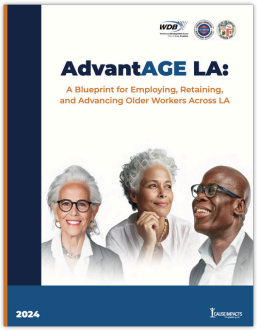


Program Years (2024-2025)

Year 25 Workforce Development Board Annual Plan

The Year 25 Workforce Development Board Annual Plan, developed in partnership with the EWDD and the Los Angeles Workforce Development Board, outlines pivotal objectives that align with the overarching goals of the 5-Year Path Forward. These objectives establish a foundation for yearly priorities, strategies, and initiatives that are designed to respond to the evolving needs of Los Angeles' workforce. As the city progresses, each Annual Plan will build upon these efforts, driving continuous improvement, fostering economic growth, and ensuring alignment with the long-term vision of placing 50,000 Angelenos in high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 20. Increase accessibility to sustainable employment opportunities for high-barrier populations through targeted workforce development strategies						
A. Place 5,500 individuals in sustainable employment through programs like Inside Safe Job Connectors and LA:RISE.	**Lead:** EWDD **Support:** Regional Collaborative	Y1	Y2	Y3	Y4	Y5
OBJECTIVE 21. Increase Youth Workforce Outcomes						
A. Enroll 5,000 opportunity youth in career pathways programs through the Horizons 32K initiative, aiming for 70% completion and successful placement in education or employment	**Lead:** EWDD **Support:** Regional Collaborative	Y1	Y2	Y3	Y4	Y5
OBJECTIVE 22. Promote Gender and Age Equity						
A. Increase training and placement of women and older adults in high-growth sectors, ensuring pay equity and addressing employment gaps through initiatives such as AdvantAGE LA	**Lead:** EWDD **Support:** Regional Collaborative	Y1	Y2	Y3		
OBJECTIVE 23. Develop High-Growth Sector Focused Training Programs						
A. Scale up High Road Training Partnerships, expand apprenticeship programs, and ensure equitable access to training that leads to well-paying jobs	**Lead:** EWDD **Support:** Regional Collaborative	Y1	Y2	Y3		



(2025-2028)

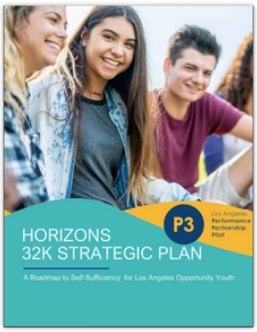
AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

The AdvantAGE LA Plan complements the 5-Year Path Forward by providing a comprehensive approach to supporting one of LA's key workforce demographics — older workers. This plan, led by the Workforce Development Board (WDB) and Economic & Workforce Development Department (EWDD), not only assesses the current state of workforce programs for older workers but also identifies labor market opportunities and offers targeted recommendations to enhance support and retention. AdvantAGE LA ensures that older workers are integrated into the city's economic strategies, helping to build a resilient and inclusive workforce that benefits all generations.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 24. Establish an AdvantAGE LA Leadership Taskforce						
A. Identify and recruit Taskforce members.	**Lead:** EWDD/WDB	Y1			-	-
B. Align efforts and build cross-departmental and cross-agency coordination.	**Lead:** AdvantAGE LA Leadership Taskforce	Y1			-	-
OBJECTIVE 25. Increase the number of employers who employ, retain, and advance Older Workers						
A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces.	**Lead:** EWDD/WDB **Support:** Regional Collaborative	Y1	Y2	Y3	-	-
OBJECTIVE 26. Launch an Older Worker training program or partner with community agencies that upskill or reskill older workers in high-growth sectors						
A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers.	**Lead:** EWDD/WDB **Support:** Regional Collaborative	Y1	Y2	Y3	-	-
B. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market.	**Lead:** EWDD/WDB **Support:** Regional Collaborative	Y1	Y2		-	-
C. Collaborate with LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize the training, upskilling, and reskilling.	**Lead:** EWDD/WDB **Support:** Regional Collaborative	Y1	Y2		-	-

(NOTE: The initiatives above are objectives of that plan, see full plan for more details)

Year 1 | Regional Collaborative Outcomes



(~2025-2029)

Horizons 32K Strategic Plan (formerly LAP3)
City of Los Angeles, County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities, Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency.

The Horizons 32K Strategic Plan, formerly known as LAP3, ties directly into the 5-Year Path Forward by providing a focused roadmap to support LA's opportunity youth—16-24 year olds who are not currently employed or in school. This collaborative effort among key city and regional stakeholders, including the City of Los Angeles, LAUSD, LACCD, local Cal State Universities, and the Los Angeles Chamber of Commerce, aims to connect 32,000 youth (22% of this population) to quality education, training, holistic support, and employment pathways by 2027. By aligning its objectives with the larger 5-Year Path Forward, the Horizons 32K plan contributes to the broader workforce development strategy, fostering economic growth and equity for some of LA's most vulnerable populations.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 27. Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027						
A. Promote innovation, continuous improvement and collaboration between LA region Education and Workforce systems to support opportunity youth (OY) connection to quality career pathways and employment.	**Lead:** EWDD/LAP3 Partners	Y1	Y2	Y3	Y4	-
B. Increase use of data to track P3 coalition progress and data sharing among P3 coalition partners to drive our common agenda, innovation, and quality of service.	**Lead:** EWDD/LAP3 Partners	Y1	Y2	Y3	Y4	-
C. Increase policy advocacy at local, state, and national levels to influence policy and resources impacting OY in the LA region.	**Lead:** EWDD/LAP3 Partners	Y1	Y2	Y3	Y4	-
D. Increase cross-sector coordination and collaboration between government organizations to meet the holistic comprehensive needs of OY as they enter and persist in education/training programs.	**Lead:** EWDD/LAP3 Partners	Y1	Y2	Y3	Y4	-

(NOTE: The initiatives above are objectives of that plan, see full plan for more details)

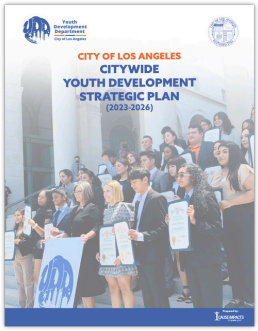
Year 1 | Regional Collaborative Outcomes



Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan
Miguel Contreras Foundation (MCF); LA City's Economic and Workforce Development Department, Workforce Board, LA Mayor's Office

The Los Angeles Workforce Infrastructure Network (LAWIN) Initiative, developed in collaboration with the Miguel Contreras Foundation, LA City's Economic and Workforce Development Department, the Workforce Board, and the LA Mayor's Office, is a forward-looking initiative designed to prepare the city's Workforce Development System (WDS) to meet the projected employment demand spurred by federal investments from President Biden's 2021 Bipartisan Infrastructure Law (BIL). By incorporating LAWIN into the 5-Year Path Forward, the city ensures that its workforce infrastructure is strategically aligned with long-term economic and employment trends, positioning Los Angeles to effectively capitalize on new opportunities created by infrastructure developments while meeting the needs of its diverse labor force.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 28. Develop workable plan for transformative partnerships in infrastructure						
A. Pursue a city policy to set-aside of 1-3% of all city capital infrastructure projects funded by the federal infrastructure bill to be directed for workforce development projects.	**Lead:** LAWIN **Support:** Regional Collaborative	Y1	Y2			
B. Invest at least $2 million in workforce experience dollars (such as California for All, General Fund, LA County or other grant funds) to seed and expand workforce development programming to increase workforce participation for high barrier groups.	**Lead:** LAWIN **Support:** Regional Collaborative	Y1	Y2	Y3		
C. Assemble a city, union, and community partner grant writing team to apply for the large-scale federal Department of Labor, Commerce, and EPA grants to increase the overall resources for the Los Angeles workforce ecosystem.	**Lead:** LAWIN **Support:** Regional Collaborative	Y1	Y2	Y3	Y4	Y5



(2023-2026)

LA Youth Development Department (YDD) Citywide Strategic Plan
LA Youth Development Department (YDD), Youth Council

The LA Youth Development Department (YDD) Citywide Strategic Plan, developed in partnership with the Youth Council, serves as a blueprint to fulfill YDD's mission of fostering an equitable and sustainable positive youth development ecosystem. By advancing inclusive, youth-centered, and data-driven services, the plan aligns with the broader 5-Year Path Forward, ensuring that the focus on youth development is integrated into the city's overall workforce and economic strategies. This connection enables the YDD to contribute to long-term goals while addressing immediate needs, ensuring that youth development is an integral part of creating sustainable economic opportunities across Los Angeles.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 29. Youth have the knowledge and means to be economically independent						
A. Reconnect opportunity youth to education and employment.	**Lead:** YDD/EWDD/WDB	Y1	Y2	-	-	-
B. Facilitate the creation of more pathways into careers with family-supporting wages for youth outside of City employment.	**Lead:** YDD/EWDD/WDB	Y1	Y2	-		
OBJECTIVE 30. Youth have access to culturally appropriate mental health services to support their overall wellbeing						
A. Expand access to culturally appropriate mental health services for youth.	**Lead:** YDD/EWDD/WDB	Y1	Y2	-		
B. Expand and diversify the clinical and non-clinical mental health professional workforce.	**Lead:** YDD/EWDD/WDB	Y1	Y2	-	-	-

(NOTE: The initiatives above are objectives of that plan, see full plan for more details)

YouthSource & WorkSource System Redesigns
Economic & Workforce Development Department (EWDD)
Support: LA Youth Development Department (YDD), Youth Council

This effort is intended to strengthen and streamline LA City's AJCCs (America's Job Centers of California), which currently serve more than 18,000 job seekers and 4,000 businesses each year.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 31. Implement the YouthSource Center redesign recommendations:						
A. Implement Tiered System to ensure youth receive quality work experience based on their skillsets.	**Lead:** YDD & EWDD	Y1	Y2	Y3		
B. Focus on mental health services for youth.	**Lead:** YDD & EWDD	Y1	Y2	Y3	Y4	Y5
OBJECTIVE 32. Increase education and/or employment outcomes for Opportunity Youth						
A. Launch the YouthSource Center Navigator program with LAUSD Division & Adult & Career Education (LAUSD DACE) to increase enrollment of YSC participants into vocational training programs and connect them to high-quality, living-wage jobs.	**Lead:** WDB	Y1	Y2	Y3		
OBJECTIVE 33. Leverage technology to increase accessibility to Source Centers						
A. Use WSC redesign data to determine staff needs related to technology.	**Lead:** EWDD	Y1	Y2			
B. Pilot a participant-facing app with two centers then scale up.	**Lead:** EWDD			Y3	Y4	Y5



2026 CALENDAR YEAR

Year 2: Scaling & Integration

Key Outcomes for each System Connector	2026 (Q1-Q4)
Oversight Committee Outcomes: I. Lead an end of year evaluation (repeated annually) II. Evaluate select programs of EWDD's Year 25 Annual Plan III. Prioritize the next Sector Coalitions to Launch	
Policy & Data Committee Outcomes: I. Ongoing data management & support for Coalitions II. Monitor federal, state and local labor policies III. Communicate trends and policy changes with the WDS	
Sector Coalitions Outcomes: I. Launch an Events Coalition (LA28 Olympics & Paralympics) II. Launch a 4th Coalition [to be determined] III. [Continue] Government Coalition	
Regional Collaborative Outcomes: I. Expand registered apprenticeships across Los Angeles II. [Continue] Integrate Key Workforce Plans for Unified Action	

Oversight Committee
Priorities for Year 2

Y2 Focus

Assess the progress and coordination across initiatives, making connections and adjustments where needed.

Y2 Outcomes

I. Lead an End of Year Evaluation of the 5-Year Path Forward

II. Evaluate the Workforce Programs of EWDD's Year 25 Annual Plan

III. Prioritize the Next Sector Coalitions to Launch

I. Lead an End of Year Evaluation of the 5-Year Path Forward

The Oversight Committee will review the progress from the Regional Collaborative and Government Coalition to determine impact toward the North Star.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 34. Review plan progress and reprioritize plan objectives and initiatives, as needed						
A. Evaluate the progress of the Regional Collaborative.	**Lead:** Oversight Committee		Y2			
B. Evaluate the progress of the active Sector Coalitions.	**Lead:** Oversight Committee		Y2			
C. Review and reprioritize Year 2 initiatives of the 5-Year Path Forward.	**Lead:** Oversight Committee **Support:** WDB		Y2			
D. Prepare a report that summarizes the progress from Year 1. This should include both a detailed report and an abridged, plain language summary.	**Lead:** Oversight Committee **Support:** Policy & Data Committee; Mayor's Comms Team		Y2			

II. Evaluate the Workforce Programs of EWDD's Year 25 Annual Plan

Initiate a process and cadence to evaluate EWDD workforce programs listed in the Annual Plan. Determine whether updates need to be made based on progress toward goals.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 35. Assess existing employment programs that connect people to high-quality, living-wage jobs and identify improvement opportunities						
A. Determine outcomes of workforce programs, such as Project INVEST, the QUEST grant project, and any programs that directly support Sector Coalitions.	**Lead:** Oversight Committee **Support:** EWDD		Y2	Y3		
B. Advise on metrics and/or data reporting to ensure data aligns with desired outcomes.	**Lead:** Oversight Committee **Support:** Policy & Data Committee		Y2			

III. Prioritize the Next Sector Coalitions to Launch

The WDB Oversight Committee will initiate the next two sector strategies and incorporate any learnings or outcomes from the Coalitions launched the previous year.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 36. Launch sector strategies and form Sector Coalitions						
A. Confirm capacity to launch two new sector strategies.	**Lead:** Oversight Committee		Y2			

Policy & Data Committee
Priorities for Year 2

Y2 Focus

Collect Coalition and economic data to inform workforce priorities and policies.

Y2 Outcomes

I. Ongoing Data Management and Support for Coalitions

II. Monitor Federal, State and Local Labor Policies

III. Communicate Trends and Policy Changes with the WDS

I. Ongoing Data Management and Support for Coalitions

Empower Sector Coalitions to make data-informed decisions through regular review, analysis and action planning around data.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 37. Advise Sector Coalitions on data management						
A. Aggregate quarterly coalition data (e.g. enrollment, placement, job quality indicators) and publish on the Workforce Data Catalog.	**Lead:** Policy & Data Committee **Support:** LA Mayor's Data Team	Y1	Y2	Y3	Y4	Y5
B. Consult with think tanks and sector-leads to continue refining metrics and establishing mechanisms to track data. *Determine (annually) whether there are any gaps to be explored collaboratively. The Oversight Committee will help facilitate outreach to potential advisors/partners.*	**Lead:** Policy & Data Committee **Support:** Oversight Committee		Y2	Y3	Y4	Y5
C. Increase use of data to track Coalition progress and data sharing among Coalition partners to drive our common agenda, innovation, and quality of service.	**Lead:** Policy & Data Committee **Support:** Oversight Committee		Y2	Y3	Y4	Y5
OBJECTIVE 38. Prepare an annual report, summarizing Coalition Data						
A. Analyze quarterly Coalition data and summarize impact in an **Annual Report**.	**Lead:** Policy & Data Committee		Y2	Y3	Y4	Y5

II. Monitor Federal, State and Local Labor Policies

As labor policies change, the Workforce Development Board (WDB) will provide an anchor point for Sector Coalitions to stay informed.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 39. Establish a cadence for regular monitoring of policy changes						
A. Designate a lead within the committee to regularly monitor and interpret policy changes.	**Lead:** Policy & Data Committee		Y2	Y3	Y4	Y5
B. Determine a cadence for monitoring policy changes and integrate into regular meetings and information sharing within the WDB.	**Lead:** Policy & Data Committee		Y2	Y3	Y4	Y5

III. Communicate Trends and Policy Changes with the WDS

Ongoing policy shifts will have a significant impact on employers, educational institutions, service providers, and workers throughout the 5-Year Path Forward. Additionally, policy shifts within the City, particularly in contracting and procurement, may influence partnerships and collaborations. To ensure alignment and sustain strong relationships, these changes will need to be **communicated clearly and regularly to all stakeholders**. This proactive approach will help maintain a cohesive strategy across the workforce development ecosystem while adapting to evolving policies.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 40. Inform Sector Coalitions of policy changes that could impact strategies						
A. Establish communication channel with Sector Coalitions for communicating policy changes.	**Lead:** Policy & Data Committee		Y2	Y3	Y4	Y5
B. Analyze policy changes to determine impact on sector strategies.	**Lead:** Policy & Data Committee		Y2	Y3	Y4	Y5

Sector Coalitions
Priorities for Year 2

Y2 Focus

Continue implementing and scaling up the Sector Coalitions, based on prioritization given by the Oversight Committee.

Y2 Outcomes

I. Launch an Events Coalition

II. [TBD] Launch a Fourth Sector Coalition

III. [Continue] Government Coalition

I. Launch an Events Coalition
(Emphasis on LA28 Olympic and Paralympic Games, as well as the World Cup & Super Bowl)

The 2028 Olympic and Paralympic Games and other major sporting events in Los Angeles present a unique opportunity to leverage local talent and strengthen the city's workforce. The WDB will take proactive steps to ensure a well-prepared and capable workforce is equipped to meet the demands of these large-scale events, positioning Angelenos to benefit from the economic opportunities and long-term impact generated by these global milestones. This strategic focus will contribute to a sustainable workforce that can support both immediate event needs and ongoing citywide growth.

In addition to connecting Angelenos and local businesses with event-related opportunities, it will be crucial to **address the temporary nature of these roles** and develop strategies to support individuals in transitioning to long-term, sustainable employment once these events conclude.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 41. Identify workforce opportunities and potential partnerships						
A. **Job Mapping**: Conduct a comprehensive analysis to identify and map the specific jobs that will be created as a result of hosting the Olympic Games. This should include temporary, part-time, and full-time positions across various sectors (including hospitality, logistics, and tourism).	**Lead:** Events Coalition **Support:** WDB		Y2			
B. Identify partners, including construction, infrastructure development, events specialists and other employers with an emphasis on local companies and vendors.	**Lead:** Events Coalition **Support:** WDB		Y2			

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
C. Develop a program to connect unemployed or displaced workers with the job opportunities identified through the mapping process. Include job matching, training, and support services.	**Lead:** Events Coalition		Y2	Y3		
OBJECTIVE 42. Identify and create entry level opportunities						
A. Establish internship programs targeting students and unemployed individuals. These internships should provide practical experience and insight into the operations and impact of large-scale sports events.	**Lead:** Events Coalition **Support:** WDB		Y2	Y3		
B. Identify registered apprenticeship opportunities in the highest areas of need, such as hospitality.	**Lead:** Events Coalition **Support:** WDB		Y2	Y3		
OBJECTIVE 43. Develop a Transition Strategy for temporary jobs						
A. Establish a plan to transition people from temporary opportunities provided by the games to a permanent job.	**Lead:** Events Coalition **Support:** WDB		Y2	Y3		
B. Document learnings from this process which can be applied to future events.	**Lead:** Events Coalition **Support:** EWDD; Data Analytics Subcommittee		Y2			
OBJECTIVE 44. Provide small business support and labor enhancement						
A. Assisting local small businesses to leverage opportunities presented by the 2028 Olympic and Paralympic Games through procurement support.	**Lead:** Events Coalition **Support:** Mayor's Office		Y2	Y3		
B. Provide resources, training, and networking opportunities to help small businesses grow.	**Lead:** Events Coalition		Y2	Y3		
C. Enhance labor conditions by ensuring fair employment practices, promoting job creation, and facilitating workforce development programs to prepare individuals for employment opportunities generated by the Games.	**Lead:** Events Coalition **Support:** WDB		Y2	Y3		

II. [TBD] Launch a Fourth Sector Coalition

Based on prioritization from the Oversight Committee, launch a fourth Sector Coalition. Follow the template approach on page 30.

III. [Continue] Government Coalition

Establish the City as an **age-inclusive employer** by supporting older workers and opportunity youth. Build on existing projects (e.g. Horizons 32K Strategic Plan, AdvantAGE LA) to immediately work to connect Angelenos with high-quality, living-wage jobs.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 45. Assess accessibility of entry level opportunities						
A. Assess application requirements to identify and reverse restrictive factors.	**Lead:** Government Coalition		Y2			
B. Evaluate Targeted Local Hire (TLH) and Bridge to Jobs programs, to continue building on its success and identify opportunities for improvement.	**Lead:** Government Coalition		Y2			
OBJECTIVE 46. Expand mentorship across City programs						
A. Participate in the LAUSD and LA Chamber's plan to pair 26,000 youth with mentors.	**Lead:** Government Coalition		Y2			
B. Train all supervisors who manage youth interns and employees on key mentorship strategies.	**Lead:** Government Coalition		Y2			
C. Pilot a formal mentorship program for youth who work in a City department.	**Lead:** Government Coalition		Y2			
OBJECTIVE 47. Create more career pathways for youth into City employment. [Crossover with YDD Citywide Strategic Plan]						
A. Expand City career pathways through the Hire LA's Youth redesign process.	**Lead:** Government Coalition		Y2			
B. Develop a continuum of work-based learning opportunities that expose, educate and prepare youth for City careers.	**Lead:** Government Coalition		Y2			
C. Develop a City Fellows Program for new college graduates.	**Lead:** Government Coalition		Y2			

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 48. Advance the City's efforts to be a more age-inclusive workplace by developing employment, retention, and advancement opportunities for Older Workers. [Crossover with AdvantAGE LA Plan]						
A. Create flexible job options that encourage succession planning and employee retention.	**Lead:** Government Coalition		Y2			
B. Create more career pathways for Older Workers into well-paid City employment.	**Lead:** Government Coalition		Y2			
C. Upskill existing City employees and develop career pathways into in-demand positions for those who need additional training to advance.	**Lead:** Government Coalition		Y2			
D. Implement and enforce age-inclusive workplace, managing, and hiring practices.	**Lead:** Government Coalition		Y2			
E. Embed cogenerational opportunities and programs across the City.	**Lead:** Government Coalition		Y2			
OBJECTIVE 49. Develop department-specific workforce strategies						
A. Create a template for an internal workforce plan that can be applied across departments. *(Borrow from any existing department plans)*	**Lead:** Government Coalition		Y2			
B. Recruit ~2-4 departments to participate in a pilot group to establish workforce goals. *(Recruit a mixed group, including departments that have built their own workforce plan and those without one)*	**Lead:** Government Coalition		Y2			
C. For departments with existing plans (e.g. Department of Water and Power), identify ways to standardize certain elements and clearly define coordination with Personnel.	**Lead:** Government Coalition		Y2	Y3		
D. For departments without a plan, identify which areas of the employee lifecycle need the most support and draft a base plan prioritizing initiatives in those area(s).	**Lead:** Government Coalition		Y2	Y3		

Regional Collaborative
Priorities for Year 2

Y2 Focus

Continue monitoring the implementation of local plans and expand registered apprenticeships.

Y2 Outcomes

I. Expand Registered Apprenticeships Across Los Angeles

II. [Continue] Integrate Key Workforce Plans for Unified Action

I. Expand Registered Apprenticeships Across Los Angeles

Los Angeles is building on the momentum of successful apprenticeship models to expand economic opportunity and workforce development, in a growing number of sectors. This initiative aligns with the governor's ambitious goal of creating nearly 500,000 new apprenticeships statewide.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 50. Convene partners to map existing programs and identify opportunities for development						
A. Conduct a comprehensive mapping of existing apprenticeship programs across the City of Los Angeles to identify program locations, industries served, capacity, and key partners.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
B. Convene potential partners to discuss their interests along with local opportunities and resources. *(Have the WDB serve as an intermediary for engaging local partners)*	**Lead:** EWDD, WDB, Mayor's Office		Y2			
C. Coordinate with WDBs in the local region to identify opportunities for alignment.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
D. Identify policy incentives to encourage apprenticeship program expansion.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
E. Develop a coordinated approach to apprenticeship opportunities - focus on enhancing accessibility and effectiveness across the city's diverse communities.	**Lead:** EWDD, WDB, Mayor's Office		Y2			

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 51. Develop pre-apprenticeship programs to bridge skills gaps for job seekers						
A. Learn from other jurisdictions in the design and pilot of a Registered Apprenticeship Project.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
B. Establish a timeline for developing and implementing new programs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
C. Connect with LAUSD and existing pre-apprenticeship programs in Southern California to help develop programs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
D. Leverage federal, state, and foundation funding available for apprenticeship programs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
OBJECTIVE 52. Develop apprenticeship programs in high growth areas that lead to jobs with living wages						
A. Work with the Policy & Data Committee to ensure the identified sectors are applicable to the current and future workforce needs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
B. Expand manufacturing programs in machining and product quality assurance to align with local employers' hiring needs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
C. Develop information technology programs in software development, IT support, and UX design to align with local employers' hiring needs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
D. Identify strategies for engaging participants in apprenticeship programs who have barriers to participation.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
OBJECTIVE 53. Expand data-driven work to develop and test effective Registered Apprenticeship practices						
A. As apprenticeships expand in Los Angeles, evaluate new programs developed.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
B. Learn more about the needs and skills of WorkSource clients to allow programs to better target the needs of job seekers.	**Lead:** EWDD, WDB, Mayor's Office		Y2			

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
C. Increase opportunities to document and share lessons learned to support continued growth of apprenticeship programs.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
D. Market apprenticeship programs to diverse job seekers.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
OBJECTIVE 54. Facilitate communication and outreach among apprenticeship programs and partners						
A. Develop a communication and marketing strategy around apprenticeship in the region.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
B. Develop a central location for employers, partners, and potential apprentices to access information and resources on apprenticeship to facilitate information sharing.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
C. Create online resources for employers. Engage partners to help develop content.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
D. Provide online resources for job seekers. Engage partners to help develop content.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
E. Generate further guidance to help providers register their programs with the California Division of Apprenticeship Standards (DAS) registry.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
F. Establish a partnerships with local labor unions to deepen the alignment between the WDS.	**Lead:** EWDD, WDB, Mayor's Office		Y2			
G. Market apprenticeship to diverse job seekers.	**Lead:** EWDD, WDB, Mayor's Office		Y2			

II. [Continue] Integrate Key Workforce Plans for Unified Action

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
Continue quarterly check-ins to ensure the existing and emerging plans are moving forward and aligned with other efforts across the system.	**Lead:** Regional Collaborative		Y2	Y3	Y4	Y5



2027-2030 CALENDAR YEARS

Years 3-5 Innovation & Sustainability

Key Outcomes for each System Cornerstone

Oversight Committee Outcomes:

I. Lead a Year 2 Evaluation of the 5-Year Path Forward

II. Host a Midpoint Showcase

Policy & Data Committee Outcomes:

I. Launch a Worker Voice Survey

[Ongoing] Data management & support for Coalitions; Monitoring state & local labor policies; Communicating trends & policy changes with the WDS

Sector Coalitions Outcomes:

I. Launch Remaining Sector Coalitions

II. [Continue] Existing Sector Coalitions

Regional Collaborative Outcomes:

[Ongoing] Integrating Key Workforce Plans for Unified Action

Oversight Committee
Priorities for Years 3+

Y3+ Focus

Evaluation and making recommendations based on the progress of the 5-Year Path Forward to date.

Y3+ Outcomes

I. Lead a Year 2 Evaluation of the 5-Year Path Forward

II. Host a Midpoint Showcase

I. Lead a Year 2 Evaluation of the 5-Year Path Forward

The Oversight Committee will evaluate the progress of the Regional Collaborative and Sector Coalitions to assess their impact in advancing toward the North Star — connecting Angelenos to high-quality, living-wage jobs.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 55. Review plan progress and reprioritize plan objectives and initiatives, as needed						
A. Evaluate the progress of the Regional Collaborative.	**Lead:** Oversight Committee			Y3	Y4	Y5
B. Evaluate the progress of the active Sector Coalitions.	**Lead:** Oversight Committee			Y3	Y4	Y5
C. Review and reprioritize initiatives of the 5-Year Path Forward.	**Lead:** Oversight Committee **Support:** WDB			Y3	Y4	Y5
D. Prepare a report that summarizes the progress from Years 1-2. This should include both a detailed report and an abridged, plain language summary.	**Lead:** Oversight Committee **Support:** Policy & Data Committee; Mayor's Office			Y3	Y4	Y5

II. Host a Midpoint Showcase

Host a dynamic Showcase, bringing together all WDS partners to celebrate progress and provide updates on the implementation of the 5-Year Path Forward and sector strategy initiatives.

The event will highlight key successes, lessons learned, and innovations driving the collective mission forward. It will also serve as a platform for the broader workforce development ecosystem to contribute to shaping priorities for the next two years, fostering collaboration and ensuring that efforts remain aligned with the evolving needs of Angelenos and the city's economic future.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 56. Promote the Showcase across the WDS						
A. Broadly promote the Showcase as a chance to learn about the latest in the WDS and network with other partners.	**Lead:** Oversight Committee **Support:** Mayor's Office			Y3	Y4	Y5
OBJECTIVE 57. Design the Showcase schedule						
A. Design the Showcase format, considering opportunities to share project updates as well as provide training/workshops to attendees from throughout the WDS.	**Lead:** Oversight Committee **Support:** Mayor's Office			Y3	Y4	Y5
B. Book a venue and line up presenters and trainers to fill the agenda.	**Lead:** Mayor's Office **Support:** Oversight Committee			Y3	Y4	Y5
C. Host sessions where Sector Coalitions share insights and hear about best practices from the WDS.	**Lead:** Oversight Committee **Support:** Mayor's Office			Y3	Y4	Y5
D. Create awards to recognize leading contributions to sector strategies (e.g. innovative programs, partnerships, or leaders).	**Lead:** Oversight Committee **Support:** Mayor's Office			Y3	Y4	Y5

Policy & Data Committee
Priorities for Years 3+

Y3+ Focus

Establish regular engagement to incorporate the needs and experiences of workers and job seekers.

Y3+ Outcomes

I. Launch a Worker Voice Survey

I. Launch a Worker Voice Survey

To meaningfully incorporate the needs and experiences of workers, launch and analyze a survey to identify service gaps and improvements. Conduct annually or every other year, and ensure representation from target populations.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 58. Launch a Worker Voice Survey						
A. Design a survey to better understand what kinds of jobs, careers, work environments Angelenos are interested in.	**Lead:** Policy & Data Committee **Support:** Oversight Committee			Y3	Y4	Y5
B. Launch and promote the survey to identify job market trends from the worker perspective (e.g. changing preferences around industries and ways of working).	**Lead:** Policy & Data Committee **Support:** Oversight Committee			Y3	Y4	Y5
C. Evaluate the data to identify needs and preferences. Use findings to help prioritize sectors or identify Sector Coalition initiatives.	**Lead:** Policy & Data Committee **Support:** Oversight Committee			Y3	Y4	Y5



Sector Coalitions
Priorities for Years 3+

Y3+ Focus

Continue implementing and scaling up the Sector Coalitions, based on prioritization given by the Oversight Committee.

Y3+ Outcomes

I. Launch Remaining Sector Coalitions

II. [Continue] Existing Sector Coalitions

I. Launch Remaining Sector Coalitions

The next round of sectors will be prioritized to complete the full sector strategy process (as outlined under the Healthcare Coalition, pg 54), ensuring that each strategy is informed by the latest insights and an assessment of capacity. This deliberate, data-driven approach will allow for the development of sector strategies that are both impactful and sustainable, aligning with the city's broader economic objectives.

By building on lessons learned and continuously evaluating capacity, the initiative will ensure that workforce development remains responsive to the needs of emerging industries, while creating pathways to high-quality, living-wage jobs for Angelenos.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 59. Launch Remaining Sector Coalitions						
A. Sector Coalition #5.	**Lead:** [Sector] Coalition			Y3	Y4	Y5
B. Sector Coalition #6.	**Lead:** [Sector] Coalition			Y3	Y4	Y5
C. Sector Coalition #7.	**Lead:** [Sector] Coalition			Y3	Y4	Y5
D. Sector Coalition #8.	**Lead:** [Sector] Coalition			Y3	Y4	Y5

» III. Annual Evaluation

Regular evaluation and strategic alignment across all intersecting plans are embedded into the initiatives and objectives. Recognizing that social and economic conditions evolve rapidly, each System Cornerstone and key implementer will play a pivotal role in continuously revisiting and assessing prioritized initiatives—evaluating what works, identifying challenges, and adapting strategies when needed.

The Core Values, developed through broad consensus during the engagement phase, set a strong foundation for these evaluations. Annual assessments will measure progress toward creating quality jobs, increasing accessibility, and maintaining adaptability in a changing environment, ensuring a future-focused workforce system that meets the needs of all Angelenos.

1. *Connect Angelenos with **quality jobs** & **opportunities to continue developing** their skills and qualifications.*
2. *Ensure pathways to quality jobs are **accessible to all Angelenos**.*
3. ***Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives.*



Figure 5. *Visual of a 'future-focused system' - a more vibrant and connected system as a result of the four System Cornerstones.*

Building Metrics into Sector Coalitions

Sector Coalitions are the main vehicle driving toward the North Star. Each Coalition will develop a sector strategy, including the following elements to ensure evaluation metrics are embedded:

- Definition of a '**high-quality, living-wage job**,' building on existing efforts to promote living wage opportunities within specific sectors
- Multiple '**placement**' and '**enrollment**' metrics
- **Equity metrics**, that either prioritize populations in a specific geography or populations facing the greatest barriers to each sector
- Retention metrics that can provide a view into placement '**success**'

Defining High-Quality, Living-Wage Jobs

High-quality, living-wage jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful. (See Appendix E)

High Quality Jobs go beyond living wage, to include more measures of personal fulfillment and safety. This definition is more subjective, as it is based on what each individual needs. To begin implementing - and testing - indicators of high quality jobs, the 5-Year Path Forward prioritizes the following:

- Partnerships with employers who are committed to equitable hiring practices, and:
  - Offer living wage jobs (≥$55,000 annual income) at multiple experience levels[1]
  - Have defined promotional pathways and/or further training opportunities
    - E.g. Offer or partner with a registered apprenticeship program
    - E.g. A clearly defined promotional ladder
  - Are part of high growth industries in Los Angeles
- Partnerships with service providers who can offer population-specific pathways to employment. This may include:
  - E.g. multi-step, transitional employment programs like LA:RISE
  - E.g. supported employment models, continuing case management after job placement to support retention
- Annual surveys to evaluate worker experience, and aggregate satisfaction on subjective high quality indicators.

Placement and Enrollment

The Workforce Development System (WDS) serves Angelenos at every stage of life, providing pathways that span career exploration, entry-level positions, mid- and high-level roles, and even entrepreneurship. To maximize impact, the WDS will track and measure placements across these different levels of employment, ensuring that every individual's journey is supported and aligned with their aspirations.

Recognizing that some individuals, such as re-entry populations and those experiencing homelessness, may require a more gradual transition into work, the WDS will track progress through ongoing case management and tailored career guidance. Sector Coalitions will carefully monitor enrollment numbers across training and education programs, as well as work experience pathways that lead toward jobs meeting the full criteria of high-quality employment.

These combined metrics will provide a comprehensive benchmark for workforce development within each sector, clearly illustrating the system's investment in helping people advance toward meaningful, high-quality careers. Through this data-driven approach, the WDS will tell a powerful story of transformation and opportunity for all Angelenos.

Equity Measures

Each sector strategy will include 2-3 specific equity measures that align with regional priorities. These measures will serve to increase representation within different industries and elevate the LA neighborhoods in which they are based.

- **Industry-specific measures,** e.g. increase the aspirational goal of women and non-binary in construction from 6% to 15% in Targeted Local Hire.
- **Place-based measures**, e.g. reduce the percentage of households living below poverty, by 10%, in Council District #.

Placement Success

As part of the annual assessments, each sector strategy will include a thorough report on the retention of workers hired through various entry points within the WDS. This retention data will be crucial in measuring the success and sustainability of placements, ensuring that individuals not only secure employment but are supported in staying and growing within their roles.

To further enhance successful placements, the 5-Year Path Forward integrates initiatives designed to document and disseminate best practices for supporting diverse populations. These insights will be shared across both service providers and employers, fostering an ecosystem that prioritizes the long-term success and well-being of all workers.

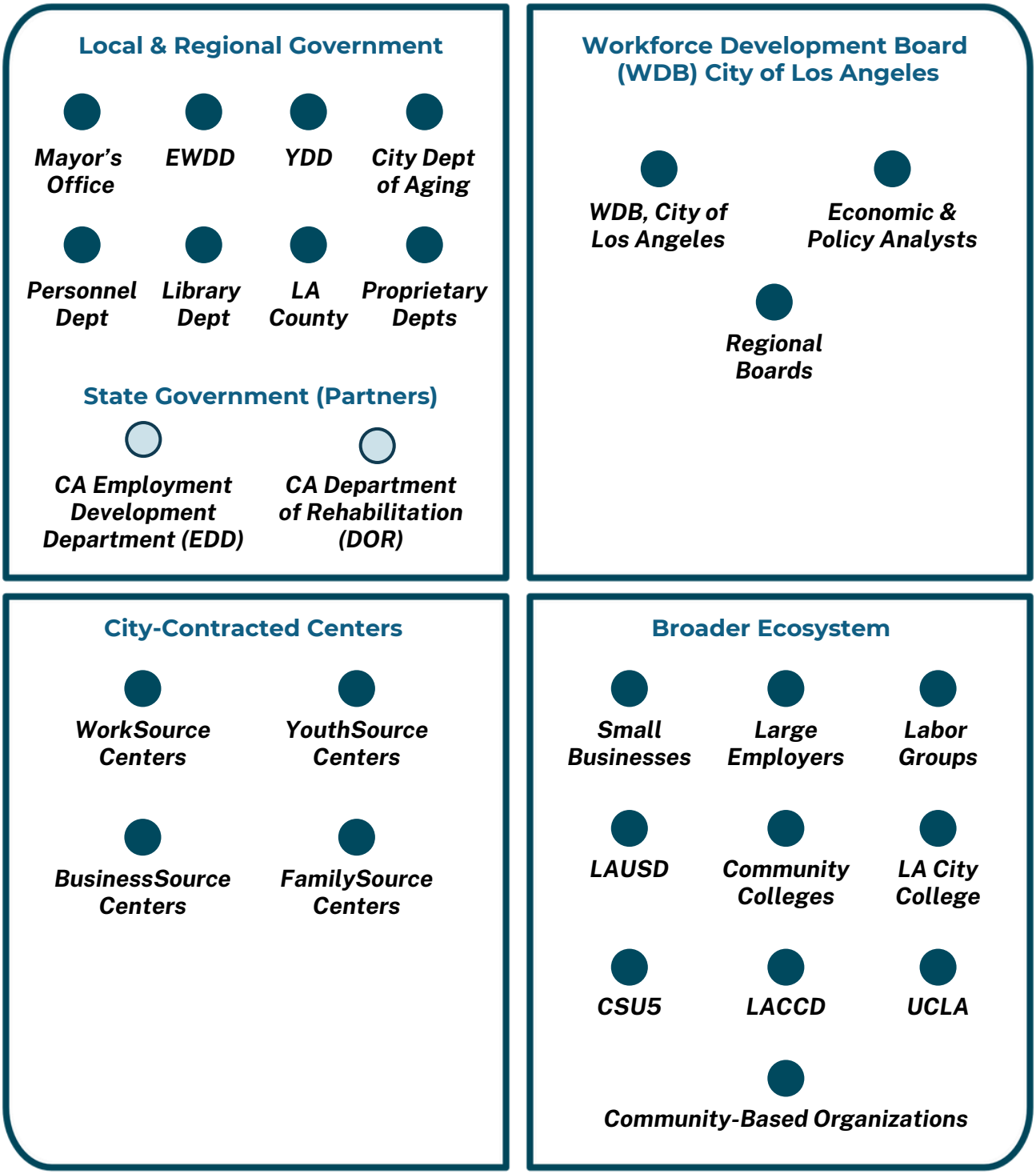
The table on the following page outlines potential metrics for determining success, informed by research on how similar workforce development plans measure their impact. These metrics include:

- **Output**: amount of jobs, placements, enrollments produced as a result of the system
- **Impact**: how services and programs provided by the system affected quality of life
- **Outcome**: the end result or consequence of participation in services and programs

Categories	Output Metrics	Impact Metrics	Outcome Metrics
Placements & pathways	• # of participants *entering* placement/job readiness programs • # of participants *completing* programs	• Level (or increase) of participant job readiness • Improvement in career trajectory	• # or % of participants getting quality job over time • Average time taken for participants to get a quality job after completing the program • Income before program vs. after
Enrollment in skill-development pipelines	• # of participants in skill development programs • # of participants completing skill development programs	• Increase in participant skills, increase in promotions • Higher testing/ certification rates	• Increase in participant skills • Higher job satisfaction after program • Higher job quality after program
Equity measures	• # of programs supporting high barrier populations • Increased rates of participation by high barrier populations	• Increased access to resources/support services for high barrier populations	• Employment rates for high barrier populations after program • Overall increase in skills and wealth and career building opportunities for high barrier populations
Accountability, transparency and information sharing	• Frequency of audits/ reviews for programs • Frequency of reporting • # or frequency of reports shared with partners/employers • Frequency of meetings, reports, updates	• Improved outcomes after reviews/audit • Better decision-making based on more thoughtfully analyzed and curated information	• Improved transparency • Improved trust by partners/businesses & participants • Improved satisfaction by partners/ businesses & participants
[Participant] Improved outcomes toward self-sufficiency	• # of participants become more self-sufficient (via some indicators) • # of participants who come back for after program/placement support	• # or % of participants getting long term employment • # or % of participants retained over time • # or % of no longer needing public assistance programs	• Increase in participants financial independence • Increase of quality of life measures (e.g. housing stability)
[Participant] Satisfaction	• # of participants completing surveys • # of participants recommending programs to others	• # of revisits	• Improvement in participant satisfaction scores

» IV. Appendices

Appendix A. Detailed System Map



Appendix B. High Barrier Populations

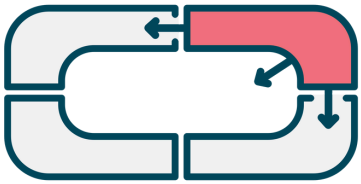
The 5-Year Path Forward focuses on supporting high-barrier populations—those who face significant challenges in finding and maintaining stable employment due to factors like homelessness, involvement with the justice system, or lack of education and job experience. These populations include:

HIGH BARRIER POPULATIONS

- **People with disabilities:** People who have physical, mental, or developmental conditions that can limit their ability to perform some activities and who may need additional support or accommodations.
- **Opportunity youth:** Young people between the ages of 16-24 who are not in school or working and who may face barriers to accessing educational or employment opportunities (also referred to as 'opportunity youth').
- **Unhoused individuals:** People without stable or permanent housing who may stay in shelters, temporary accommodations, or places not originally created for habitation.
- **Older workers:** People 55 years old or older who are working or are looking for work.
- **Formerly-incarcerated individuals:** People who have been released from prison and are re-entering society.
- **Veterans:** Those who served in the military and have returned to civilian life.
- **Low-income individuals:** Those with limited financial resources who may struggle to afford basic necessities such as food, housing, or private transportation.
- **Long-term unemployed:** Individuals who have been out of work for six months or longer.
- **People with limited English-proficiency:** Those who do not speak English fluently and/or may be learning, and may need language accommodations.
- **LGBTQ+ individuals:** People who identify as lesbian, gay, bisexual, transgender, queer, or another sexual or gender minority, who may face unique challenges or discrimination in the workplace and society.



Appendix C. Existing WDB Governance



To continue building a connected system, the 5-Year Path Forward will leverage the Workforce Development Board's current position as a cross-system convener.

The City's Memorandum of Understanding (MOU) between the Workforce Development Board (WDB) and Workforce Development System strategic partners is a requirement of the Workforce Innovation and Opportunity Act (WIOA). The MOU states that the WDB is responsible for policy guidance of the workforce development system administered through the EWDD.

The goals of the WDB include:

- The creation of a sustainable balance between the employment needs of job seekersand the needs of employers for skilled workers;
- Supporting economic expansion;
- Developing the talent of the workforce; and
- Ensuring a self-sufficient, diverse workforce in the City.

The 5-Year Path Forward **enhances the role of the WDB** by leveraging the existing Oversight Committee to ensure its implementation.



Existing Governance

The WDB Oversight Committee recommends priorities for target populations and priority uses for program service funds; oversees the distribution of such funds; and monitors the utilization of program funds. The Committee also oversees the development of the Five-Year Plan submitted to the State of California and the local Annual Plan (a budget, policy and operational document) which is approved by the Los Angeles City Council and Mayor.

City of Los Angeles, Workforce Development Board

Appendix D. Career Pathway Framework

High level Career Pathways to map job opportunities within a sector as well as the workforce and education programs that support those opportunities.

Identify current occupations across each level of employment.

Level of Employment	Classification of Available Occupations
Entrepreneurship	*For each level, note:* • *Number and Types of opportunities available;* • *Skills (preferred & required);* • *Certifications and Degrees (preferred & required)*
High Level	
Mid Level	
Entry Level	
Career Exploration	

Identify education and work experience tracks (e.g. registered apprenticeships) that currently connect workers to roles in a given sector. Document the program duration and enrollment capacity (e.g. class/cohort size), this will help to shape a full view of how many people are in the 'pipeline' to jobs and capacity to meet demand.

Level of Employment	Job Training & Work Experience*	Education Programs* *(Certifications & Degrees)*
Entrepreneurship	• *Program, Organization (enrollment capacity)*	• *Program, Organization (enrollment capacity)*
High Level		
Mid Level		
Entry Level		
Career Exploration		

**These can also include online/remote that are available.*

Appendix E. Best Practices

This section presents a set of guidelines informed by research, case studies, and proven methodologies within workforce development systems. The inclusion of these best practices ensures that the 5-Year Path Forward is anchored in data-driven, evidence-based solutions that drive positive outcomes for both workers and employers across Los Angeles.

JOB QUALITY

High quality jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful.

A high quality job offers **economic stability**, giving workers confidence that they can work in safe working conditions and meet their basic needs for themselves and their families, This includes:

- Stable, transparent, and equitable pay - a predictable living wage, greater than or equal to $55,000, that can sustain workers and their families.[1]
- Benefits - health, dental, and vision insurance; retirement plan; and paid leave
- Fair and reliable scheduling - adequate hours, and predictable schedules. processes for workers to give input on their schedules, overtime pay.
- Job security - policies and equitable application of policies that protect workers from discriminatory/arbitrary discipline or dismissal.
- Safe, healthy, and accessible workplaces - where laws regarding workplace health and safety, anti-harassment, anti-discrimination, and accommodations for workers with disabilities are followed.

A high quality job has **economic mobility,** offering workers clear, equitable pathways into jobs, ways to advance in their careers via learning/training opportunities, recognition for their accomplishments, and opportunities to save/build wealth. This includes:

- Clear and equitable hiring/advancement practices - where all individuals can be hired or get promoted based on their skills and competencies regardless of their background.
- Transparent career pathways - well-defined, clear, and regularly communicated pathways that demonstrate the experience, skills, and competencies needed to advance.
- Career-coaching and training - tailored coaching, mentorship, and professional development opportunities to help workers develop skills needed to advance.

A high quality workplace ensures **equity**, **respect**, and **employee voice** - respecting workers' contributions to the organization regardless of their race, gender, ethnicity, education, or other demographic characteristics; understanding, valuing, and acting on their concerns and ideas for the company. This includes:

- Belonging and psychological safety - a supportive work environment that fosters value, a sense of belonging, and respect for all workers.

- Employee empowerment, representation, and participation - where all workers can give input on their roles, how work is performed, or the direction of their company without fear of retaliation.
- Meaningful commitment to Diversity, Equity & Inclusion - where equitable treatment of workers and addressing of systemic barriers is prioritized and enforced.
- Transparent and accountable human resources - where workers' rights, roles, and responsibilities are clearly communicated and where workers have access to responsive and transparent support on issues like benefits, pay, and conflict resolution.

Quality jobs are the building blocks of a strong community, thriving families, and an equitable economy that lifts people up. By ensuring high quality job measures are in place, companies can gain a competitive advantage as an employer of choice – and workers can have the stability, security, and dignity of a job that takes their holistic needs into account.

REGISTERED APPRENTICESHIPS

Registered Apprenticeship is a high-quality, industry-driven career pathway where employers develop and prepare future employees, while individuals get paid work experience, instruction, and credentials. Approved or validated by the US Department of Labor or a State Apprenticeship Agency, Registered Apprenticeship programs give employers the tools they need to recruit, train, and retain qualified workers; and workers receive skills-based education that prepares them for a future career, along with a steady paycheck. (Department of Labor)

Key Elements of Registered Apprenticeship Programs include the following:

- Industry-led: Programs are industry-vetted and approved to ensure they're aligned with industry standards and that apprentices are being trained for high-demand, highly skilled occupations.
- Paid-job: Apprentices earn a progressive wage as their skills and productivity improve.
- Structured-on-the-job Learning/Mentorship: On the job training, including instruction from an experienced mentor helps prepare apprentices for a successful career.
- Supplemental education: Apprentices are given additional classroom education based on the employer's unique training needs.
- Diversity: Programs are designed to reflect the communities they're in through robust non-discrimination, anti-harassment, and recruitment practices to ensure equity and inclusion.
- Quality & Safety: Apprentices are given worker protections, proper training, and supervision when receiving rigorous training.
- Credentials: Apprentices receive a portable, universally recognized credential within their industry.

IMPACT OF AI

Artificial intelligence, or AI, is and will dramatically shift the workplace. Jobs will change, some rapidly, and others more slowly, requiring workers, learners, the education, and workforce system to adapt.

An estimated 12 million job transitions will be needed by 2030 and 9.4 million people are employed in the five occupations facing heaviest exposure to AI automation. While AI is expected to empower professionals in STEM, creative, and business fields, it will also reduce demand for roles in office support, customer service, and other computer related roles. However, as AI is more able to handle tasks like information processing and data analysis, AI (especially generative AI) will also boost how we communicate, build relationships, and enhance the uniquely human skills needed in the workplace.

Across different key U.S. jobs and industries, AI may:

- **Elevate:** Help build interpersonal relationships and skills, assist negotiation between parties, and help guide/motivate teams.
- **Augment**: Assist with complex cognitive/analytical tasks like systems analysis, work planning and organization, and critical thinking.
- **Complement**: Assist with tasks involving equipment maintenance, vehicle and machine operations, hazard material handling, and troubleshooting.
- **Displace**: Impact routine cognitive tasks like information gathering and processing, basic problem-solving, data analysis, and rule based decision making.
- **Replace**: Do routine physical, labor intensive tasks like handling/moving heavy objects, transportation, routine assembly, and inventory management.

Employers, workforce leaders, training providers, and policy makers can do these actions to help reshape jobs and industries:

- **Future-Proof**: As AI takes on tasks that will be Displaced or Replaced, leaders must help their workforce adapt through AI training or redefining responsibilities.
- **Capitalize:** Where AI can Elevate and Augment skills, effectively integrating AI into operations and systems will dramatically raise the level of human interaction and collaboration. Leaders should support workers to further develop those skills and find AI-use cases that build on their potential.
- **Automate:** Tasks that can be Complemented, Displaced, or Replace by AI that are only somewhat or not important to jobs and can be easily substituted by machines should be high priorities to test AI or other automated solutions.
- **Reimagine:** Roles less dependent on AI today can be redesigned to capitalize on future AI opportunities to Elevate and Augment tasks.

Since industries will be affected differently, each industry will need to create specific AI-related strategies that fit their unique needs and situations, such as:

INDUSTRY EXAMPLE

Business and Sales

- Data-Enabled Relationship Management: The problem-solving and analytical power of AI combined with a human customer relations touch will deepen the demand for workers who can use both skills to generate rich insights and deepen relationships.
- Because AI will be able to automate administrative tasks (i.e. data entry, inventory management), enable workers to conduct sales trend analysis, and provide more personalized customer service, AI transformation strategies could include:
  - Capitalizing on interpersonal and analytical skills to help workers find solutions to complex customer issues, create new customer insights, and build stronger customer relationships
  - Future-proofing roles based on administrative or analytical tasks, like coding or software testing by making sure workers are trained on AI tools and develop other skills to fully utilize these technologies.

INDUSTRY EXAMPLE

Healthcare

- Recentering Human Care: AI will dramatically affect all roles in the space, automating physical and routine tasks and amplifying existing ones. Interpersonal skills will become important to enhance employee productivity and improve patient outcomes and experience.
- Because AI can free and enable workers to focus on proactive and preventative care for their patients, AI transformation strategies could include:
  - Capitalizing on interpersonal skills like communication, conflict resolution, and emotional intelligence to improve patient support and outcomes while enhancing analytical skills like ethical decision making and critical thinking so workers can leverage AI to improve patient care.
  - Future-Proof jobs by teaching workers AI-literacy to make sure AI-driven insights could be used in a health care setting. For example, nurses will need the ability to use their domain knowledge to evaluate AI-created recommendations for patients.

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Appendix G. Strategic Planning Process

Mayor Karen Bass' Office of Economic Opportunity, in partnership with the Economic and Workforce Development Department (EWDD), and the City of Los Angeles Workforce Development Board, solicited contractor support in developing a Five-Year Workforce Strategy. The purpose of this plan is to align resources and disparate strategies across the local (and regional) workforce system.

EWDD hired CivicMakers to support a Project Team in co-developing an actionable and achievable strategic plan. To begin defining the contents of the plan, CivicMakers analyzed historical plans and data (literature review), facilitated meetings with an Ad Hoc Committee, and conducted individual interviews with system experts.

MEMBERS OF THE AD HOC COMMITTEE

- **Alysia Bell**, President, UNITE-LA
- **Steven Phan Cheung**, CEO, Los Angeles Economic Development Corporation
- **David Crippens**, Owner DLC & Associates
- **Dr. Alex Davis**, Assistant Vice Chancellor of Economic & Workforce Development, and Exec. Director LA/OC Regional Consortium
- **Michael Dolphin**, Fmr. Executive Member, City of Los Angeles Workforce Investment Board
- **Magdalena Duran**, Program Director, Southern CAL Workforce Partnerships
- **Larry Frank**, Special Project Manager, UCLA Labor Center
- **Cynthia Heard**, Chief Operating Officer, Los Angeles Urban League
- **Gregg Irish**, Executive Director, Los Angeles City Workforce Development Board
- **Robin Kramer**, Managing Director, Smidt Foundation
- **Armando Loza**, Program Impact Manager, Miguel Contreras Foundation
- **Ruth Lopez Novodor**, Chief Executive Officer, On Cue Consulting
- **Jaime Pacheco-Orozco**, General Manager, Department of Aging
- **Linda Nguyen Perez,** Executive Director, Center for Worker Training & Leadership
- **Shaun Randolph**, California Community Foundation
- **Stephen Simon**, General Manager, Department on Disability
- **Veronica Soto**, Senior Advisor, HIRE LAX
- **Quentin Strode**, President/CEO, Vermont Slauson Economic Development Corporation
- **Christopher Swarat**, Dean California State University, Long Beach and Lead President of the CSU5 Collaboration
- **Charlie Woo**, President/CEO Mega Toys
- **Steve Zimmer**, Deputy Superintendent of Public Instruction, CA Dept of Education

Discover & Assess (Sep - Dec 2023)

Literature Review
Surveyed over 50 documents to set context and integrate former, existing and emerging efforts into the Five-Year Strategy.

Stakeholder Engagement
- **Purpose**: Understand the context, history and priorities of key players across the Workforce Development System.
- **Intended Outcomes:** Validate approach and generate consensus around vision and strategic priorities through public engagements and deeper dives into specifics through one-on-one interviews.

Public Meetings
- Sep 21 | Ad Hoc Committee - Introduced Process & Approach
- Oct 26 | Ad Hoc Committee - Conducted Force Field Analysis
- Dec 14 | Ad Hoc Committee - Validated Vision Statements & Priorities

Interviews (One-on-One and Group)
- Nov 17 | David Crippens - Owner, DCL & Associates
- Nov 20 | Larry Frank - Special Project Manager, UCLA Labor Center
- Nov 22 | Robin Kramer - Managing Director, Smidt Foundation
- Nov 30 | Alysia Bell - President, UNITE-LA
- Nov 30 | EWDD Consultant Strategic Plan Coordination - Ari Malka & Cristina Rubino, California State University Northridge (CSUN); Jessica Daugherty & Josh Shapiro, CAUSEImpacts
- Dec 6 | Deputy Mayor Brenda Shockley, Mayor's Office of Economic Opportunity
- Dec 8 | Chris Swarat - Dean, College of Professional and Continuing Education at California State University, Long Beach
- Dec 11 | Armando Loza, Miguel Contreras Foundation & Kristal Romero, Los Angeles County Federation of Labor, AFL-CIO
- Dec 15 | Michael Dolphin - Fmr. Executive Member, City of Los Angeles Workforce Investment Board
- Dec 20 | Veronica Soto - Senior Advisor, HIRE LAX

Outputs & Key Insights
- Consensus around disconnections in the system and the desire for actionable next steps
- Identified challenges and opportunities
- Added relevant components of literature review to research design

Validate Priorities (Jan - Feb 2024)

Stakeholder Engagement

- **Purpose**: expand input beyond Ad Hoc Committee system leaders, with a focus on identifying stakeholders who could inform population-specific initiatives such as homeless service providers, youth, older adults, disability advocates and organizations working with justice-impacted individuals.
- **Intended Outcomes:**
  - Validate strategic priorities and identify any gaps
  - Visualize relationship between education & workforce development
  - Identify challenges and opportunities in public sector hiring
  - Conduct snowball sampling to identify additional stakeholders

Interviews

- Jan 10 | Aaron Saenz, Los Angeles Unified Adult Education
- Jan 12 | Gregg Irish, Executive Director, Los Angeles City Workforce Development Board

Focus Group

- Jan 24 | In-person Roundtables hosted at Irvine Foundation LA Offices
- Jan 25 | Map A Continuous Journey Across Workforce & Education (hosted at UNITE-LA)
- Jan 26 | Public Sector Careers hosted at Goodwill
- Jan 26 | Onsite interview at Chrysalis
- Feb 14 | Virtual Roundtable

Organizations Represented

- Chrysalis
- City Youth Development
- Coalition for Responsible Community Development (CRCD)
- Dakar Foundation
- Equis Workforce Solutions
- Harbor Community Foundation
- Homeboy Industries
- Hospitality Training Academy
- Irvine Foundation
- Jobs for the Future (JFF)
- Los Angeles Division of Adult and Career Education
- Los Angeles Unified School District
- Para Los Ninos
- United Auto Workers - Labor Employment And Training Corporation (UAW-LETC)
- REDF
- Women In Non-Traditional Employment Roles (WINTER)

Outputs & Key Insights

- Translated goals into vision statements (now ‘Core Values’)
- Obtained contact information for organizations and individuals not regularly engaged
- Revised focus on ‘city vacancies’ to ‘public sector careers’

Identify Initiatives (Mar - May 2024)

Stakeholder Engagement

- **Purpose**: Engage stakeholders representing untapped organizations and individuals within the WDS.
- **Intended Outcomes:** Identify specific areas within the system that those who are not regularly engaged define as what's working, what's not working, and what could be improved.

Interviews

- Mar 20 | Elizabeth Cheung - Program Officer, Opportunity Youth, Hilton Foundation
- Apr 1 | Ilia Lopez - Associate Director, Inclusion & Community Partnerships, UNITE-LA
- Apr 2 | Monica Mariz - Los Angeles LGBT Center
- Apr 8 | Jenny Ibarra - Outreach Coordinator, WINTER (Women In Non-traditional Employment Roles)
- Apr 8 | Nancy Vanyek Hoffman - President, San Fernando Valley Chamber of Commerce
- Apr 8 | Carolyn Hull and Fred Jackson, EWDD Executive Team
- Apr 11 | Christian Quijano, Associate Director of Program Innovation & Impact; Erin Casey, Director of Programs, My Friend's Place
- Apr 17 | Dana Christensen, Senior Program Associate, Anthony & Jeanne Pritzker Family Foundation
- Apr 17 | Stephen Cheung, President & CEO; Shannon Sedgwick, Director of Economic Research, Los Angeles Economic Development Corporation
- Apr 22 | Claire Dennison, Chief External Affairs Officer, Propel America
- Apr 24 | Rosario Salas, Supervisor, Crystal Stairs
- Apr 29 | Carrie Lemmon, Senior Vice President, Systems Change Strategy, UNITE-LA
- Apr 29 | Casey O'Neil, Policy & Workforce Development Manager, Biocom CA
- May 5 | LAP3 32k Horizons Team: Amber Chatman, Robert Sainz, Lauri Collier
- May 6 | Narineh Makijan, Ed.D. Assistant Vice President & Chair, Los Angeles Regional Consortium
- May 8 | David London, Managing Partner, ACG Training Management & Consulting
- May 8 | Lindsey Heisser, Manager, Global Philanthropy, Snap Inc.
- May 8 | Rebecca Leinhard, Executive Director, Tierra Del Sol
- May 10 | Josh Copus, Senior Director Workforce & Regional Economies, JFF
- May 15 | Teri Hollingsworth, Vice President, Human Resources and Education Services, Hospital Association of Southern California
- May 17 | Bre Onna Mathis, Director, Consulting; Annie Chang, President, Nonprofit Finance Fund
- May 21 | Michael Olenick, President and CEO, Child Care Resource Center

Focus Groups

- Mar 27-28 | City Council Offices
- Apr 25 | Hollywood Homeless Youth Partnership
- Apr 29 | Youth Focus Group (formerly un-housed, justice-impacted, LGBTQ+)
- May 2 | WorkSource Centers and YouthSource Centers
- May 10 | Business Chambers Focus Group

Public Meetings
- Apr 9 | Joint LA City Workforce Development Board & Executive Committee Meeting

Outputs & Key Insights
- Identified childcare as a key wraparound service needed across multiple groups
- Recognized need to 'define' Workforce Development System with providers
- Learned of innovative approaches taken at provider level, including trauma-informed

Ideate Plan Structure (May 2024)

Stakeholder Engagement
- May 7 | Design Workshop with Virginia Hamilton
- May 9 | Green Economy Workshop with Lizzeth Rosales, Director of Environmental Justice, Office of Los Angeles Mayor Karen Bass & Tanya Pineda, Green Workforce Senior Analysis
- May 13 | Personnel Department
- May 14 | Co-Design Session at City Hall - Mayor's Office of Economic Empowerment, Economic & Workforce Development Department

Outputs & Key Insights
- Confirmed final map of the system
- Translated priorities into North Stars to offer greater guidance

Develop Plan (May - Sep 2024)

Plan Development
Synthesize all inputs from previous phases into the draft Strategy.

LA Workforce

A 5-Year Path Forward



YEARS 2025 - 2030

Compiled by

civic makers

Workforce Development Board
City of Los Angeles

Program Year 2025 - 2028
Regional Plan

Los Angeles Basin
Regional Planning Unit

City of Los Angeles Workforce Development Board
Los Angeles County Workforce Development Board
Foothill Employment and Training Connection
Long Beach Workforce Innovation Network (LBWIN)
South Bay Workforce Investment Board (SBWIB)
Southeast Los Angeles County WDB (SELACO)
Verdugo Workforce Development Board

Contact: Jan Vogel, Regional Organizer
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E-Mail: jvogel@sbwib.org

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I. INTRODUCTION AND OVERVIEW

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, spilling easily over jurisdictional boundaries that commerce finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the LA Basin Regional Planning Unit (LABRPU) has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2025-28, which covers July 1, 2025 through June 30, 2029.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA requires that a workforce development board (WDB) be established in each local workforce development area (LWDA). The area's chief local elected officials appoint members to the WDB. Local workforce development boards are business-led, and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such community-based organizations, to sit on the WDB.

While the PY 2025-28 Regional Plan addresses the programs, services, and activities of many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the Plan and that prescribes it core content.

B. Regional Plans and the WIOA Planning Structure

The Los Angeles Basin RPU's Regional Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions encompassing one or more LWDAs, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that Local Plans be incorporated into the Regional Plan. Therefore, the PY 2025-28 Los Angeles Basin RPU Regional Plan includes the PY 2025-28 Local Plans developed by the region's seven local WDBs.

C. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the California Workforce Development

Board (CWDB) pursues these aims is through its “High Road” programming. High Road refers to a “family of strategies” for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct “flavors” or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB’s workforce efforts. They include: (1) lifting all workers to the “High Road;” (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the Los Angeles Basin RPU Regional Plan and the seven associated Local Plans support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to self-sufficiency and the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

D. Overview of the Los Angeles Basin RPU and the Region

Los Angeles County is home to nearly 250,000 businesses. The County stretches across a geographic area of 4,088 square miles adjacent to Orange, San Bernardino, Kern, and Ventura counties in Southern California. In addition to being the most populous county in the nation, Los Angeles County is also one of the most geographically diverse, with beaches, national forests, the Santa Monica Mountains, Catalina Island, and the Mojave Desert. The region boasts numerous tourist destinations, such as museums, theaters, sports venues and amusement parks. Composed of dense urban areas such as the City of Los Angeles, to the barren desert of Mojave and many bedroom communities in between, the County has a diverse population with a wide range of skills, along with a diverse industry base. Although home to 88 incorporated cities, much of the region is comprised of unincorporated communities.

Seven local WDBs are located within the boundaries of Los Angeles County and comprise the LABRPU. These include:

- The City of Los Angeles WDB, which covers a single municipality.
- Five consortia WDBs, which are 1) Foothill WDB, representing 5 cities; Long Beach Workforce Investment Network, representing 2 cities; South Bay WIB, representing 11 cities; South Los Angeles County (SELACO) WDB, representing 8 cities; and Verdugo WDB, representing 3 cities; and
- The Los Angeles County WDB, which oversees the balance of workforce programs on behalf of 58 cities and all unincorporated County areas.

E. Approach to and Context for Plan Development

To support development of the PY 2025-28 Plan, the region contracted with experienced workforce and economic development subject matter experts to design the stakeholder engagement process, analyze labor market and workforce data, facilitate community forums, and craft the language of the plan. Local board directors, managers, and staff were active during every stage of the plan development. The content of the Plan contemplates myriad opportunities and challenges that are expected to persist over its four-year span. Several of these are highlighted in Section II, *Analytical Overview of the Region*.

F. Program Year 2025-28 Regional System Priorities

During the process of developing the PY 2025-28 Regional Plan, business and industry leaders, community members, regional stakeholders, and system partners were invited to participate in a series of discussions regarding the direction of the local workforce system over the next four years. As a result of these discussions, the following priorities have been identified:

- Expand the pool of candidates for key industries.
- Increase the availability and use of registered apprenticeships.
- Increase workforce system staff knowledge about career pathways in key regional sectors.
- Ensure all job seekers have the digital literacy skills necessary to compete for, secure, and retain employment.
- Focus workforce development efforts on growth industries/sectors that offer the greatest career advancement opportunities.
- Monitor and track the implementation and expansion of artificial intelligence and other advanced technologies across key industries and job classifications.
- Develop and implement strategies to support worker retention.
- Concentrate on methods to increase recognition of the regional workforce system by key customers.

- Identify foundational skills that exist across various job classifications and develop strategies for teaching and certifying such skills.
- Examine unique needs of older individuals returning to work and develop strategies to support their success on the job.
- Regularly assess shifts in worker and business priorities and adjust workforce strategies to meet these priorities.
- Expand the availability and improve the content of programs that teach entrepreneurial skills.
- Develop partnerships with businesses and implement strategies to prepare job seekers for employment with business partners.
- Develop short-term programs through which individuals can earn stackable credentials and certifications.
- Increase opportunities for upskilling and other training for businesses' existing workforce.
- Train job seekers in strategies to leverage their networks/connections to support their job search and career advancement.
- Develop strategies to promote non-traditional candidates to businesses.
- Continue to focus on development and delivery of holistic services for job seekers.
- Improve strategies to support businesses in providing work-based learning.

Section IX of this plan summarizes these and other regional issues, strategies, approaches, and key considerations that workforce system leadership and system partners will examine over the four-year course of this plan.

II. ANALYTICAL OVERVIEW OF THE REGION

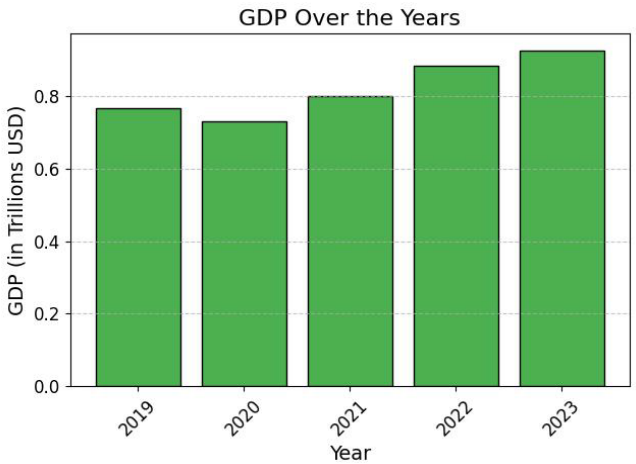
In late 2024, representatives of the Los Angeles Basin RPU's local boards held discussions on an analysis of key economic, demographic, and labor market data for the PY 2025-28 Regional Plan. The product of this analysis, completed by InsytAnalytics, has informed this section of the Plan by addressing employment and unemployment data; educational and skill levels of the workforce, and analysis of industries and occupations with existing and emerging demand. Throughout its work, InsytAnalytics notes that its analysis primarily utilizes data from Lightcast, a global leader in labor market analytics, which derives workforce data and insights from official government sources such as the U.S. Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics, as well as real-time labor market trends of job posting platforms

InsytAnalytics analysis is too lengthy to fit within the Plan's narrative and includes numerous graphs and tables. Select **information** from the **analysis**, along with a few charts and graphs, is included within this section. The full version of the analysis is available at (***Labor Market Analysis***).

A. Economic Conditions and Demographics

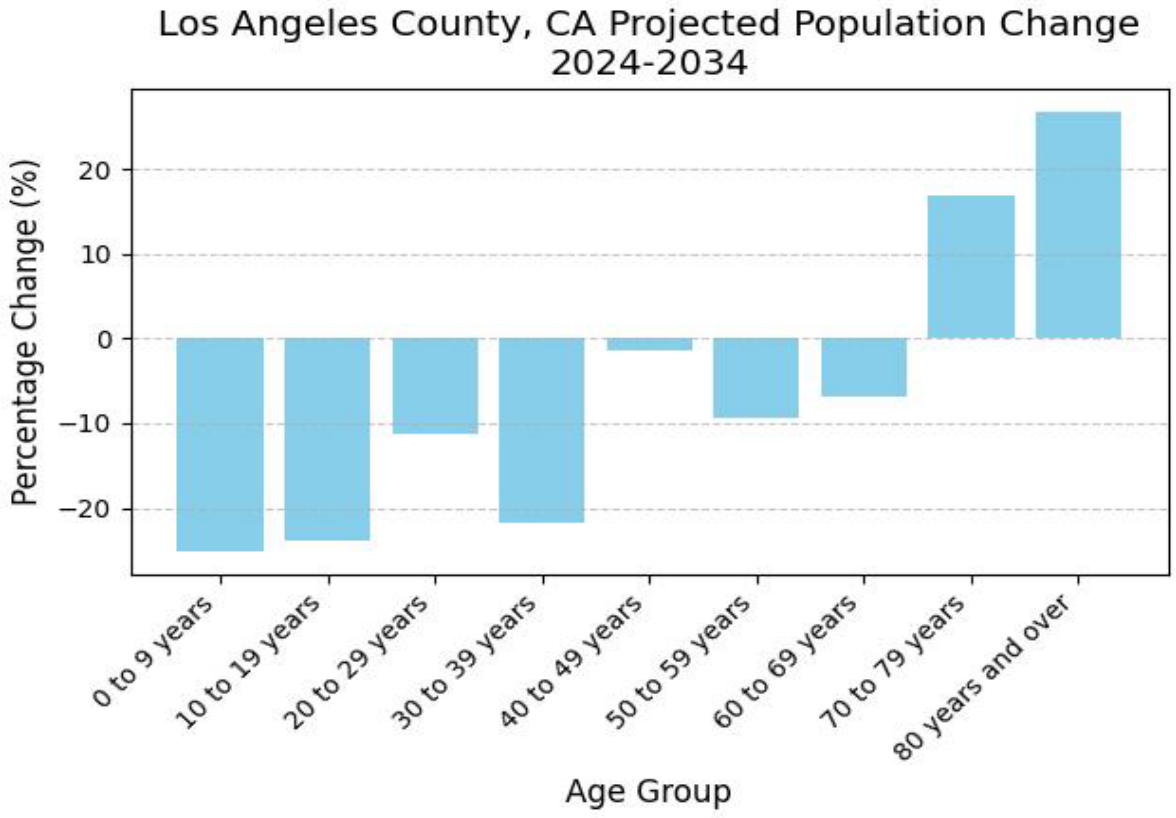
The region's Gross Regional Product (GRP) has demonstrated significant growth, with Lightcast data revealing increases from $731.6 billion in 2020 to $926.5 billion in 2023. This growth signifies a robust economic recovery from pandemic-induced disruptions, indicating strong performance across key sectors, such as technology, entertainment, and health services. The upward trend aligns with regional efforts to diversify and strengthen economic resilience, highlighting sectors that provide high-value jobs and stimulate substantial economic activity.





Demographic analysis reveals notable shifts impacting workforce and economic development in the region.

Age: The projected population change from 2024 to 2034 indicates declining youth and working-age populations, with the segments aged 0-9 and 30-39 years decreasing by approximately 25.19% and 21.73%, respectively. Conversely, there is a marked increase anticipated in the cohort aged 80 years and over, rising by 26.89%. These shifts pose challenges for labor supply and underscore the need for strategic planning in educational and healthcare services to accommodate aging demographics, while addressing youth disengagement from the labor market. Addressing these demographic changes is crucial to sustaining economic momentum and ensuring comprehensive workforce development strategies.



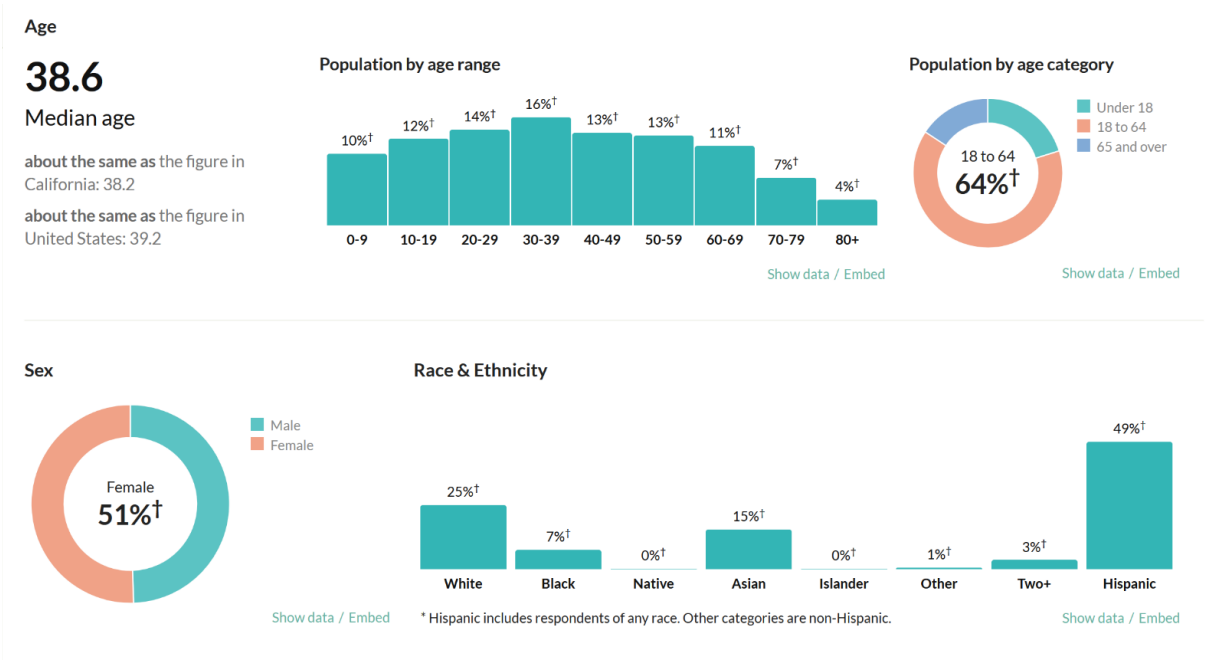
Diversity: The region presents a rich tapestry of ethnic and racial diversity, reflecting the multifaceted composition of Los Angeles County. This diversity is integral to understanding the region's economic and workforce dynamics, as it fosters various cultural, intellectual, and practical perspectives contributing to a vibrant regional ecosystem.

As of 2024, the Hispanic population represents the largest racial or ethnic group, constituting approximately 44.63% of the total population. The White population accounts

for approximately 22.80%, followed by Asian communities at 12.48%, and Black residents at 9.00%. Smaller groups include American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, and individuals of Two or More Races, collectively forming a multi-ethnic mosaic that defines the region.

Diversity extends into the workforce, where representation across industries varies. Hispanics and Latinos, for instance, are predominant in sectors such as Accommodation and Food Services, reflecting cultural and linguistic assets within these communities. In contrast, Asian workers are significantly represented in professional, scientific, and technical services, leveraging high educational advancements within this group. These variations can be attributed to historical employment trends, socio-economic factors, and educational opportunities available to each racial group.

Linguistic diversity is equally pronounced, with 55.17% of residents speaking a language other than English at home, largely driven by Spanish or Spanish Creole speakers who comprise 38.02% of the population. This linguistic plurality underscores the need for bilingual services and culturally competent workforce programs to ensure equitable access to employment opportunities.

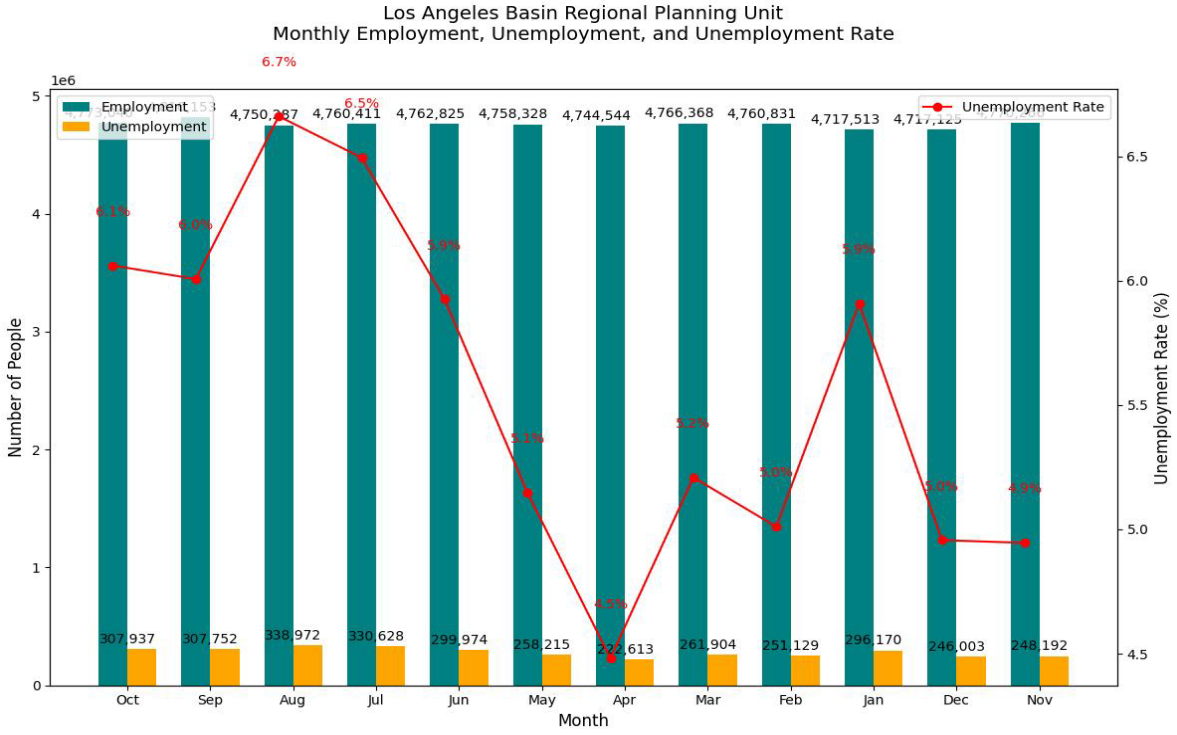


The high level of ethnic and language diversity impacts economic and workforce development strategies. It encourages businesses and policy makers to adopt inclusive practices that harness the strengths of a multilingual and multicultural workforce. Workforce development programs must emphasize sector-based training accessible in multiple languages, ensuring residents can acquire critical skills and gainful employment irrespective of linguistic barriers.

Migration: Recent trends in Los Angeles reveal a notable pattern of outbound migration driven by high housing costs and quality-of-life concerns, while inbound migration, though smaller in scale, reflects the region's continued draw for individuals seeking opportunities in entertainment, tech, and other growing industries.

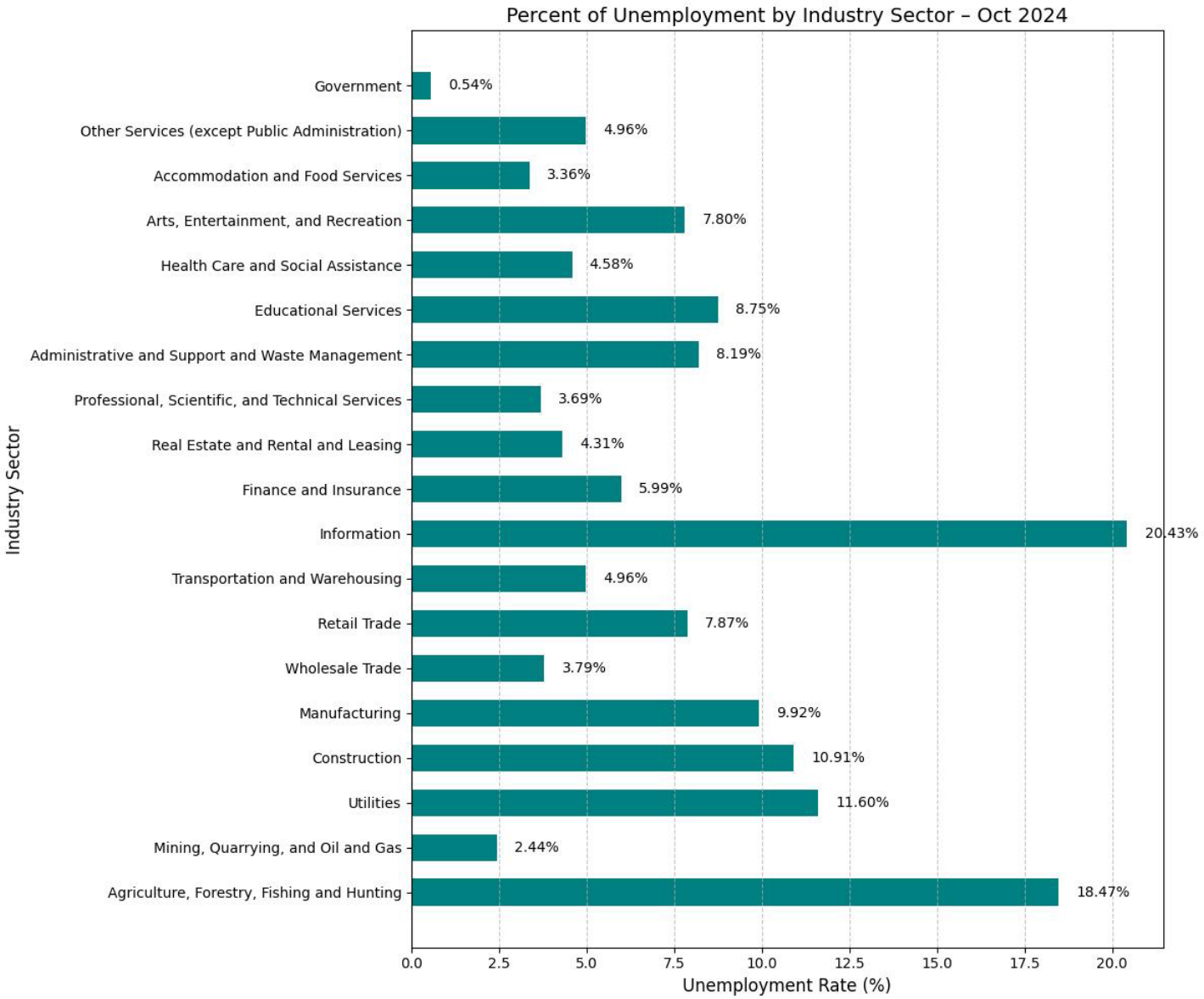
B. Analysis of Employment and Unemployment Data

In the Los Angeles Basin RPU, employment data in October 2024 reveals an unemployment rate of 6.06%, slightly lagging behind the state average at 5.39% and the national rate at 3.93%. The disparity indicates persistent economic vulnerability relative to broader regions. Notably, unemployment in industry sectors such as Information (20.43%), Agriculture (18.47%), and Utilities (11.60%) significantly exceeds the county's average, pointing to industry-specific challenges. These high rates coincide with sectors that are acutely impacted by technological disruptions or cyclical demand variability, emphasizing a critical need for adaptive workforce strategies. Meanwhile, the Construction sector, which sits at a 10.91% unemployment rate, underscores existing skill gaps and potential bottlenecks in meeting future growth demands exacerbated by pandemic-related economic shifts.



Given these discrepancies, local leaders must craft policies aimed at targeted economic revitalization. By aligning employment strategies with emergent growth sectors identified in the Los Angeles Basin's regional plans (such as logistics, healthcare, and tech-enhanced sectors) policymakers can stimulate job creation and vocational training essential for lowering unemployment rates and bolstering economic recovery efforts.

Key takeaways from a comparative analysis of unemployment by industry include recognizing the importance of sector-specific interventions, especially in high-unemployment industries such as information, to buffer against volatility. The comparative advantage of sectors like Logistics, with quicker pandemic recovery, suggests an opportunity for economic development professionals to channel investments towards skill development and automation-friendly roles, fostering sustained economic growth and job stability across the region. There is also urgency in addressing systemic barriers, such as lower educational attainment within large demographics in the region, which inhibits broader occupational mobility and contributes to prevailing unemployment rates.

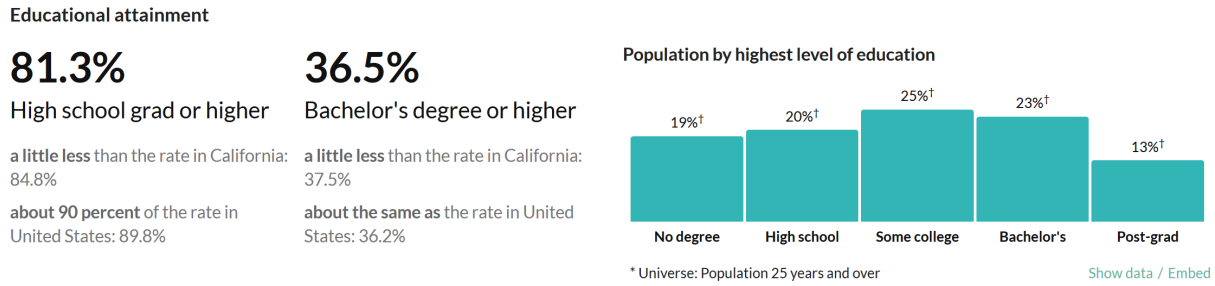


Local officials should prioritize support for retraining initiatives tailored to high-unemployment industries and pursue partnerships with educational and private sectors to enhance workforce readiness. Addressing technological and conceptual skills within

these industries will be integral to reducing unemployment. Additionally, leveraging insights from economic and employment trends can enable strategic investments to fuel high-growth sectors and support sustainable wage growth. By focusing on these efforts, economic strategists can pave the way for a resilient, future-oriented regional economy that attracts diverse business investments, while ensuring equitable job opportunities and wage enhancements.

C. Analysis of the Educational and Skill Levels of the Workforce

The region faces moderate challenges as it seeks to align workforce education and skills with employer demands. Based on the latest data, the education and skill levels within the workforce present a mixed landscape. With a diverse population comprising various educational achievements, the LABRPU's economic growth heavily depends on addressing apparent skill gaps within vital industries.



Recent data from 2023 show that 22.37% of Los Angeles County residents hold a bachelor's degree, with only 12.35% having a graduate degree or higher. Meanwhile, 20.58% possess only a high school diploma, and another 11.80% lack even this basic credential, posing potential skill deficits (Lightcast 2024). Disparities are more pronounced within racial groups. For instance, Hispanic residents, who constitute a significant segment of the population, see a lower percentage in obtaining higher education degrees compared to their Asian and White counterparts. This variance suggests underutilization of potential talent in key sectors that demand advanced skills, such as Information Technology and Healthcare.

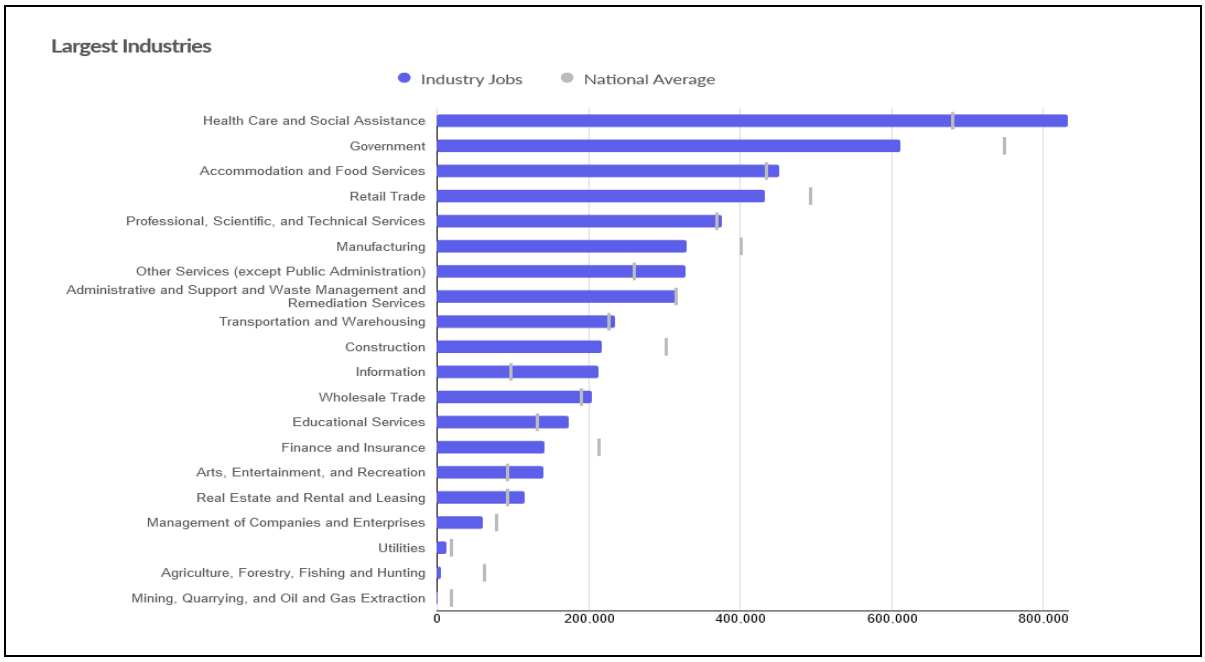
Workforce development plans must crucially focus on industries like construction, healthcare, logistics, and entertainment: sectors identified as having substantial growth potential and corresponding upskilling needs. For instance, the skills gap analysis shows a deficiency in critical areas such as project management, nursing, and technical specialties, which are essential for sectors like Health Services and Selected Manufacturing (fashion, aerospace, pharmaceuticals). Reports indicate job openings substantially outweigh local educational program completions in relevant fields.

D. Analysis of Industries and Occupations with Existing and Emerging Demand

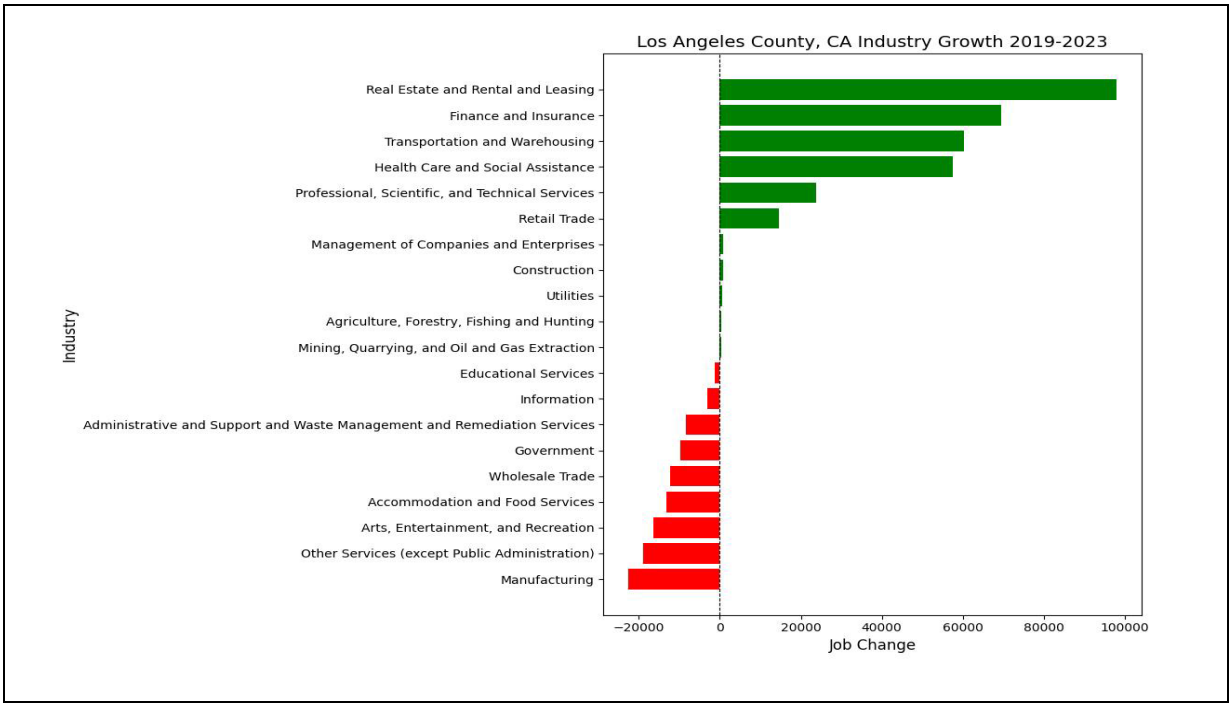
The employment landscape within the Los Angeles region reflects a nuanced understanding of the county's economic structure and workforce development potential. The analysis of industry employment data reveals pivotal insights into how the region's sectors could influence broader economic and workforce objectives.

Existing Demand

Regional priority sectors, including Construction, Selected Manufacturing (including Fashion, Aerospace, Analytical Instruments, Pharmaceuticals, Medical Devices), Logistics, Entertainment and Infotech, Health Services, and Leisure and Hospitality, all play a unique role in shaping the future trajectory of the region's economy.



In the realm of Construction, minor growth has been noted with an increase of 830 jobs, signaling a potential yet under-leveraged area for expansion given the area's infrastructural demands. The sector offers substantial career potential characterized by relatively high wage positions compared to other entry-level jobs, yet more substantial growth could be pursued by fostering specialized training and upskilling programs. Meanwhile, selected manufacturing sectors, particularly those aligned with high-tech and innovative products, present a platform for economic acceleration. Yet, as manufacturing faced a decline of 22,663 jobs, targeted interventions to revitalize this sector could invigorate local economic growth by tapping into Los Angeles' robust creative and technological ecosystems.



Logistics, with a recorded increase of 60,212 positions, underscores its position as a burgeoning industry primed for continued expansion. The shift towards e-commerce and supply chain enhancements highlights the sector's critical role in driving regional employment, necessitating a focus on developing logistics-related skills and infrastructure. Health Services, while experiencing a significant addition of 57,430 jobs, should also be regarded as essential, particularly in light of demographic shifts towards an aging population that will increase the demand for healthcare professionals and services. Tailored training initiatives addressing skills gaps in this sector could ensure that the workforce is well-equipped to meet emerging healthcare needs.

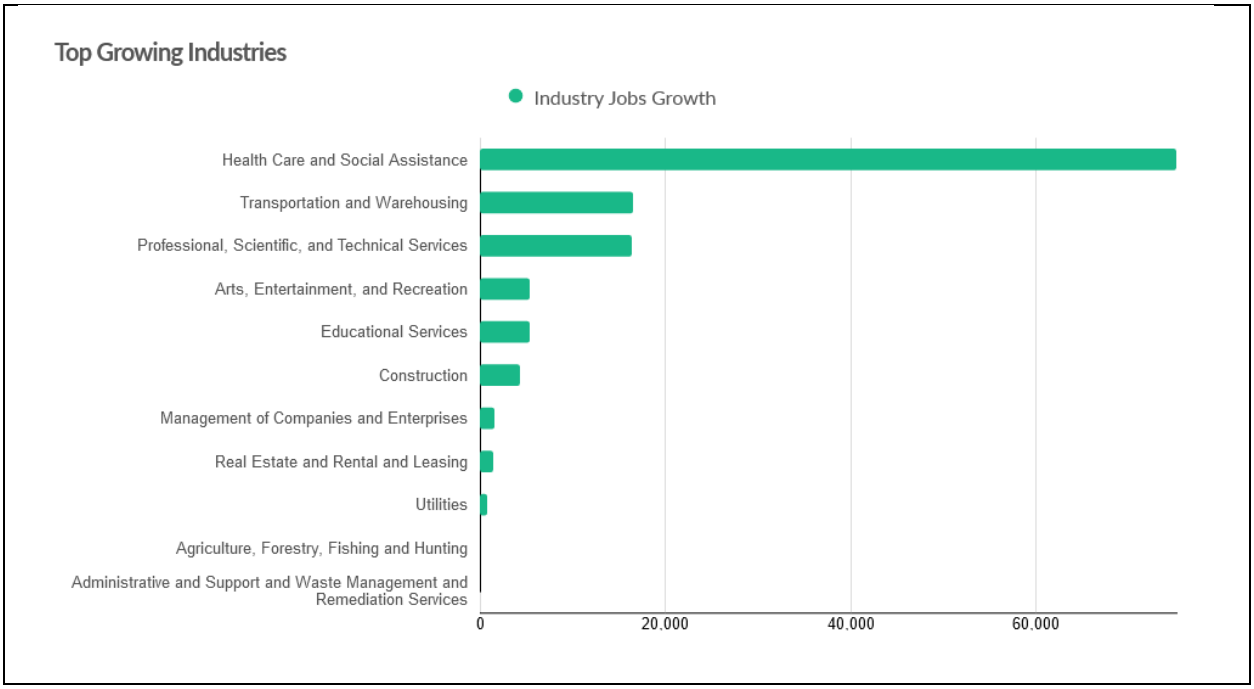
Conversely, sectors like Leisure and Hospitality faced declines, losing 13,143 jobs. While traditionally robust, these sectors require strategic initiatives to recover, such as enhancing workforce resilience and adapting to shifts in consumer demand post-pandemic. The sector nonetheless retains substantial employment potential once stabilized, especially with Los Angeles' status as a cultural and tourist hub.

Overall, the RPU's focus on these pivotal sectors underscores a strategic alignment with the region's economic strengths and employment needs. By prioritizing sector-specific workforce development efforts and integrating inclusive practices to address skill gaps, Los Angeles region can enhance its economic resilience, ensuring sustainable growth and opportunity across its diverse workforce.

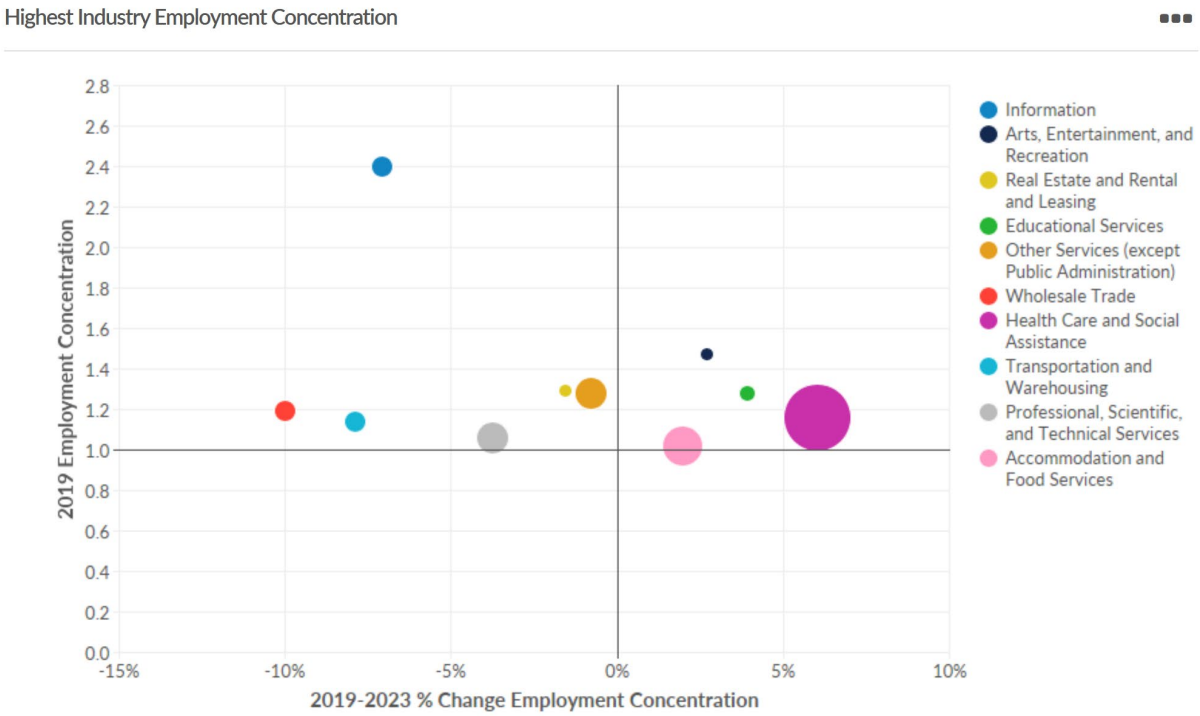
Emerging Demand

Recent data for the Los Angeles Basin RPU reveals insightful trends in industries and occupations demonstrating emerging demand. The quantitative analysis provides an essential framework to understand labor-market dynamics and prepare policy actions to align workforce development with these trends for maximum socio-economic benefit.

Emerging industries in the Los Angeles Basin include Transportation and Warehousing, Finance and Insurance, and Health Care and Social Assistance. Specifically, the Transportation and Warehousing industry has seen a notable job growth of 15.27% from 394,214 to 454,426 jobs, with a competitive effect indicating a slight region-specific advantage. Health Care and Social Assistance, crucial for its 6.8% growth, appears poised for continued expansion reflecting the demographic trend towards an aging population. Finance and Insurance experienced robust growth of 24.51%, reflecting national trends but also local factors such as the region's economic resilience and innovative financial services. The competitive effect across these sectors showcases unique regional advantages likely influenced by Los Angeles' extensive infrastructure, diversified economy, and significant consumer market, driving specialized growth beyond national averages.



Moreover, the analysis of location quotient (LQ) data highlights particularly specialized industries and occupations within the Los Angeles Basin. For example, the location quotient for the Arts, Design, Entertainment, Sports, and Media occupations at 2.85 underscores the strong regional specialization compared to the national average (LQ=1)[5]. This makes Los Angeles a unique national and global hub for these creative sectors. Similarly, Health Care and Social Assistance, with its LQ of 1.24, shows above-average regional employment concentration, reflecting sector-specific requirements.



For occupations, the Los Angeles region's emerging demand aligns closely with specific industry needs. Occupations in Health Care, such as registered nurses and medical technicians, are projected to grow considerably due to ongoing demographic changes. Transportation-related roles, including logistics managers and truck drivers, are also expanding, capitalizing on the uptick in e-commerce and the region's position as a logistics nexus.

Understanding and leveraging these trends is crucial for local government policymakers. By grasping the strategic industries and occupations with the strongest competitive advantages, policymakers can craft targeted interventions to maximize economic growth, mitigate unemployment, and elevate income levels. Measures can be tailored to enhance skills, offer incentives for training in high-demand sectors, and support industries with potential for significant economic contributions.

III. REGIONAL INDICATORS

The California Workforce Development Board established “regional indicators” to assess coordination and measure progress of California’s 15 RPUs toward the goals of connecting AJCC services to regional skills infrastructure aligned with regional labor market needs. The indicators are designed to track processes and activities utilized by regions, providing a foundation for regional approaches that align with the needs of businesses in key sectors, as well as those of job seekers.

Regions are required to select at least two of the following Regional Indicators and establish objective metrics for the selected indicators:

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.
Indicator B: The region has policies supporting equity and strives to improve job quality.
Indicator C: The region has shared target populations of emphasis.
Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

A. Regional Indicators and Associated Outcomes and Metrics

The LABRPU selected the following indicators

Indicator C: The region has shared target populations of emphasis.
Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

Indicator C is new and was selected to reflect the local Boards’ on-going efforts to focus services on common target populations in their respective local areas, including individuals who are low-income, basic skills deficient, veterans, opportunity youth, English language learners, immigrants, justice-impacted, homeless and housing insecure, foster youth, first generation college students, people with disabilities, those most affected by the COVID-19 pandemic, workers impacted by the 2025 LA County wildfires, and residents of disadvantaged communities and low-income communities.

LABRPU identified Indicator D as part of the 2023 Biennial Modification to the PY 2021–24 Regional Plan. The selection reflects the region’s longstanding commitment to shared resources that expand access to services, training, and education that meet target populations’ needs. A key example is the I-TRAIN system, through which the South Bay WIB serves as the region’s Eligible Training Provider List (ETPL) coordinator. In this role, South Bay WIB has standardized administrative procedures, educational resources, and offers technical assistance to local workforce board staff and training providers. Other shared resources include a common intake form that supports a standardized process across local areas, as well as multi-board initiatives such as the Regional Equity and Recovery, Prison to Employment grants, and the Transitional Subsidized Employment Program (detailed in Section IV: Fostering Demand-Driven Skills Attainment).

Other regional assets include a shared website and a dedicated Regional Organizer position that connects all seven Boards. This role facilitates coordination, fosters new partnerships, and supports regional initiatives.

Moving forward, the region plans to deploy a regional apprenticeship portal in collaboration with K12, adult education. and the L.A. County Office of Education. The portal will provide information and resources on CTE pathways that lead to youth apprenticeships expanding access to information and mapping educational pathways that lead to quality jobs in in-demand industries.

Outcomes

The region plans to measure the following three outcomes for Indicator C - *The region has shared target populations of emphasis.*

1. Training or educational program completion rates
2. Service reach
3. Employment placement rates

The region plans to measure the following three outcomes for Indicator D - *The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.*

1. Participant outcomes
2. Shared resource utilization
3. Inter-agency Collaboration

Metrics

Regional leadership approved the following metrics, which focus on three quantitative measures for each of the two chosen indicators. The region will use these to measure and track its progress on outcomes.

Metrics for Indicator C include:

1. Training or educational program completion rates: Percentage of target population participants completing training or educational programs.

2. Service reach: Percentage of individuals from target populations accessing workforce development programs.

3. Employment placement rates: Percentage of target population participants placed into employment within six months of program completion.

Metrics for Indicator D are:

1. Participant outcomes: Percentage increase in job placements, wages, or certifications achieved through shared resource initiatives.

2. Shared resource utilization: Percentage of pooled funding or shared resources allocated and expended annually. Each WDB will demonstrate a minimum of one shared resource with at least one other WDB. Shared resources may include grants that are submitted with two or more WDBs as partners or a regional grant that involves at least two WDBs.

3. Inter-agency Collaboration: Number of multi-Board partnerships established or sustained to leverage resources across the region.

B. Impact of Indicators and Metrics on Service Delivery

Due to a variety of extenuating circumstances, the region did not move forward with the establishment of metrics for Indicator D, which was adopted in connection with the Biennial Modification to the preceding Regional Plan. However, with metrics now established, the region is prepared to track, record, and report on outcomes in connection with Indicator D.

As activities relate to Indicator C are newly developed and not yet implemented, their impacts will be assessed and summarized in the next iteration of this Plan.

IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

The seven workforce development boards in the Los Angeles Basin RPU have identified the following six industries positioned for priority and strategic focus over the four-year cycle represented by this Regional Plan:

- Construction (NAICS 23)
- Healthcare (NAICS 62)
- Leisure and Hospitality NAICS 71-72)
- Manufacturing (NAICS 31-33)
- Information (NAICS 51)
- Transportation and Warehousing (NAICS 48-49)

It should be noted that each local workforce development may identify, address, and prioritize additional sectors based on various factors within the local area.

A. Targeted and Strategic Industries

The Los Angeles Basin Regional Planning Unit identified its priority sectors based on a comprehensive analysis of data-driven factors, including current employment trends, wage levels, projected future growth, and their overall value to the regional economy. These sectors were chosen for their potential to drive economic resilience, foster innovation, and create high-quality jobs that align with the region's long-term development goals. Recent job losses across Los Angeles sectors, such as entertainment and information technology, leisure and hospitality, and advanced manufacturing were driven by factors including lingering economic uncertainty, shifts in consumer demand, and the region's exposure to global supply chain disruptions and industry-specific challenges. However, these industries remain vital to the Los Angeles economy due to their global influence, significant contributions to employment and GDP, and their role in driving innovation and tourism. By focusing on these critical industries, the LABRPU aims to strengthen the economic fabric of the Los Angeles Basin, while supporting equitable and sustainable growth.

Construction

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in contracts with the owners of construction projects (prime contracts) or contracts with other construction establishments (subcontracts).

Despite a modest increase of 827 construction jobs in the region, this sector presents extensive opportunities for growth due to its essential role in addressing the infrastructural needs of a growing urban population. With strategic investment in skills development and training programs, especially focusing on middle-skill jobs, the construction sector can expand its workforce to meet future demand while offering competitive wages that benefit the local economy.

Over the past year, the construction sector has required a workforce skilled in areas such as advanced carpentry, sustainable building practices, and project management to meet growing infrastructure demands. Emphasis has been placed on middle-skill roles, including electricians, plumbers, and equipment operators, as well as the integration of technology-driven skills like BIM (Building Information Modeling) and energy-efficient construction methods to align with modern industry standards and sustainability goals.



14,890 Unique Job Postings

The number of unique postings for this job over the last 12 months.



2,678 Employers Competing

All employers in the region who posted for this job over the last 12 months.



29 Day Median Duration

Posting duration is 2 days longer than what's typical in the region.

Entertainment and Infotech

Entertainment and Infotech combine two sectors: Arts, Entertainment, and Recreation and the Information sector. Arts, Entertainment, and Recreation includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests. The Information sector encompasses businesses involved in producing and distributing information and cultural products, including publishing, broadcasting, telecommunications, and data processing. It also includes activities like providing computing infrastructure and web hosting.

This sector saw a decline of 7,021 jobs, yet it remains vital given Los Angeles' historical role as a global entertainment hub. Infotech offers significant growth potential due to digital transformation across industries. Strengthening collaborations between educational institutions and tech companies, as well as investing in digital skills training, can help reverse employment declines and ensure the sector contributes effectively to the economy.

Over the past year, the entertainment and infotech sector has highlighted a critical need for skills in digital content creation, software development, and data analytics to keep

pace with the rapid digital transformation across industries. Demand has also surged for expertise in emerging technologies such as AI, virtual production, and cybersecurity. Strengthening partnerships between educational institutions and tech companies is essential to developing a skilled workforce that can support innovation and drive sustainable growth in this pivotal sector.



9,154 Unique Job Postings

The number of unique postings for this job over the last 12 months.



730 Employers Competing

All employers in the region who posted for this job over the last 12 months.



29 Day Median Duration

Posting duration is 2 days longer than what's typical in the region.

Health Services

The Health Services sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

With an addition of 30,202 jobs, health services are expanding rapidly, driven by demographic shifts such as an aging population. This growth emphasizes the necessity of continuous training and certification programs to equip healthcare professionals with the skills required for evolving services. As demand for healthcare services climbs, the sector provides stable employment opportunities and supports the well-being of the community, contributing to region-wide economic stability.

Over the past year, the health services sector has required a workforce skilled in areas such as geriatric care, advanced nursing practices, and telehealth delivery to address the growing demands of an aging population. Specialized training in emerging areas like health informatics, chronic disease management, and mental health support has become increasingly essential. Continuous education and certification programs are vital to equipping healthcare professionals with the competencies needed to meet evolving patient needs while ensuring the sector's continued contribution to community well-being and economic resilience.



123,094 Unique Job Postings

The number of unique postings for this job over the last 12 months.



6,121 Employers Competing

All employers in the region who posted for this job over the last 12 months.



28 Day Median Duration

Posting duration is 1 day longer than what's typical in the region.

Leisure and Hospitality

The Leisure and Hospitality super-sector includes the Arts, Entertainment, and Recreation sector (see Entertainment and Infotech, above) and the Accommodation and Food Services sector which comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishments.

Experiencing a workforce contraction with 13,143 fewer jobs, this sector highlights the challenges faced due to pandemic effects. Recovery in this sector can be propelled by strategic adaptability measures, like enhancing skill diversity and flexibility among workers, which can address changing consumer habits and expectations. Leveraging Los Angeles's cultural tourism appeal will also be pivotal in reinvigorating this sector.

Over the past year, the leisure and hospitality sector has emphasized the need for skills in customer service adaptability, digital marketing, and event management to address shifts in consumer behavior and preferences post-pandemic. Workers with diverse skills in technology integration, such as managing online booking systems and virtual experiences, are increasingly in demand. Strengthening workforce flexibility and leveraging Los Angeles's rich cultural tourism assets will be key to driving recovery and revitalizing this vital sector.



44,177 Unique Job Postings

The number of unique postings for this job over the last 12 months.



2,317 Employers Competing

All employers in the region who posted for this job over the last 12 months.



30 Day Median Duration

Posting duration is 3 days longer than what's typical in the region.

Logistics

The Logistics sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

There has been a substantial increase in logistics by 47,909 jobs, showcasing its rapid expansion fueled by e-commerce growth. This sector is critical to the region's economy, providing numerous entry-level positions and pathways to advancement through targeted training in logistics and supply chain management skills, aligning with increasing global trade demands.

Over the past year, the logistics sector has demonstrated a strong need for skills in supply chain management, inventory control, and warehouse operations to support its rapid expansion driven by e-commerce growth. Expertise in transportation coordination, data analytics for supply optimization, and proficiency in logistics technologies, like automated systems and tracking tools, are in high demand. Targeted training programs that provide pathways from entry-level roles to advanced positions are essential to sustaining this sector's growth and aligning with the demands of global trade.



16,303 Unique Job Postings

The number of unique postings for this job over the last 12 months.



1,238 Employers Competing

All employers in the region who posted for this job over the last 12 months.



29 Day Median Duration

Posting duration is 2 days longer than what's typical in the region.

Advanced Manufacturing (including Fashion, Aerospace, Analytical Instruments, Pharmaceuticals, Medical Devices)

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

Even though it experienced a decline of 6,409 jobs, selected manufacturing remains a core component for leveraging Los Angeles's industrial capabilities. The focus should be on high-tech and innovative product manufacturing, offering unique opportunities for skilled labor by integrating new technologies and improving operational efficiency.

Over the past year, the advanced manufacturing sector has highlighted the need for skills in robotics, precision engineering, and advanced materials science to align with its shift toward high-tech and innovative production. Proficiency in areas such as additive manufacturing, automation, and data-driven operational efficiency has become essential.

Investing in workforce development programs to train skilled labor in cutting-edge technologies will be crucial for revitalizing the sector and leveraging Los Angeles's industrial strengths.



B. Sector and Other Industry-Focused Initiatives

The LABRPU implements numerous sector-focused initiatives aligned with the regional economy, as well as strategic industry-focused programs to advance opportunities for economic empowerment for residents facing barriers to opportunity. Mature programs like the multi-Board, South Bay WIB-led AeroFLEX apprenticeship model have expanded their scope and have been replicated across multiple sectors. More recent efforts include multiple employer-driven training pathways identified under the Regional Equity and Recovery Partnerships grant, a regional initiative to expand access to community college training in collaboration with the LABRPU's workforce boards. The program, which runs through the end of 2026, stands to create durable cross system partnerships resulting in on-ramps to a wide array of career pathway programs providing in-demand skills to improve job access; the provision of supportive services to eliminate barriers to training participation and completion; and the ability for participants to earn while they learn through stipends, paid work experience, and apprenticeships. Emergent strategies, like the L.A. City and L.A. County High Road Training Partnership (HRTP) model, project to launch over twenty new High Road Training Partnerships in collaboration with worker-centered organizations, labor, private and public sector employers, and philanthropy. HRTPs are a California Workforce Development Board strategy to create economically resilient communities and shared prosperity grounded in equity, accessible, quality jobs, and climate resilience. Following are selected examples of LABRPU sector and other industry-focused initiatives.

Construction

Los Angeles Workforce Infrastructure Network (LAWIN): LAWIN is preparing the region's workforce for jobs generated by federal investment in infrastructure, through the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA). The goal is to expand access to skilled career pathways leading to quality jobs in construction and other skilled trades for underrepresented communities and groups facing barriers to opportunity. The initiative focuses on strengthening partnerships between secondary school training programs, including LAUSD K-12 CTE Linked Learning, Division of Adult Career Education, community colleges, community-based training programs, such as YouthBuild, and other pre-apprenticeship programs, and union apprenticeship programs.

HireLAX: HireLAX prepares residents for careers in construction through apprenticeships tied to major infrastructure projects at Los Angeles International Airport (LAX). The program is a partnership between the City and County of Los Angeles, Los Angeles World Airports (LAWA), Los Angeles Trade-Technical College, and construction unions, and includes training in various skilled trades. An eight-week training program prepares participants for construction careers and enrollment in a union apprenticeship program or employment on LAWA projects. Participants receive work readiness training, stipends, case management, support services, career exploration, and assistance with job placement.

Construction and Utilities Pathways Program (CUPP): SBWIB's Construction Utilities Pathway Program is a pre-apprenticeship program preparing residents for employment in the construction sector by providing readiness workshops, case management, supportive services, hands-on training, and job placement services. Once work-ready, participants are connected to union representatives, job coordinators, partner contractors, developers, and owner/agencies for placement on major construction projects throughout the region. The program maintains partnerships with the local construction industry and has become a steady source of qualified candidates and a reliable pipeline of skilled labor for key local development projects, while offering residents a pathway to high-paying careers in the field.

Healthcare

C3 Skills Alliance: The C3 Skills Alliance is a SBWIB-led regional Healthcare Industry Sector Partnership. The model is anchored in public/private partnerships between health services organizations, workforce development boards, and community colleges responding to the need for skilled care coordinators and specialty Registered Nurses in Southern California's hospitals, health clinics, and long-term care facilities.

Advanced Manufacturing

AERO-Flex Pre-Apprenticeship and Apprenticeship: The AERO-Flex pre-apprenticeship program is an employer-driven, earn and learn, engineering pre-apprenticeship pathway model developed by the SBWIB to serve the region's aerospace and manufacturing sectors. The first track focuses on work readiness skills training using SBWIB's Blueprint for Workplace Success curriculum. The second track teaches industry-specific occupational skills, and the third track provides work-based-learning experiences. Students earn industry-recognized stackable credentials and opportunities for employment, college completion, and/or entrance to the AERO-Flex U.S. Department of Labor (DOL)- and California Division of Apprenticeship Standards (DAS)- registered Aerospace Engineering apprenticeship program.

The program was enhanced with a $12 million DOL Scaling Apprenticeship Grant to support the Growing Advanced Manufacturing Apprentices Across America (GAMAAA) initiative and will prepare 5,000 apprentices and pre-apprentices across California and

the nation. Program enhancements include offering the training in English and Spanish and providing a virtual training option to boost accessibility.

BioTech

BioTC Collaborative Biocom Institute Technician Certification (BioTC): The public-private partnership is funded by the Verdugo WDB and includes Los Angeles' leading Life Sciences companies. It focuses on meeting the needs of the regions Life Science industry. The model includes direct employer engagement in curriculum design, credential validation, and hiring efforts. Additionally, partner employers provide paid internships, externships and apprenticeships. To streamline the industry's strategy for entry-level talent acquisition, the collaborative produced a no-cost comprehensive assessment exam for recent graduates from LA's bioscience, biotechnology, and science-related career programs to demonstrate their qualifications as entry-level technicians. Graduates who pass the exam are awarded an industry-validated, digital badge to include on their resumes, social media profiles, and job applications. The certificate offers the region's life science companies a reliable, efficient way to access, identify, and hire qualified entry-level manufacturing technicians from a pre-vetted pool to meet their growing workforce needs.

Bio-Flex: The emergent Bio-Flex program is a replication of SBWIB's successful Aero-Flex program model focused on the Biotech industry in LA County. This multi-board collaboration will offer an employer-driven, earn and learn pre-apprenticeship pathway in Life Sciences leading into the Bio-Flex registered apprenticeship program. The pre-apprenticeship will include the same three tracks as the AERO-Flex model: work readiness skills training, industry-specific occupational skills training, and a work-based-learning component. The program is currently recruiting employer partners with which to design the "flexed" skills training and work-based-learning elements.

Other Industry-Focused Initiatives

Public Sector

Preparing Los Angeles for County Employment (PLACE): PLACE is an LA County high road employment program that prepares and places people with high barriers to employment into entry-level, permanent County jobs with a career pathway. The program has successfully placed cohorts into multiple County departments and plans to expand the program to more departments and job classifications.

Artificial Intelligence

Artificial Intelligence (AI) Research Initiative: SELACO WDB has collaborated with the California Workforce Association (CWA) to explore AI integration in multiple industries, employer skill needs, and training strategies. To start, they established an AI-focused Sector Partnership Advisory Committee (SPAC) with representatives from private sector companies, local government agencies, and educational institutions. Next, they led a

focus group discussion with representatives of businesses implementing different AI approaches to help identify opportunities and challenges. This informed an expert panel discussion which helped deepen the workforce system's understanding of AI's impacts on work and workforce development strategies. Following the panel, the Board convened a job seeker focus group. The next steps of the initiative will include a planning session to develop workforce and education strategies and publication of a "white paper," highlighting the project's research and discoveries.

High Road Training Partnerships (HRTPs)

In 2024, the County invested roughly $3 million in three new HRTPs to support regional economic recovery and income mobility. Those investments supported initiatives in aerospace, healthcare and the creative economy. In Spring 2025, the County made $17 Million available to fund new HRTP initiatives in the region. Modelled on the California Workforce Development Board's HRTP framework and essential elements, successful applicants must address equity, climate, and quality jobs while including the essential elements of industry-led problem solving, prioritizing the partnership itself, incorporating worker wisdom, and industry-driven education and training solutions.

LABRPU Regional Equity and Recovery Partnership (RERP)

Under the California Workforce Development Board and California Community College Chancellor's office RERP program, LABRPU WDBs will continue to implement 20 priority pathway programs in collaboration with partner community colleges through the end of 2026. Programs were designed to enhance access and successful completion of post-secondary education and career technical education programs leading to employment for disadvantaged populations in high-demand occupations and jobs with increasing income and excellent career growth potential in 14 rapidly expanding industry clusters in the region.

To improve job access, skill acquisition, and career growth, the LARPU RERP project strengthens the relationship between WDBs, industry, community colleges, and community-based organizations, to create training programs, industry-recognized certifications, work experience/apprenticeships in companies that are part of the training program, and formation of a talent pool of qualified individuals. Sectors of focus include Arts, Media, and Entertainment, Information and Communications Technology, Advanced Manufacturing, Health and Fitness, Biosciences and Technology, Green and Environmental Sciences, Construction, Culinary/Hospitality, Supply Chain Logistics, Healthcare, Automotive Technology, and Maritime.

Central to the initiative is the provision of targeted support services to meet participants' needs. Primary services include stipends, paid work experience during or after training and apprenticeships, on-the-job training support and a wide menu of additional services to eliminate barriers to successful training completion.

C. Strategies to Communicate with Regional Employers

The geography of the LABRPU is vast. If the region was a state, it would be the 10th largest in the nation. It is home to nearly 10 million people, more than a quarter of the state's population. Serving the region are seven workforce development boards. While multiple boards often share common business customers, actual and potential, there are distinct sub-regional industrial profiles. At the same time, workers commute across county boundaries reflecting regional employment patterns. In this complex landscape, LABRPU boards do their best to coordinate communication with the region's employers.

Specific strategies that boards utilize to communicate with businesses throughout the region include:

- Plans to contract regional intermediaries to implement sector strategies, regularly convening boards and partner employers to enhance partnerships and program implementation.

- Plans to organize construction sector employer partners, unions and skilled trades, and registered apprenticeship program sponsors to align efforts and programs and identify opportunities to expand apprenticeships into high growth sectors such as transportation, advanced manufacturing, and integrating green technology.

- Plans to establish Sector Coalitions to facilitate integration between economic development and workforce development and centering the role of employers in workforce development strategy design.

- Business leadership in existing sector initiatives previously mentioned, including HireLAX, Construction and Utilities Pathways Program, C3 Skills Alliance, BioTC Collaborative, AERO-Flex pre-apprenticeship/apprenticeship, Preparing Los Angeles for County Employment, Artificial Intelligence Research Initiative, and the High Road Training Partnerships Grant Program. Boards often collaborate on targeted outreach, employer engagement forums through regional sector initiatives.

- Boards also convene business. A prime example is Long Beach WIN's coordination of the Long Beach Aerospace Council, a collaborative of over 25 aerospace employers who are dedicated to creating inclusive pathways into the sector's in-demand occupations.

Individual boards deploy business services strategies to engage and communicate with employers. L.A. City and L.A. County business service teams conduct regular meetings with existing and potential business partners to strengthen and build relationships.

V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

Promoting economic mobility and long-term financial stability for job seekers and workers is a core commitment of the LABRPU's local Workforce Development Boards. The seven WDBs, along with their service providers and training partners, collaborate to build a regional workforce system that delivers inclusive programs tailored to the diverse needs of their communities. These efforts aim to expand access to opportunity and improve economic outcomes for residents.

The following section highlights key programs, initiatives, and strategies that empower individuals, support families, and strengthen communities.

A. Working with Businesses that Provide Quality Jobs

The Los Angeles Basin RPU workforce development boards will maintain a strong focus on engaging business customers, prioritizing alignment with the region's high-demand industry sectors, competitive wage levels with potential for growth, and opportunities for career advancement. While each local board sets its own employer selection criteria as a matter of policy, the overarching goal remains the same: to connect job seekers with employers who provide access to sustainable careers and long-term economic security. Regional leadership recognizes and supports the California Workforce Development Board's definition of job quality and strives to adhere to these standards whenever feasible:

"Quality jobs provide family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input, and are stable, predictable, safe, and free of discrimination. Quality jobs have the potential to transform workers' lives and create resilient, thriving firms and communities, as well as a more just and equitable economy."

The local boards also take specific actions to promote job quality, including:

- Developing Registered Apprenticeships and Pre-Apprenticeships which are proven strategies to expand access to better quality jobs and working conditions, higher earnings, and advancement opportunities. Articulated pathways that include pre-apprenticeship programs provide on-ramps that further enhance access to opportunity for individuals facing barriers, bridging the gap to long-term career success and income mobility.

- High Road Training Partnerships developed in collaboration with both workers and employers to create pathways to quality jobs that offer improved working conditions, higher wages, and clear opportunities for career advancement. Such programs may be similar in structure and value to apprenticeship programs.

- Public Sector Employment Strategies that open pathways to stable, well-compensated careers. Through targeted training, supportive services, inclusive hiring practices and structured on-ramps into specialized entry-level public sector roles, these strategies help individuals, especially those from underrepresented communities, access employment that offers competitive wages, strong benefits, workplace protections, and opportunities for advancement.

B. Shared Target Populations and Targeted Service Strategies

The local boards prioritize services for a diverse range of vulnerable and underserved populations, such as individuals with disabilities, justice-involved individuals, opportunity youth, English language learners, immigrants, refugees, non-custodial parents, CalFresh recipients, veterans, displaced workers, and others. To help these individuals prepare for employment, secure jobs, and achieve long-term success in the workplace, the boards implement a range of traditional and innovative strategies and programs, including the following:

Co-enrollment in Two or More Programs: Individuals with limited work experience or significant barriers to employment often require a comprehensive range of services that cannot be met by a single program. To effectively support these job seekers, they may be co-enrolled in multiple programs. For example, an individual with limited English might be enrolled in a WIOA Title I program and receive career services and supportive services, such as transportation assistance, while also participating in a WIOA Title II Adult Education program for English as a Second Language (ESL) instruction and workplace literacy support, leveraging multiple funding sources to address unique needs.

On-going Case Management: A strong, trusting relationship with an experienced case manager is often the cornerstone of a job seeker's success. Through culturally responsive, trauma-informed case management and tailored wraparound services, case managers provide more than just guidance. They become consistent sources of support and advocacy. Regular check-ins and personalized follow-up help participants stay motivated, navigate obstacles, and explore alternative pathways when challenges arise. This ongoing relationship ensures that individuals feel seen, heard, and empowered throughout their journey toward employment and long-term self-sufficiency.

Supportive Services to Address Barriers: Direct service staff are well-informed about the extensive network of partner organizations and programs that provide a wide array of supportive services to help participants overcome barriers to employment. These services include, but are not limited to, transportation, childcare, healthcare, housing assistance, legal aid, and specialized counseling. By leveraging these partnerships, staff ensure that individuals have access to the comprehensive support they need to succeed.

Foundational Skills Training: Job readiness and essential workplace skills are foundational to a participant's long-term success. Through training and hands-on support, individuals develop key competencies such as effective communication, critical thinking, teamwork, adaptability, punctuality, and the ability to accept feedback and supervision.

These skills not only prepare participants to enter the workforce but also equip them to thrive and grow in their careers.

Work-Based Learning Programs Offering Wages and Stipends: For individuals who need to earn income while preparing for employment, work-based learning opportunities (such as on-the-job training, work experience, and internships) offer a valuable way to gain hands-on skills while receiving wages or stipends. These models allow participants to build job-specific competencies and build valuable experience in real-world settings, supporting both immediate financial needs and long-term career development.

Working with Service Networks: Local boards and their service providers actively engage with systems and networks serving specific populations. For instance, staff participating in Probation Departments' Community Corrections Partnerships, supportive housing and homeless assistance networks, immigrant and refugee support networks, disability services networks, and the like, can facilitate access to individuals and groups who can support participants' unique needs.

VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

The PY 2025-28 planning period marks the first time that the L.A. Basin RPU Regional Plan addresses environmental sustainability and climate resilience. However, the WDBs and their workforce system partners are not unfamiliar with these challenges and their impact on the regional economy and local labor markets. Within the region, issues such as pollution, a movement away from fossil fuels, and air quality have already affected the focus and content of workforce programs. Strategies, which range from instruction in sustainable practices across various industries to implementation of urban forestry projects, have been developed to address the workforce needs associated with these and other issues that impact the environment. Over the course of this plan, the regional workforce partners will develop and collaborate on specific workforce strategies in support of environmental sustainability.

Coordinating Workforce Strategies with the Countywide Sustainability Plan

"OurCounty," a regional sustainability plan, was published in 2019. Los Angeles County officials who developed and oversee the plan, assert that it is the boldest county sustainability plan in the nation. The plan outlines what local governments and stakeholders can do to enhance the well-being of every community in the county while reducing damage to the natural environment and adapting to the changing climate, particularly focusing on those communities that have been disproportionately burdened by environmental pollution. This plan envisions streets and parks that are accessible, safe, and welcoming to everyone; air, water, and soil that are clean and healthy; affordable housing that enables all residents to thrive in place; and a just economy that runs on renewable energy instead of fossil fuels.

The plan addresses the coequal values of environment, equity, and economy. With respect to the economy, the plan states:

No community is truly sustainable without economic opportunity for all. All residents will have access to the requisite training, skills, and jobs needed to prosper and flourish in the new, regenerative economy. As we move from extractive industries towards sustainable production, we will simultaneously seek to grow the number of jobs, ensure family-sustaining wages, and redress the historical inequities that have restricted employment opportunities for marginalized individuals and communities. We can collectively manage a just economic transition that benefits workers and historically impacted communities, rather than harming them.

The plan outlines twelve (12) wide ranging goals. Of these, goal 4, "a prosperous L.A. County that provides opportunities for all residents and businesses and supports the transition to a green economy," is the one directly related to the workforce development goals of the region and to the work of the seven local boards. The plan describes the goal in the following terms.

A green economy is one that runs on renewable sources of energy, moves all sectors

away from carbon-intensive practices and helps steer the region towards a low-carbon future. Providing support for green industries and the workforce will help ensure the OurCounty plans and goals rest on a strong economic foundation.

Economic transitions have the potential to exacerbate inequality. Communities and workers that are economically dependent on fossil fuel use or extraction may face challenges in transitioning to a green economy. But with adequate planning and support, an economic transition can serve as an opportunity to implement more inclusive economic practices that will reduce inequality and support all residents. A truly "just" transition will protect and support job seekers and current workers, particularly those that are low income and/or reside in disadvantaged communities so that they can transition into a green economy with dignity and without bearing the costs of change.

Los Angeles is both the manufacturing center of the U.S. and a clean technology leader. This innovation can be harnessed for the greater good by supporting local entrepreneurs and connecting them to our diverse, skilled workforce. County government will support the growth of green economy sectors and ensure that our economy is one that works for everyone.

In connection with these goals, the plan sets forth two major strategies:

- Promote inclusive growth across the changing economy.
- Support wealth-generating activities in disinvested neighborhoods.

In connection with strategy 4.A, (promote inclusive growth across the changing economy), the plan indicates:

A well-developed and connected workforce will support high-growth sectors in the County while improving economic opportunity for all. Everyone can benefit from younger people entering the workforce to career oil and gas workers transitioning to new jobs. Some may move to the renewable-energy sector, and others will transition to entirely new fields.

Just as important as preparing the workforce for transition is prioritizing the education of younger populations in career paths in a green economy, from renewable energy to ecosystem restoration. Encouraging corporations to make investments that drive local job growth will help provide opportunities for our residents.

Beyond career placement, it is critical to ensure that all jobs provide safe and healthy working environments and family-sustaining wages, especially in the waste sector and other sectors that are traditionally dangerous and low paid. OurCounty prioritizes economic growth that is equitable and considerate of the County's working class.

The plan highlights the following in connection with strategy 4.B (support wealth-generating activities in disinvested neighborhoods):

The County can address economic inequality by leveraging sustainability projects to increase access to family-sustaining jobs, and by pursuing innovative policy solutions to build wealth in historically impacted communities.

Economic equity is inextricably linked to sustainability and resilience, as lack of access to economic opportunity strains health, prosperity, and quality of life. Low-income communities are often the least financially equipped to handle the effects of a changing climate such as fires and floods, and end up suffering the most.

Our efforts to reverse these trends will help to improve economic mobility and opportunities throughout the region.

All workforce development boards in the region recognize the value of connecting local initiatives to the countywide sustainability plan and to utilizing its green economy goals and related strategies as a reference point for building climate- and sustainability-focused workforce programs.

Opportunities to Strengthen the Environmental Sustainability Focus of Workforce Programs

In addition to regional efforts aligned with the countywide plan, the LABRPU partners recognize several other opportunities to increase the competency and capabilities of the workforce system to address environmental sustainability. Among these are:

Research, Learning, and Adoption of Local Priorities

Local WDBs will focus more intensively on, engage with, and participate in state-administered projects and programs that are tied to environmental and climate issues, thereby increasing organizational knowledge and capacity in these areas. Other efforts to improve system capacity will include participation of management, staff, and board members in state and regional conferences and in online seminars and training. WDB representatives will actively seek opportunities to gain insight from organizations able to share models and best practices for adapting workforce development services to meet work requirements associated with environmental sustainability.

Coordination with Regional Partners and Their Efforts

Local and regional programs operate within a complex network of organizations, programs, and services throughout Los Angeles County and within neighboring jurisdictions. Within this environment, workforce, education, business, labor, economic development, and other stakeholders regularly communicate and share information through multiple channels and platforms. Increasingly, issues pertaining to climate and the environment, and their impacts on jobs and the economy, are topics discussed by the partners. Such discussions have not only heightened awareness of the interconnectedness between workforce development and environmental sustainability but have substantially increased knowledge of models and initiatives across various

disciplines for adopting effective climate-focused strategies. The regional workforce system will continue to align its efforts with those of stakeholders both within the Greater Los Angeles Area and throughout the state.

Support for and Coordination with Local Efforts and Regional Scalability

Each of the local workforce areas in the Los Angeles region represents at least one city and several are consortia of multiple municipalities. Many local jurisdictions have developed and continue to enhance plans to address climate change and support sustainability. Local boards are committed to work closely with the cities that they represent to develop workforce and training programs corresponding to local sustainability plans and initiatives. As with other programs in the region, local workforce models focused on the green economy, clean work processes, and the environment will be shared among the seven WDBs and scaled, as appropriate, throughout the region.

VII. ACCESS AND ECONOMIC JUSTICE

LABRPU workforce development boards are committed to ensuring equitable access to programs that reduce barriers to employment and economic self-sufficiency. Following are examples of programs, partnerships, and strategies tailored to the specific needs of historically marginalized and underserved communities.

Justice-Impacted Individuals

The Los Angeles region is home to a significant number of justice-impacted individuals. In response, LABRPU workforce development boards actively participate in a wide range of programs and initiatives designed to support this population. These efforts are carried out in collaboration with state, county, and local agencies, as well as community-based organizations and other partners with specialized expertise in serving this population. Through these coordinated efforts, the region aims to promote successful reentry, reduce recidivism, and create equitable pathways to employment and economic stability. What follows are prominent program examples:

Los Angeles Entertainment Careers Pathway Pilot: This innovative program model supports young men aged 18 to 24 returning to Los Angeles County from state prison, juvenile justice facilities, and transitional reentry housing facilities by providing 12 months of stable housing and a 10-month, union-affiliated training program for jobs in the entertainment industry.

Prison to Employment (P2E) 2.0: Building on the success of the region's P2E 1.0 grant, LABRPU workforce boards expanded their innovative reentry hub model to enhance support for formerly incarcerated and justice-impacted individuals. Through this model, WIOA service providers, community-based reentry organizations, and California Department of Corrections and Rehabilitation staff collaborate to operate resource hubs across the region. These hubs offer access to a wide range of coordinated, wraparound services, including mental health counseling, parenting workshops, financial literacy training, record expungement, and tattoo removal, alongside WIOA-funded skills training and work experience opportunities. The model is designed to meet participants where they are and address the specific challenges they face as they transition back into the workforce and their communities.

Innovative Employment Solutions (INVEST): INVEST is a collaborative initiative led by the Los Angeles County Department of Economic Opportunity, the Probation Department, and the County Office of Diversion and Reentry. It is designed to address the complex employment and supportive service needs of justice-involved individuals and help them achieve their career and employment goals. Funded through California Senate Bill 678, the program specifically serves adults on felony probation. INVEST features a flexible funding model that empowers direct services staff to deliver individualized support in a community-based context, combining intensive case management with targeted employment services tailored to each participant's unique circumstances.

Homelessness and Housing Insecure Individuals

The Los Angeles region has the largest homeless population in the nation, along with significant numbers of residents experiencing housing insecurity. Nearly half of all renters are considered rent burdened, spending more than 50% of their household income on rent and utilities. This widespread housing instability underscores the urgent need for targeted support. In response, the region's workforce development boards are engaged in a range of strategies and initiatives aimed at addressing these challenges; connecting individuals to employment opportunities, supportive services, and housing-related resources to promote stability and long-term economic security.

Regional Homeless Opportunities for Meaningful Employment (HOME): Five of the seven LABRPU workforce development boards collaborate on this regional initiative, which integrates wraparound supportive services with employment assistance and transitional subsidized employment to help participants successfully secure unsubsidized jobs. The program is specifically designed to serve adults who are currently experiencing homelessness, have previously been unhoused, or are at risk of becoming homeless, providing a comprehensive approach to both employment and housing stability.

Los Angeles Regional Initiative for Social Enterprise (LA:RISE): LA:RISE is a regional partnership between the City and County of Los Angeles workforce development boards and employment social enterprises to create pathways to permanent employment for individuals experiencing homelessness, justice involvement, or other barriers to work. The program offers paid transitional employment combined with wraparound support, including job readiness training, education and vocational training, supportive services, and long-term case management.

Home to Employment (H2E)**:** SELACO WDB's housing and employment model is a collaborative initiative with the Gateway Cities Council of Governments, Hub Cities Consortium, and SHARE! Collaborative Housing. The program is designed to address both housing instability and unemployment among vulnerable populations in the region. The program provides a dual approach by offering affordable, permanent supportive housing alongside comprehensive workforce services. Participants receive individualized support, including paid work experience, job training, and placement services, aiming to facilitate a transition from homelessness to stable employment. The program's holistic model ensures that individuals not only secure housing but also gain the skills and opportunities necessary for long-term economic stability.

Inside Safe Job Connector Program: An element of the broader Inside Safe strategy, the program is designed to help individuals transition out of homelessness into long-term employment and housing stability. The program integrates the City of Los Angeles's workforce development system and housing providers ensuring participants receive both shelter and employment support in a seamless, person-centered approach. Dedicated Job Connectors provide long-term intensive case management and employment services, including job readiness training, coaching, skills training, and job placement support.

Opportunity Youth

Opportunity youth, including foster and transitional-aged youth not enrolled in school or participating in the labor market, often face multiple barriers to opportunity and economic self-sufficiency. In recognition, LABRPU workforce development boards collaborate with other public systems to align and coordinate resources and strategies to serve the needs of these individuals. Building on previous collaboration under the Los Angeles Performance Partnership Pilot, the region is now implementing the Horizons 32K Strategic Plan to address the needs of the region's opportunity youth. A network of over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers is establishing a regional collaborative infrastructure to support coordination across sectors to increase opportunity youth connections to education, workforce training and career education pathways, and employment. At the center of the work is a holistic approach that aligns and coordinates housing, other social services, workforce development, education, and career technical education programs.

California Opportunity Youth Apprenticeship (COYA): The South Bay Workforce Investment Board, in partnership with regional school districts, County Office of Education, colleges, and employers, is building pathways into both existing and new state-registered apprenticeship programs for opportunity youth across the region. Supported by a COYA grant, SBWIB offers no-cost technical assistance, funding for program development, and employer incentives to expand access to high-quality, work-based learning opportunities for young people facing barriers to employment.

Adults with Intellectual and Developmental Disabilities

Verdugo CNC Machinist Academy: This program is a partnership between Verdugo WDB, Glendale Community College, and the California Department of Rehabilitation, providing no-cost, hands-on Computer Numerical Control (CNC) Machinist training for adults with intellectual and developmental disabilities, in particular, adults with autism spectrum disorder. The program offers classroom instruction and hands-on training for small cohorts providing daily tutoring and support, job readiness training, paid internships, job placement support, and on-the-job training opportunities for graduates.

Addressing the Digital Divide

Delete The Divide (DTD): LA County's DTD program collaborates with the region's workforce development boards to provide access to technology, internet connectivity, and digital literacy resources to youth, young adults, and small businesses in underserved areas. It also provides digital skills training, affordable internet options, and support services.

Learn Basic Tech Training: Los Angeles County's Learn Basic Tech Training provides free online and in-person Information Technology training workshops to residents

emphasizing digital skill building to foster digital literacy and inclusion in today's technology enhanced society. The program offers beginning to advanced-level training.

Digital Ambassadors Program: The Housing Authority of the City of Los Angeles (HACLA) in partnership with the region's workforce development boards implements the Digital Ambassadors Program that employs HACLA resident leaders, ages 18-30, at all public housing sites to assist residents overcome the digital divide. They provide technical support and offer workshops to empower residents with the skills necessary to thrive in an increasingly digital world.

Work/Wage-Based Training Models

Transitional Subsidized Employment Program (TSE): The TSE program is part of Los Angeles County's Greater Avenues for Independence (GAIN) initiative and is administered by SBWIB, with multiple workforce development boards participating. It serves a range of individuals facing significant employment barriers, including long-term unemployed CalWORKs participants, transitional-age youth in the County's General Relief Opportunities for Work (GROW) program, and youth involved with the Department of Children and Family Services or the Probation Department, such as foster care and justice-involved youth. TSE helps participants build job skills and gain work experience through paid employment opportunities, providing a pathway toward long-term economic stability and workforce readiness.

Los Angeles Wildfire Disaster Recovery

The 2025 wildfires devastated multiple communities and impacted workers throughout the region. Permanent job loss and job displacement are causing economic hardship and instability for many, especially those in low-income and immigrant communities.

Fire Recovery and Resilience Workforce Program: This program, a partnership between the LA County Department of Economic Opportunity and the region's workforce development boards, offers temporary subsidized employment and no-cost skills training for workers impacted and dislocated by the 2025 wildfires. Participants are hired in temporary paid positions with County agencies and other participating organizations that support the recovery, including cleanup and humanitarian roles. The region's America's Job Centers of California serve as employers of record.

VIII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

The interconnected nature of the Los Angeles region's business and workforce landscape makes alignment, coordination, and integration essential across all programs and services offered by LABRPU's seven workforce development boards. These efforts extend to a wide network of public, private, nonprofit, foundation, and community-based partners and stakeholders, which collectively support the region's workforce ecosystem.

To advance this collaborative approach, LABRPU partners have adopted a shared regional mission focused on promoting economic mobility, equity, and industry-responsive workforce development. This mission drives the development of inclusive career pathways, employer-aligned training programs, and access to quality jobs, especially for individuals from underserved communities. Core values such as collaboration, innovation, accountability, and continuous improvement shape the region's workforce strategies and guide investment decisions.

A. Regional Coordination Strategies

The LABRPU operates under a series of regional agreements to strengthen service delivery and optimize resources. These agreements lead to more streamlined workforce services, clarify shared responsibilities, and define funding allocations to ensure an efficient and responsive system. By fostering interagency collaboration, these agreements enhance regional alignment in workforce training, business engagement, and job placement services. Examples include:

Youth@Work Intermediary Agreement: This agreement among all seven LABRPU workforce development boards establishes the Los Angeles County Youth@Work Program as a countywide initiative. It provides paid work readiness training and employment opportunities. The program, supported by federal, state, and county funds, serves approximately 10,000 youth annually.

Regional Grant Agreements: The LABRPU collaborates on numerous regional grants that include collaborative infrastructure, resource sharing, service alignment and coordination, and reporting and data collection. Prominent examples include the California Workforce Development Board-funded Regional Equity and Recovery Partnerships Grant (RERP), the Prison to Employment 2.0 Grant (P2E), and the original Slingshot Initiative.

LABRPU is also a formal partner in the Los Angeles Regional Initiative for Social Enterprises (LA: RISE) collaborative uniting Los Angeles' workforce development system, non-profit social enterprises, and for-profit employers to provide employment services for individuals facing high barriers to employment.

Regional Service Agreements: LABRPU workforce development boards maintain ongoing collaborative service agreements with partner public agencies to integrate complementary services that result in clients receiving coordinated wrap around

supportive services. Key examples include Temporary Assistance to Needy Families (TANF) and County General Fund Allocation Agreements through which the Los Angeles County WDB distributes TANF, Juvenile Justice Crime Prevention Act, and County General funds across the region to support workforce development initiatives. Similarly, Measure H Employment Support funds are allocated to the region's workforce development boards to provide workforce training and employment services for individuals experiencing homelessness.

Continuous Improvement: The LABRPU regularly evaluates program effectiveness to drive continuous improvement. Quarterly workforce impact assessments, using key performance indicators such as job placement rates, wage progression, and credential attainment are used to measure success. Additionally, LABRPU holds annual stakeholder forums where workforce boards, businesses, and training providers review progress, identify gaps, and refine service strategies to enhance workforce system effectiveness.

B. Regional Administrative Cost Arrangements

Regional grants and other funding sources have enabled local workforce boards throughout the region to collaboratively share and leverage resources, enhancing services and creating broader impact across all local workforce areas. This coordinated approach strengthens the overall effectiveness of the region's workforce system and ensures that resources are used efficiently to benefit both job seekers and employers.

Regional System Administration: The South Bay WIB administers the I-TRAIN system for the region's workforce development boards. The system is a centralized repository of pre-approved organizations on the Eligible Training Provider List (ETPL). Centralizing this essential resource is a valued efficiency for local workforce boards enhancing staff capacity to focus on program-related activities. The region also gains efficiencies through use of the Cal E-Grants System for grants management. The system streamlines regional grant applications, data collection, and reporting, eliminating burdensome and duplicative administrative processes.

Cost-sharing models: LABRPU's partner workforce development boards have developed capacity to share administrative costs while maintaining program oversight within their respective jurisdictions on regional grants, such as P2E and RERP. They have also engaged in joint procurement of workforce technology systems, such as case management platforms, job-matching tools, and labor market analytics software.

Regional Staffing: The LABRPU partners co-invest in a Regional Organizer (RO) using Workforce Innovation and Opportunity Act (WIOA) discretionary funding, regional capacity-building grants, and pooled administrative funds from workforce boards, as well as philanthropic and state-funded workforce initiatives. The RO serves as a key facilitator for workforce coordination across the region.

Regional Workforce Council (RWC): The RWC meets periodically bringing together local workforce board directors, fiscal administrators, and program managers to discuss

funding allocations, cost-sharing agreements, and performance metrics. Such meetings may also serve as venues to process labor market trends, identify funding opportunities, and discuss potential policy changes.

IX. PROGRAM YEAR 2025-28 REGIONAL SYSTEM PRIORITIES

Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the process used to develop the PY 2025-28 Plan, the following issues were identified as priorities for further examination, exploration, development, and/or enhancement over the four-year period covered by the Regional Plan. Directors of the Los Angeles Basin RPU's seven local boards will work with their WDB members, elected officials, business leaders, and local partners and stakeholders to set the agenda for review of these priorities and, following such review, determine where, when, and how action should be taken.

The themes represented by the priorities that follow were identified through input from WBD leaders, system partners, and regional stakeholders during a series of discussions, including the ten community forums that are described in Attachment I.

A. Expand the Pool of Candidates for Key Industries

Making students aware at the early age of career options within the region's predominant industries could support the development of a pipeline of workers that business leaders project a need for well into the future. Workforce system leaders collaborate with their education counterparts on issues ranging from basic skills training to the development of new courses that address the evolving needs of local industry. Opportunities may exist for workforce and education providers to collaborate more closely on bringing career information and exploration opportunities into school to build students' understanding of the labor market. Such information may increase students' participation in career track programs during high school and position students for training and education pathways into promising careers.

B. Increase the Availability and Use of Registered Apprenticeships

Registered apprenticeship programs are exceptionally valuable because they provide a structured pathway for individuals to gain in-demand skills while earning a wage, leading to increased career opportunities and higher earning potential, while simultaneously offering employers a reliable pipeline of highly-trained, industry-specific workers with reduced turnover rates and improved productivity; essentially creating a "win-win" situation for both apprentices and companies. While the use of registered apprenticeships in the region has been slowly increasing for more than a decade, additional opportunities exist for local boards to work with community colleges, labor, and other partners to expand the availability and awareness of apprenticeship programs.

C. Increase Workforce System Staff Knowledge about Career Pathways in Key Regional Sectors

The economy in which the system partners work is complex, dynamic, and constantly evolving. Technology alone continues to drive change in many of the region's prominent sectors. It has the power to not only change skill requirements, but to create whole new classifications of jobs and eliminate others. Individuals who provide direct clients services, including career services and training, can be better equipped to provide guidance on career planning and preparation by increasing their understanding of the economy, labor market conditions, and the region's growth sectors and other key target industries. Local boards and system partners should develop or secure training for staff that provides a strong foundation in local labor market knowledge and a clear understanding of career pathways associated with the region's major industries.

D. Ensure all Job Seekers Have the Digital Literacy Skills Necessary to Compete for, Secure, and Retain Employment

Job seekers compete more successfully for work and experience greater success on the job, when they have strong basic skills, including literacy and numeracy skills, as well as digital literacy and proficiency in various software and web-based applications. Individuals utilizing local WIOA and career center services should be assessed for digital literacy skills, and training should be made available to all customers lacking basic digital skills.

E. Focus Workforce Development Efforts on Growth Industries/Sectors that Offer the Greatest Career Advancement Opportunities

Given the importance of base and other significant industries to the economic vitality of the region and the finite availability of economic and workforce development resources, local boards, education partners, training providers, and other system stakeholders should focus on sectors of the economy that represent the greatest potential to create wealth and opportunities for businesses and residents throughout the Greater Los Angeles region. The priority industries outlined in this plan generally correspond to business and community perceptions of sectors offering significant opportunities. Throughout the community engagement process leading to the development of the Regional Plan, stakeholders frequently pointed to the emerging green economy as one that is likely to offer significant opportunities in the future. The Regional Plan describes the commitment of the local workforce boards to expand efforts in this area.

F. Monitor and Track the Implementation and Expansion of Artificial Intelligence and Other Advanced Technologies across Key Industries and Job Classifications

Across the network of stakeholders that comprise the regional workforce development system, there is across-the-board recognition that AI and advanced technology are changing jobs in multiple industries at a more accelerated rate than ever before. WDB leadership, education, business, and community partners must

continue to assess how technology is changing jobs. The system partners should develop strategies and programs that will enable workers and businesses to keep pace with these changes.

G. Develop and Implement Strategies to Support Worker Retention

Businesses are experiencing rapid turnover of workers at unprecedented levels. The cost of such turnover is significant, considering investments that businesses make to recruit, hire, orient, and train new workers. However, as workforce system professionals are essential in connecting workers to jobs, they are uniquely positioned to advise both job seekers and business representatives on the advantages of job retention and strategies to promote workers' longevity with companies that hire them.

H. Concentrate on Methods to Increase Recognition of the Regional Workforce System by Key Customers

While local workforce systems and regional workforce initiatives assist thousands of individuals and businesses each year, stakeholders acknowledge that most individuals in the nation's largest county are not familiar with the network of career centers, training programs, and services for businesses that are provided by the WIOA-supported public workforce system. Local systems and providers utilize a range of locally determined brand names for their centers and services, which likely leads to limited awareness and recognition of the system by potential customers. Local boards and system partners should identify opportunities to increase awareness of workforce development programs and providers within the RPU.

I. Identify Foundational Skills that Exist across Various Job Classifications and Develop Strategies for Teaching and Certifying Such Skills

There are skills that are widely desired by businesses across many industries, and some skills are often considered universally required for all jobs. System stakeholders call out foundational skills (i.e., so-called "soft skills," such as promptness, teamwork, acceptance of supervision, critical thinking, problem solving); basic skills (English and math skills); communication skills (verbal, written, and appropriate to the workplace); digital literacy (ability to use basic technology tools and system); financial literacy; and job retention skills as among the general skills most valued by companies of all types and sizes. Business and industry leaders continue to stress that individuals with these skills are the most desirable, are the easiest to train, and are, generally, the best fit. Workforce system partners throughout the region should work to identify a full complement of core employability skills and devise strategies for assessing and training in these skills areas.

J. Examine Unique Needs of Older Individuals Returning to Work and Develop Strategies to Support their Success on the Job

A range of factors is contributing to the increase in older workers remaining in or returning to the workforce. While these experienced individuals bring skills and traits that are highly valued by many employers, they also face challenges in preparing for, securing, and retaining employment. Digital technology, job application and work processes, and the dynamics of a multigenerational workforce are issues that may affect the success of older individuals. The workforce system should examine opportunities to provide stronger, more focused support for older job seekers.

K. Regularly Assess Shifts in Worker and Business Priorities and Adjust Workforce Strategies to Meet these Priorities

Business leaders, educators, workforce development professionals, social services providers, and other stakeholders continue to describe shifts in attitudes, behaviors, preferences, and priorities among workers and candidates for employment. Many indicate that, while these changes have been evolving over the last decade or even longer, such shifts were accelerated by circumstances surrounding the pandemic. For many individuals, particularly younger workers with less experience in and attachment to the workforce, work-life balance, “meaningful” or “purpose-driven” work, flexibility, and opportunity to be part of decision-making are more important than factors such as pay, stability, and promotional opportunities. Many businesses describe workers’ lack of punctuality, adherence to work schedules, and short tenure as challenges to business operations. System partners need to recognize and respond to changes in worker priorities by developing corresponding career services and training. Such services may acknowledge that employment and career decisions are individual choices, but highlight advantages of employment retention, including stability, wage increases, and opportunities for advancement. Support for businesses may include strategies that encourage worker retention.

L. Expand the Availability and Improve the Content of Programs that Teach Entrepreneurial Skills

Workforce system stakeholders acknowledge that many individuals seeking support from the workforce system have an interest in entrepreneurship and would be good candidates to launch a microbusiness using existing skill sets or skills that they could acquire from locally available training programs and WIOA career services. While there are services present in the region that could support entrepreneurs and new business startups, the workforce system partners should consider ways in which they could shape such support and what a structured entrepreneurship strategy for system participants would look like.

M. Develop Partnerships with Businesses and Implement Strategies to Prepare Job Seekers for Employment with Business Partners.

While businesses are a clear end-user of the full range of workforce development services provided by local boards and many system partners, too often career services, training, and even direct services for businesses are designed without their input. Business leaders should be the "managing partners" in the design of workforce services and, especially, programs that train candidates for employment in the skills companies need most. WBDs and system partners should consider opportunities to expand existing sector partnerships and to develop new ones as a structure for securing business intelligence and direction on services and training.

N. Develop Short-Term Programs through which Individuals Can Earn Stackable Credentials and Certifications

Many job seekers, including younger individuals, express that they are not interested in earning a degree or participating in lengthy training programs. Rather, they prefer shorter programs that will enable them to qualify for in-demand jobs and that would allow for future training to supplement their skills. The workforce system partners should make available short-term training programs that could be combined with follow-up training that produces stackable credentials. The availability of modular training opportunities could serve as an alternative to standard degree-awarding programs and draw interest from a wide range of students and workers.

O. Increase Opportunities for Upskilling and Other Training for Businesses' Existing Workforce

New technologies, increased competition, and a smaller pool of job candidates are all contributing to the businesses' needs to upskill their existing workforce. Local boards and the system partners should expand their capacity to provide training to increase the skills of workers. In addition, education partners should identify opportunities to make training more widely available in non-traditional formats (e.g. online, open-ended, nights, weekends) for working individuals interested in acquiring new skills.

P. Train Job Seekers in Strategies to Leverage their Networks/Connections to Support their Job Search and Career Advancement.

As part of the employment preparation and job readiness process, AJCC and partner staff should provide job seekers with information about the value of developing social capital and of networking. Individuals preparing for job search should receive instruction on how to develop a social network to support their professional goals. Information should highlight the value of both web-based

networks (e.g. LinkedIn) and community relationships with individuals and organizations.

Q. Develop Strategies to Promote Non-Traditional Candidates to Businesses

With the need for talent continuing to outstrip supply, local boards and system partners must develop strategies to expand the pool of available workers. Stakeholders recognize that individuals from various under-resourced populations are strong candidates for jobs, even in positions for which they have not traditionally been hired in large numbers. These populations include, but are not limited to, individuals with disabilities, older workers, justice-involved individuals, English language learners, and young workers. In addition, individuals lacking various traditional prerequisites (e.g., prescribed years of experience, college degree) may be qualified for many jobs based on their demonstrated skills, talents, and attitude. Business and workforce leaders should work together to identify the training and services that will best prepare such individuals to be competitive candidates for in-demand jobs.

R. Continue to Focus on Development and Delivery of Holistic Services for Job Seekers

Workforce system partners and stakeholders recognize that, for many customers, success on the job and in career advancement will require a full range of support. Services needed by many individuals enrolled in WIOA Title I and system partner programs include not just career preparation and skills training, but assistance with housing, healthcare, transportation, childcare, clothing, and other stabilizing services and support. As WIOA and many partner programs have limited resources available for these services, collaboration with community and private sector partners is essential.

S. Improve Strategies to Support Businesses in Providing Work-Based Learning

Opportunities to learn job-specific skills are nearly limitless with the use of work-based learning models. On-the-job training, customized training for one or more companies, and registered apprenticeships are just some of the models that the workforce system partners can utilize to assist job seekers in preparing for in-demand careers in growth industries. However, businesses are often hesitant to take advantage of such programs due to their inexperience acting in the role of trainer. Local boards and system partners should develop protocols to promote businesses' understanding of work-based learning models and develop resources that instruct companies on how to effectively train new and existing workers on the job.

ATTACHMENTS TO BE COMPLETED UPON FINAL DRAFT

X. ATTACHMENTS

A. Stakeholder and Community Engagement Summary (Attachment 1)

B. Public comments received that disagree with the Regional Plan (Attachment 2)

C. Signature Page (Attachment 3)

Attachment 1

STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

To facilitate the engagement of stakeholders in regional planning for the workforce development delivery system and the development of the PY 2025-28 Regional Plan, the LA Basin RPU hosted a series of ten community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

1. Opportunities and Challenges for the Workforce Development System:

Questions/topics addressed include, but were not limited to:

- Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
- What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
- What are the greatest obstacles for individuals looking to prepare for "good jobs?" Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
- As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
- Other input on workforce development opportunities and challenges.

2. The Changing Landscape of Jobs and the Economy:

Questions/topics addressed include, but were not limited to:

- Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?
- How are changes in local industries and businesses affecting the types and availability of jobs?
- What impact are economic changes having on workers and individuals looking for work?
- What changes do economic trends suggest for workforce development and skills training programs?
- Other input on workforce development opportunities and challenges.

Forums were held as follows:

- October 29, 2024 hosted by SELACO WDB via videoconference.
- October 29, 2024 hosted by Los Angeles County WDB via videoconference.
- October 31, 2024 hosted by South Bay WIB via videoconference.

- October 31, 2024 hosted by Los Angeles County WDB via videoconference.
- November 14, 2024 hosted in-person by Long Beach WIN.
- December 3, 2024 hosted by Verdugo WDB via videoconference.
- December 3, 2024 hosted in-person by Los Angeles County WDB.
- December 4, 2024 hosted in person by Los Angeles City WDB.
- December 12, 2024 hosted by Foothill WDB via videoconference.
- December 12, 2024 hosted by Los Angeles City WDB via videoconference.

The following partners and workforce development system stakeholders were invited to participate in the Los Angeles Basic RPU's forums to support the development of the update to the Regional Plan. The table below summarizes participation.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
x	X	x	x
x	X	x	x
x	X	x	x
x	X	x	x

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE PROGRAM YEAR 2025-28 REGIONAL PLAN

1. From: _____

   Date: _____

   Comment: _____

   _____

2. From: _____

   Date: _____

   Comment: _____

   _____

Attachment 3

SIGNATURE PAGE

The following signatures represent approval of the Los Angeles Basin Regional Planning Unit's Program Year 2025-28 Regional Plan by the seven workforce development Boards that comprise the region.

For the **City of Los Angeles Workforce Development Board**

Name, Chairperson Date

For the **County of Los Angeles Workforce Development Board**

Name, Chairperson Date

For the **Foothill Workforce Development Board**:

Name, Chairperson Date

For the **Long Beach Workforce Development Board**:

Name, Chairperson Date

For the **South Bay Workforce Investment Board**

Name, Chairperson Date

For the **Southeast Los Angeles County Workforce Development Board**:

Name, Chairperson Date

For the **Verdugo Workforce Development Board**:

Name, Chairperson Date

YEAR 26 ANNUAL PLAN

CITY OF LOS ANGELES WDB QUARTERLY MEETING

May 22, 2025

BACKGROUND

Vision

The City of Los Angeles Workforce Development System is an **innovative, diverse, and equitable workforce development and training system** that offers economic security and places skilled workers into high-quality jobs in the Los Angeles region.

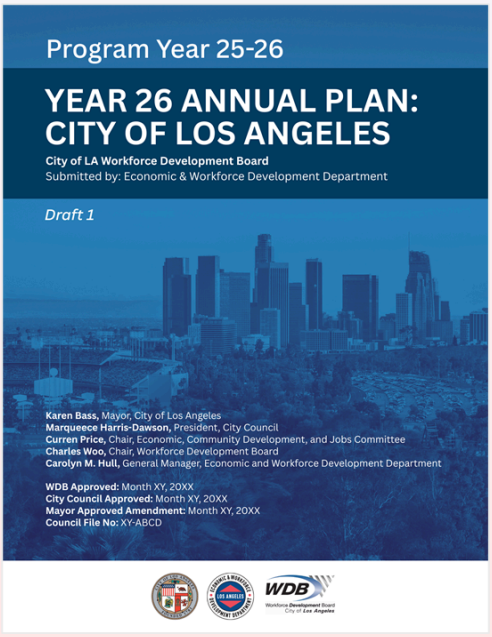
Purpose

The Year 26 Annual Plan establishes the **priorities, strategies, policies, budget, and timeline** for the Los Angeles WDS.

CONTENTS

The complete Annual Plan consists of the following:

Tab 1 - Plan Overview
Tab 2 - Budget Schedules
Tab 3 - Strategies and Activities
Tab 4 - Economic Forecast
Tab 5 - Policies
Tab 6 - Performance Evaluation
Tab 7 - Appendices



PY 2025-26 STRATEGIES

The Year 26 Annual Plan will be aligned to support:

- Year one implementation of the Five-Year Plan's goals to place **50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training** as critical pathways to economic stability and success by 2030;
- Addressing the **LA wildfire disaster recovery**; and
- Supporting the City's efforts to address the **homelessness crisis**.

In PY 2025-26, the EWDD, Mayor's Office, and WDB will jointly work towards implementing the Five-Year Strategic Plan through the establishment of a **Policy & Oversight Committee, Business Services Committee/ Sector Coalitions**, and **Regional Collaborative** efforts to ensure continued dedication and alignment to the plan.

Strategic Initiatives for PY 2025-26

Regional Collaborative: Integrate Key Workforce Plans and Programs for Unified Action

During PY 25-26, EWDD will integrate existing EWDD workforce strategic plans for unified action under the Five-Year Plan. The following will be part of the Regional Collaborative efforts:

- EWDD Annual Plan
- AdvantAGE LA Older Worker Strategic Plan
- Horizons 32K Opportunity Youth Strategic Plan (formerly LAP3)
- LA Workforce Infrastructure Network (LAWIN) Strategic Plan
- LA YouthSource and WorkSource Center Redesign Reports
- LA Youth Development Department (YDD) Citywide Strategic Plan

Strategic Initiatives for PY 2025-26

Sector Coalitions And Apprenticeship Programs In High Growth Areas That Lead To Jobs With Living Wages

Sector Coalitions will establish collaborations between employers, workforce providers, training institutions, the City, and other partners to create connected pathways in high-growth sectors. During PY 25-26, EWDD will support the foundational work of the Policy and Oversight Committee and Business Services Committee to:

- Standardize a **Career Pathway framework** for each sector strategy to map job opportunities, workforce, and education programs for each experience level.
- **Define metrics** that will tie sector strategies to the goal of 50,000 placements in high-quality, living-wage jobs.
- Assist the Policy & Data Committee conduct a **comprehensive mapping of existing apprenticeship programs** across the City of Los Angeles to identify program locations, industries served, capacity, and key partners.
- Ensure the identified **sectors apply to the current and future workforce needs**.
- Identify **strategies for engaging participants** in apprenticeship programs who have barriers to participation.
- Coordinate with WDBs in the local region to **identify opportunities for alignment**.

Funding for PY 2025-26

Revenue and Carry-Over

YEAR 26 ANNUAL PLAN REVENUES

Funding Source	PROPOSED New Allocation for PY 2025-26	PROPOSED Carryover From Prior Year(s)	PROPOSED Total Allocation
WIOA Formula	$43,291,518	$5,276,008	$48,567,526
WIOA Discretionary	$1,000,000	$1,010,383	$2,010,383
City GF	$7,770,598	$8,301,873	$16,072,471
County	$10,205,100	$110,098	$10,315,198
Youth Service Corps (formerly CFA)	$23,466,076	$2,309,618	$25,775,694
Other Grants/Funds	$2,157,592	$527,548	$2,685,140
Anticipated Revenue	$5,000,000	$0	$5,000,000
Grand Total:	**$92,890,884**	**$17,535,528**	**$110,426,412**

WIOA FUNDING DISTRIBUTION

Activity	PY 2024-25	PY 2025-26	Increase (Decrease)	PY 2025-26 Percent
EWDD Oversight	$7,358,301	$7,813,054	$454,753	6%
EWDD Direct Services	$1,508,978	$1,474,517	$(34,461)	-2%
Workforce Development Board	$1,582,590	$1,426,132	$(156,458)	-11%
Other City Departments	$374,953	$386,995	$12,042	3%
WorkSource Centers	$15,992,675	$18,997,362	$3,004,687	16%
YouthSource Centers	$10,227,504	$9,900,000	$(327,504)	-3%
Other Service Providers	$2,564,056	$2,303,138	$(260,918)	-11%
Supporting Program Activities	$8,640,149	$6,266,328	$(2,373,821)	-38%
Total:	**$48,249,206**	**$48,567,526**	**$318,320**	

WIOA FORMULA

Funding Source	New Revenue for PY 2025-2026* ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Adult	16,039,523	2,147,211	18,186,734
Dislocated Worker	10,080,271	2,858,252	12,938,523
Youth	16,296,257	270,545	16,566,802
Rapid Response	875,467	0	875,467
TOTAL:	**$ 43,291,518**	**$ 5,276,008**	**$ 48,567,526**

**Assumes level funding for revenue sources*

WIOA DISCRETIONARY GRANTS

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Quest NDWG	0	27,678	27,678
2024 Severe Winter Storms NDWG	1,000,000	284,752	1,284,752
2025 Wildfire NDWG	0	377,953	377,953
25% LA Fire Additional Assistance Grant	0	320,000	320,000
Total:	**$ 1,000,000**	**$ 1,010,383**	**$ 2,010,383**

YOUTH SERVICE CORPS (1 of 4)

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Angeleno Corps	4,385,386	0	4,385,386
Automotive and Warehouse & Toolroom Internships	30,773	0	30,773
Clean LA	2,438,640	0	2,438,640
Early Childhood Education Student Advancement	1,179,893	63,134	1,243,027
LA Community College - City Pathways	928,831	0	928,831

YOUTH SERVICE CORPS (2 of 4)

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
LA City Pathways for Youth	1,220,852	0	1,220,852
LA Community Composting	248,580	0	248,580
LA RISE Youth Academy	776,816	115,418	892,234
LA River Rangers	2,058,259	0	2,058,259
Student to Student Success	1,651,381	211,761	1,863,142
Summer Night Lights	1,100,299	0	1,100,299

YOUTH SERVICE CORPS (3 of 4)

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Teen Parent Prosper Project	437,784	84,065	521,849
Youth & Community Harvest Internships	176,527	0	176,527
Digital Ambassador	455,900	0	455,900
Operation Flame Wildland Firefighting Academy	337,242	0	337,242
Pathways to Childcare	377,706	0	377,706
Senior Hospitality Internship for L.A. Youth	180,572	0	180,572

YOUTH SERVICE CORPS (4 of 4)

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Project Planning	585,978	203,879	789,857
Marketing: Recruitment & Outreach	1,423,049	231,361	1,654,410
Youth Service Corps (Formerly CFAY 2.0)	0	1,400,000	1,400,000
Youth Service Corps 3.0 Grants Management Only	2,221,608	0	2,221,608
State of CA Homelessness Pilot Program	1,250,000	0	1,250,000
Total:	**$ 23,466,076**	**$ 2,309,618**	**$ 25,775,694**

CITY OF LOS ANGELES (1 of 2)

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Vision Lab/Digital Inclusion	0	717,997	717,997
Cash for College	49,000	0	49,000
Gang Injunction Curfew (GIC) Settlement (LARCA 2.0)	1,250,000	62,600	1,312,600
Hire LA	285,000	0	285,000
LA:RISE	2,700,000	116,878	2,816,878

CITY OF LOS ANGELES (2 of 2)

Funding Source	New Revenue for PY 2025-2026 ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Prior Year Savings Program 1 (Reprogram to Day Laborer)	0	1,081,900	1,081,900
Prior Year Savings Program 2 (Reprogram to LA:RISE)	0	2,186,109	2,186,109
Summer Youth Employment Program	3,000,000	1,200,000	4,200,000
Youth Jobs Training Program CD 7	0	2,636,389	2,636,389
YouthSource Center	486,598	300,000	786,598
Total:	**$ 7,770,598**	**$ 8,301,873**	**$ 16,072,471**

COUNTY OF LOS ANGELES (1 of 2)

Funding Source	PROPOSED New Revenue for PY 2025-2026 ($)	PROPOSED Carryover from Prior Year(s) for Carry In Report ($)	PROPOSED Total Allocation Available for PY 2025-2026 ($)
JJCPA Probation	133,500	0	133,500
LA:RISE Measure H	0	0	0
Project Invest	558,000	0	558,000
Youth at Work - Consolidated (SIY, OUY, Foster)	7,087,600	0	7,087,600

COUNTY OF LOS ANGELES (2 of 2)

Funding Source	PROPOSED New Revenue for PY 2025-2026 ($)	PROPOSED Carryover from Prior Year(s) for Carry In Report ($)	PROPOSED Total Allocation Available for PY 2025-2026 ($)
WIOA Formula	343,600	0	343,600
Youth at Work-CalWork	2,082,400	0	2,082,400
Regional Equity Recovery Partnership	0	110,098	110,098
Total:	**$ 10,205,100**	**$ 110,098**	**$ 10,315,198**

OTHER WORKFORCE GRANTS/FUNDS (1 of 2)

Funding Source	PROPOSED New Revenue for PY 2025-2026 ($)	PROPOSED Carryover from Prior Year(s) for Carry In Report ($)	PROPOSED Total Allocation Available for PY 2025-2026 ($)
Bank of America	100,000	0	100,000
Department of Rehabilitation	993,000	0	993,000
EPA CRCD	500,000	0	500,000
EWDD SYEP - Other Sources	110,000	32,776	142,776
Prison 2 Employment	0	6,009	6,009
DOL Returning Citizens Housing Stability Pilot Project	0	0	0

OTHER WORKFORCE GRANTS/FUNDS (2 of 2)

Funding Source	PROPOSED New Revenue for PY 2025-2026 ($)	PROPOSED Carryover from Prior Year(s) for Carry In Report ($)	PROPOSED Total Allocation Available for PY 2025-2026 ($)
DOL Vision Lab Community Projects Earmark (New Fund)	0	188,763	188,763
WDB Workforce Development 501c3	0	300,000	300,000
DOL Peer Homeless System Navigation Program Community Project Earmark (New Fund TBD for YDD)	454,592	0	454,592
Total:	**$ 2,157,592**	**$ 527,548**	**$ 2,685,140**

ANTICIPATED REVENUES

Funding Source	New Revenue for PY 2025-2026* ($)	Carryover from Prior Year(s) for Carry In Report ($)	Total Allocation Available for PY 2025-2026 ($)
Anticipated Revenue	5,000,000	0	5,000,000
Anticipated Revenue - State of CA Economic Growth & LA Recovery	0	0	0
Total:	$ 5,000,000	0	$ 5,000,000

YEAR 26 FUNDING HIGHLIGHTS

No	Funding	Strategies	Outcomes	Strategic Goal(s)
1	$18,997,362	Fund 14 WorkSource Centers	Serve 10,360	Focus on adult, dislocated workers, and services to employers.
2	$11,550,000	Fund 14 YouthSource Centers	Serve 7,000	Focus on disconnected youth.
3	$39,279,194	Year-Round Youth Work Experience Program (includes City GF, County Youth@Work, & Youth Service Corps)	Serve 4,741	Focus on disconnected youth.
4	$5,002,987	LA:RISE	Serve 633	Address homelessness with more employment opportunities.
5	$558,000	LA County- INVEST	Serve 200	Focus on reentry population.
6	$400,000	Layoff Aversion	Serve 300	Strengthen connections with major economic drivers in the region.
7	$1,000,000	WDB Innovation Fund	TBD	TBD
8	$763,763	Inside Safe Job Connectors Program	Serve 200	Address homelessness with more employment opportunities.

POLICIES

The Year 26 Annual Plan contains **71 policies:**

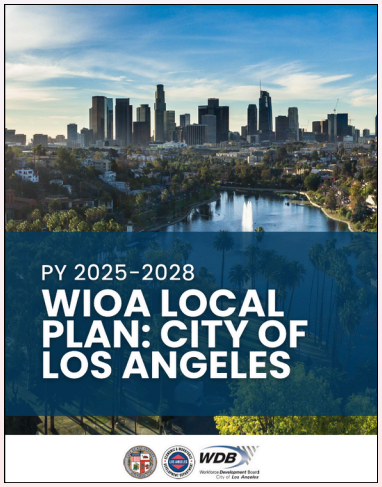
- 20 revised policies
- 2 new policies

Note: New or revised policies were updated to be in conformance with CA Employment Development Department (EDD) Workforce Services Directives (WSD), U.S. Department of Labor (DOL) Training and Employment Guidance Letters (TEGL), and other federal guidance from the U.S. Office of Management and Budget (OMB) and U.S. Office of Personnel Management (OPM).

REGIONAL AND LOCAL PLAN

1. APPROVE the Program Year (PY) 2025-28 WIOA Regional and Local Plan.





TIMELINE

PROPOSED TIMELINE	
Public Comment:	
30-Day Public Comment Period Starts (Plan posted)	4/7/2025
30-Day Public Comment Period Ends	5/7/2025
Public Meetings:	
WD Board Presentation: Executive Committee	4/10/2025
WD Board Presentation: Policy & Oversight Committee	4/17/2025
Community Forums	4/23/2025
Approvals:	
Approval of Plan by WDB - Quarterly Meeting	5/22/2025
Council Committees Approval	June TBD
City Council and Mayor Approval	June TBD
Program Start Up/ Year 26 AP Implementation	6/30/2025

QUESTIONS?

6.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department to Reprogram County of Los Angeles Funds Allocated to the Regents of the University of California, operators of the UCLA Central and UCLA West YouthSource Center Sites, and YMCA Metropolitan for the Purpose of Maximizing Youth Work Experience Opportunities and Authority to Allocate Additional Funds to the YouthSource/LAUSD Partnership and P3 Pupil Services Attendance Program**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 6 - HLAY County Reprogram & LAUSD P3 PSA Allocation

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

6

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT TO REPROGRAM COUNTY OF LOS ANGELES FUNDS ALLOCATED TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, OPERATORS OF THE UCLA CENTRAL AND UCLA WEST YOUTHSOURCE CENTER SITES, AND YMCA METROPOLITAN FOR THE PURPOSE OF MAXIMIZING YOUTH WORK EXPERIENCE OPPORTUNITIES AND AUTHORITY TO ALLOCATE ADDITIONAL FUNDS TO THE YOUTHSOURCE/LAUSD PARTNERSHIP AND P3 PUPIL SERVICES ATTENDANCE PROGRAM

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE the General Manager of the EWDD or designee, to reprogram, among service providers up to $250,000 per transaction, the balance of any unexpended and expiring Program Year (PY) 2024-25 County of Los Angeles (County) Youth@Work (Y@W) funds, listed in Table 1;
2. AUTHORIZE the General Manager of EWDD or designee, to transfer $129,768 from unallocated County Other Underserved Youth (OUY) funds and Workforce Innovation and Opportunity Act (WIOA) PY 2024-25 Program Savings to the YouthSource (YSC)/Los Angeles Unified School District (LAUSD) Partnership & P3 Pupil Services Attendance (PSA) Program, listed in Table 2; and
3. AUTHORIZE the General Manager of EWDD or designee, to execute new agreements and amendments as outlined in Tables 1 and 2, to maximize work experience opportunities for Los Angeles' youth.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

BACKGROUND

Hire LA's Youth Program

The Hire LA's Youth (HLAY) program is the Los Angeles City's (City) flagship youth paid work experience program. HLAY provides work readiness and internship opportunities for Opportunity Youth ages 14-24. Funded through the City General Fund (GF) and County dollars (under the Y@W umbrella), the program provides at least 120 hours of paid training and work experience with public, private, and non-profit community organization partners throughout the City.

In April 2025, the Regents of the University of California, who operate the UCLA Central and UCLA West YSC sites, informed EWDD that the university is undergoing a hiring freeze and will be unable to enroll new program participants. This hiring freeze would result in a significant balance of County Y@W funds unspent at the end of the PY 2024-25, ending June 30, 2025. Since these funds cannot be carried over into future program years, EWDD has instructed other Workforce Development System (WDS) providers to over-enroll to ensure that dollars are directed to program participants at other program sites. The requested authority will grant EWDD the flexibility to reprogram these funds as needed to fully utilize the remaining balance and prevent the forfeiture of critical program dollars.

To support existing over-enrollments, the WDS will benefit from upcoming youth recruitment events, like the Youth Development Department's (YDD)Youth Expo, which anticipates 2,000 young Angelenos coming to look for work experience opportunities. These eligible youth attendees will have the opportunity to enroll in programs to utilize the remaining unspent dollars.

YouthSource/LAUSD Partnership and P3 Pupil Services Attendance Program

The City's YSC/LAUSD Partnership and P3 PSA Program is a city collaborative initiative aimed at supporting youth aged 16-24, with a primary focus on school re-engagement and work experience opportunities. LAUSD PSA Counselors are co-located at 14 City YSC and three County America's Job Centers of California^{SM} (AJCC), providing a range of services designed to eliminate barriers to school attendance and academic success.

Due to unexpected salary increases, the LAUSD contract was initially underfunded in the PY 2024-25 Annual Plan. The authority requested will allow EWDD to close this funding gap and ensure that youth participants will continue to receive the essential services, like work permits, and other disconnection prevention services, that the LAUSD PSA counselors provide.

DISCUSSION

To fully utilize the HLAY County funds, which can be reprogrammed after June 30, 2025, EWDD requests approval of the transfer/allocation/redistribution recommendations detailed in Tables 1 and 2. These requests will allow the EWDD to amend existing contracts, fully fund contracted providers, and add additional youth work experience opportunities.

Table 1 provides a summary of EWDD's analysis of $1,038,285 in unspent County Y@W funds from the Regents of the University of California and YMCA Metropolitan. The funds will allow EWDD to later reconcile over-enrollments when performing PY 2024-25 County HLAY contract closeouts. Replacement providers will be identified as needed, and reprogramming will not exceed $250,000 per transaction. EWDD will report back to the WDB with a final closeout report of any executed transactions at a future board meeting.

Table 1. LA County Youth@Work – Work Based Learning Funds

AGENCY	ORIGINAL COUNTY HLAY	NET CHANGE	NEW COUNTY HLAY
Regents of the University of California - UCLA Central			
LA County CalWORKs	$74,966	($74,966)	$0
LA County OUY	$176,171	($176,171)	$0
LA County Foster	$22,490	($22,490)	$0
LA County SIY	$93,708	($93,708)	$0
Regents of the University of California - UCLA West			
LA County CalWORKs	$116,198	($116,198)	$0
LA County OUY	$303,614	($250,000)	$53,614
LA County Foster	$33,735	($33,735)	$0
LA County SIY	$97,456	($97,456)	$0
YMCA Metropolitan			
LA County OUY	$119,946	($119,946)	$0
Unallocated PY24-25 HLAY County Youth@Work			
LA County CalWORKs	$0	$191,164	$191,164
LA County OUY	$161,079	$546,117	$707,196
LA County Foster	$0	$56,225	$56,225
LA County SIY	$0	$191,164	$191,164
TOTALS	**$1,199,364**	**$0**	**$1,199,364**

Table 2 provides a summary of EWDD's recommended transfer of $40,686 in PY 2024-25 County unallocated funds and $89,082 from PY 2024-25 WIOA program savings to fully fund the LAUSD Partnership and P3 Pupil Services contract.

For PY 2024-25, EWDD committed $1,897,830 ($1,628,944 in Workforce Development Division (WDD) funds and $268,886 in County funds) for YSC/LAUSD Partnership and P3 PSA Program. However, in the PY 2024-25 Carry-In Report, only $1,768,062 was allocated. The recommended transfer will allow EWDD to fulfill the committed amount for the LAUSD YSC/LAUSD Partnership and P3 PSA Program. The term of the contract will be July 1, 2024 – June 30, 2025.

Table 2. Allocation of LA County and WIOA Youth for YouthSource/LAUSD Partnership and P3 Pupil Services Attendance

FUNDING SOURCE	ORIGINAL FUNDING	NET CHANGE	NEW FUNDING
YouthSource/LAUSD Partnership and P3 Pupil Services Attendance (PSA) Program			
WIOA Youth	$1,539,862	$89,082	$1,628,944
LA County	$228,200	$40,686	$268,886
TOTAL	**$1,768,062**	**$129,768**	**$1,897,830**
PY 2024-25 WIOA Program Savings	N/A	($89,072)	N/A
PY 2024-25 AP Unallocated LA County OUY	$161,079	($40,686)	$120,393

NEXT STEPS

Upon WDB approval, EWDD will execute agreements and/or amendments to agreements with agencies listed in Tables 1 and 2.

EWDD will provide a comprehensive report-back on the final HLAY County program's cumulative performance and expenditures after program closeout at a future WDB Fall 2025 meeting.

CMH:GR:DB:BG:MS:cg

7.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department to Allocate up to $40,000 of Workforce Innovation and Opportunity Act Funds to Consultant Manny Chavez to provide ongoing Technical Assistance in the Procurement of the City's WorkSource Center System Request For Proposals**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 7 - Approval of Recommendations from the Economic and Workforce Development Department to Allocate up to $40,000 of Workforce Innovation and Opportunity Act Funds to Consultant Manny Chavez to provide ongoing Technical Assistance in the Procurement

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

7
ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT TO ALLOCATE UP TO $40,000 OF WORKFORCE INNOVATION AND OPPORTUNITY ACT FUNDS TO CONSULTANT MANNY CHAVEZ TO PROVIDE ONGOING TECHNICAL ASSISTANCE IN THE PROCUREMENT OF THE CITY'S WORKSOURCE CENTER SYSTEM REQUEST FOR PROPOSALS

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE EWDD to allocate up to $40,000 in Program Year (PY) 2024-25 Workforce Innovation and Opportunity Act (WIOA) funds to Mr. Manuel Chavez's contract (C-139624) to provide ongoing technical assistance in the procurement for the City of Los Angeles' (City) WorkSource Centers (WSC) System.

BACKGROUND

In December 2021, via a small purchase procurement, Mr. Chavez was selected to provide technical assistance to EWDD for the City's YouthSource Center (YSC) System procurement including, but not limited to, the following:

- Supporting EWDD in convening community stakeholders to solicit input into the program design and opportunities for improvement reviewing national best practices in the delivery of workforce services and providing recommendations to EWDD;
- Providing technical assistance to EWDD in establishing protocols to adhere to federal, state, and local procurement policies and regulations;
- Assisting with the development of procurement documents, including the Request for Proposal (RFP) and related exhibits;

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

- Preparing reports to the WDB and/or City Council, as needed; and
- Other tasks as determined by EWDD.

This contract was later amended for time to assist EWDD in completing the YSC procurement process. In 2024, Mr. Chavez's contract was subsequently amended to include technical assistance in the planning of the City's WSC System's Redesign efforts.

DISCUSSION

EWDD is proposing to amend Mr. Manuel Chavez's consulting contract to provide ongoing technical assistance for completing the WSC System procurement process.

Mr. Chavez's previous experience as the former Community Development Department's (CDD) Assistant General Manager of the Planning, Research and Evaluation Unit, specifically his extensive knowledge of federal procurement requirements, will provide EWDD critical support toward completing this procurement process before December 2025.

TERM OF CONTRACT

The term of the contract will be extended until December 31, 2025.

NEXT STEPS

Upon authorization, EWDD will begin the process of executing a contract, subject to City Attorney review and approval.

CMH:GR:DB:EM:cg

Workforce Development Board
City of Los Angeles

8.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department to Allocate up to $79,000 of Workforce Innovation and Opportunity Act Funds to Measure of America to prepare a Demographic Report for use in the City's WorkSource Center System Request For Proposals**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 8 - Approval of Recommendations from the Economic and Workforce Development Department to Allocate up to $79,000 of Workforce Innovation and Opportunity Act Funds to Measure of America to prepare a Demographic Report for use in the City's WorkSou

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

8

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT TO ALLOCATE UP TO $79,000 OF WORKFORCE INNOVATION AND OPPORTUNITY ACT FUNDS TO MEASURE OF AMERICA TO PREPARE A DEMOGRAPHIC REPORT FOR USE IN THE CITY'S WORKSOURCE CENTER SYSTEM REQUEST FOR PROPOSALS

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE EWDD to execute an agreement with Measure of America (MOA) of the Social Science Research Council (SSRC), in an amount not to exceed $79,000 in Program Year (PY) 2024-25 WIOA funds, to develop an updated American Human Development Index for the City of Los Angeles (City).

BACKGROUND

MOA, a program of the nonprofit SSRC, provides easy-to-use, yet methodologically sound tools, for understanding the distribution of well-being and opportunity in America's communities. MOA has worked extensively in California, collaborating with partners on the ground to use data to create compelling narratives that foster greater understanding of our shared challenges and greater support for people-centered policies.

The backbone of MOA's work is the American Human Development Index (AHDI), an alternative to the Gross Domestic Product (GDP) and economic measures, that tells the story of how ordinary Americans are faring and empowers communities with a tool to track progress over time. The AHDI incorporates a multi-dimensional set of key indicators, including health, education, and income enabling well-being rankings across U.S. states, congressional districts, counties, neighborhood clusters, and census tracts. It also provides insights into disparities among women and men, U.S.-born and immigrant populations, and across racial and ethnic groups.

During the 2018 WorkSource Center (WSC) procurement cycle, EWDD utilized the *2017 Portrait of Los Angeles County* report and the AHDI for Los Angeles to identify Community Planning Areas (CPA) with a high incidence of poverty, unemployment, and low educational attainment. The 2017 AHDI combined data on health, education, and earnings, three commonly recognized building blocks of a good life.

A Portrait of Los Angeles County 2017 featured a ranked well-being AHDI for 106 cities and unincorporated areas in LA County (County), including the 35 CPAs within the City as well as for:

- County Service Planning Areas (SPA);
- Major racial and ethnic groups;
- Women and men; and
- US and foreign-born County residents.

Its research agenda and recommendations were guided by more than 70 highly involved stakeholders. These included representatives from county and city agencies and departments, a "data group" of experts involved in indicator projects, scholars and researchers, and a coalition of nonprofits brought together by the Center for Financial Empowerment. Additionally, representatives from the 14 philanthropic foundations supporting the initiative, convened by Southern California Grantmakers, played a key role in guiding the project.

An updated AHDI for the County is expected for release in January 2026. Measure of America will collaborate with the County Department of Mental Health, local government leaders, and a representative group of civil society partners to produce a detailed portrait of well-being, needs, and access to opportunity in the County. This report entitled, *A Portrait of Los Angeles County 2025*, will also track change over time across neighborhoods as well as for different demographic groups, creating a shared framework for setting goals and tackling important well-being and equity challenges.

DISCUSSION

To secure a more timely and comprehensive set of data relevant to current planning and procurement efforts at the City, EWDD is requesting authority to contract with MOA to develop an updated AHDI for the City. MOA will expedite its original timeline to produce local-level estimates of AHDI scores and lift the embargo on City data, allowing the City to publicly share and use the information as needed, for example, in a report to the City Council.

For its upcoming WSC System RFP procurement, EWDD will use the updated AHDI to analyze the highest areas of need in the City to inform the selection of a new system of operators. This comprehensive data will also support the upcoming work of the Five-Year Workforce Development Strategic Plan (Five-Year Plan).

Scope of Work

MOA will deliver AHDI scores for the current update period in an Excel file with a column showing the prior 2017 report's data from the same CPA, City, and County geographies,

as well as percent change between these two periods. The data will include the AHDI as well as its constituent indicators including life expectancy at birth, school enrollment, educational attainment, and median personal earnings. The *Portrait of Los Angeles County 2025 Report* will include a series of static full-color color visuals and a data dictionary with sourcing and documentation.

This will be a sole-source contract based on the fact that the SSRC owns the MOA's AHDI. The goods and/or services are available only from a single source.

The term of the contract will be for six months, May 23, 2025 to November 23, 2025.

NEXT STEPS

Upon authorization, EWDD will begin the process of executing a contract with the selected agency, subject to City Attorney review and approval.

CMH:GR:DB:EM:XB:cg

Workforce Development Board
City of Los Angeles

9.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department regarding the results of a Request For Proposals to provide Apprenticeship Consulting Services**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 9 - Apprenticeship WDS Consultant RFP Results

CAROLYN M. HULL
GENERAL MANAGER

CITY OF LOS ANGELES
CALIFORNIA

KAREN BASS
MAYOR

ECONOMIC AND WORKFORCE
DEVELOPMENT DEPARTMENT
444 S. FLOWER STREET
LOS ANGELES, CA 90071

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT REGARDING THE RESULTS OF A REQUEST FOR PROPOSALS TO PROVIDE APPRENTICESHIP CONSULTING SERVICES

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. APPROVE EWDD's recommended consultant selected through the 2025 Apprenticeship Workforce Development System (WDS) Consulting Services Request for Proposals (RFP), subject to appeals;
2. AUTHORIZE EWDD to negotiate and execute a contract agreement with Goodwill Industries of Southern California (Goodwill) for $600,000 for the period of July 1, 2025 to June 30, 2027; and
3. AUTHORIZE EWDD to amend the Year 26 Annual Plan budget schedules to include the recommended funding to Goodwill as outlined in this report.

BACKGROUND

On March 21, 2025, EWDD issued an Apprenticeship WDS Consulting Services RFP to solicit a consulting team to support three key objectives:

1. Establish a blueprint for a regional Registered Apprenticeship Hub (RAH) that fosters collaboration among key stakeholders;
2. Create a centralized apprenticeship web platform to connect job seekers with opportunities and resources; and
3. Develop at least one registered apprenticeship in a high-growth sector.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

The City of Los Angeles (City) recognizes the value apprenticeships bring in meeting the needs of both industry and the community, particularly in technical and high-demand sectors. Apprenticeships provide paid, on-the-job training and education that can lead to family-sustaining careers. By fostering collaborations between employers, educational institutions, and workforce development agencies, this project seeks to strengthen the local economy and close the skills gaps in key sectors such as healthcare, construction, advanced manufacturing, renewable energy, and technology. Building upon existing local, state, and federal funding sources and leveraging best practices from global apprenticeship models, this project will enhance the City's ability to meet the evolving needs of the workforce while ensuring equitable access to career pathways for underserved communities.

The scope of work includes, but is not limited to, the following tasks:

1. Research and Benchmarking
    A. Conduct an in-depth comparative analysis of successful apprenticeship systems such as those of Germany, Switzerland, and the United Kingdom;
    B. Evaluate federal, state, and local policies and funding opportunities to support apprenticeship creation in Los Angeles; and
    C. Identify successful domestic models and best practices.
2. Apprenticeship Web Platform Development

    The consultant will design and prototype a comprehensive digital platform that serves as the centralized hub for all registered apprenticeships in Los Angeles County (County), ensuring streamlined access to apprenticeship opportunities and resources. A critical first step will be conducting in-depth research on all existing registered apprenticeships in the region, identifying gaps, and assessing best practices to inform platform development.
3. Stakeholder Engagement and Relationship Building
    A. Establish relationships with key stakeholders, including local businesses across high-growth sectors; education and training providers, including community colleges, vocational schools, and universities; industry associations, unions, workforce intermediaries; and City and State agencies to align efforts with existing workforce initiatives.
    B. Organize and facilitate stakeholder meetings to gather input, build buy-in, and foster collaboration.
    C. Develop employer-facing materials.
4. RAH Strategic Planning and Framework Development

    The consultant will develop a blueprint that defines the structure, operations, and sustainability of the RAH, which will serve as a physical and technical resource center where businesses, education providers, and workforce entities can receive comprehensive support to create and expand registered apprenticeships.
5. Implementation Roadmap
    A. Create a two-year implementation plan with milestones, timelines, and deliverables for launching the RAH.
    B. Identify pilot projects to test elements of the apprenticeship framework.

C. Outline workforce development metrics and outcomes to track success.

6. Registered Apprenticeship Development
   A. Design a registered apprenticeship ensuring it aligns with workforce demands and includes competency-based training, on-the-job learning, and classroom instruction.
   B. Incorporate employee feedback into program design to ensure that programs reflect the needs and aspirations of apprentices, with a focus on equity and accessibility for underserved populations (e.g., opportunity youth, older workers, underrepresented groups).
   C. Work with the intermediary to ensure apprenticeship programs meet the registration requirements of the Department of Labor (DOL) or California Division of Apprenticeship Standards (DAS).
   D. Prepare and submit all necessary documentation, including training plans, employer agreements, and program standards for both sectors.
   E. Deliver a Final Report and Apprenticeship Creation Best Practices Toolkit.
   F. Implement and execute the Apprenticeship Pilot Program.
   G. Integrate Employee Voice for feedback and further program adjustments.
7. Reporting and Documentation
   A. Quarterly progress reports.
   B. A final report summarizing research, stakeholder input, the blueprint, and an implementation roadmap.

DISCUSSION

A total of eleven (11) proposals for this RFP were received by the April 18, 2025 deadline.

RFP Evaluation Process

Proposals were evaluated utilizing two external raters. The rating factors included:

1. Demonstration of expertise and experience in establishing Registered Apprenticeships, implementing apprenticeship program best practices to localities, and tailoring apprenticeships to the needs of underserved populations;
2. Demonstration of ability to build partnerships with diverse sectors, stakeholders, and unions to develop workforce programs;
3. Demonstration of the effectiveness and feasibility of the work plan; and
4. Demonstration of cost reasonableness through a detailed fee schedule.

Under EWDD's RFP selection process, a consensus meeting between both raters determined final scores and the overall ranking of proposals. A score of seventy (70) is considered qualifying for participation in the subject grant project.

Proposals Received

Twelve (12) agencies submitted proposals in response to the Apprenticeship WDS Consulting Services RFP. However, one proposer, 88Consulting, was disqualified because their proposal was submitted after the deadline.

Upon evaluation of the RFP submissions, only five proposals scored a qualifying score of seventy (70) or greater. Goodwill scored the highest. Table 1 displays the name of the proposer and the final rating score.

Table 1 – Apprenticeship WDS Consulting Services RFP Scores

ORGANIZATION	RATING
Goodwill Industries of Southern California	100
BuildWithin	84
Performance Excellence Partners	77
ICF Incorporated	76
Education Media	74
Community Labs	69
Inclusive Design Group	58
Dalberg Consulting	52
Working Ventures	45
GLG	38
Care Service Workforce Apprenticeship Program	17

Notification of Results and Appeals Process

All proposers received emailed notification letters of the results, as well as notification of appeal rights no later than five (5) business days after the date of the RFP notification results letter. The appeals deadline is May 28, 2025.

FUNDING RECOMMENDATION

Upon evaluation of the proposals, the evaluation committee and EWDD recommend the selection of Goodwill for a contract award in the amount of $600,000.

NEXT STEPS

Upon authorization, EWDD will begin the process of executing a contract with the selected agency, subject to City Attorney review and approval.

CMH:GR:DB:EM:XB:cg

10.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations to Add Non-Voting Members to Youth Council**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 10 - Approval of Recommendations to Add Non-Voting Members to Youth Council

Workforce **Development** Board
City of **Los Angeles**

MEMORANDUM

DATE: May 22, 2025

TO: Workforce Development Board

FROM: David Crippens, Chair
Youth Council

SUBJECT: Approval of Recommendations to Add Non-Voting Members to Youth Council

REQUESTED ACTION:

That the Workforce Development Board (WDB) review and approve the following recommendations to add non-voting members to the Youth Council:

- Jim Lancaster - Vice Chancellor of Workforce and Economic Development, Los Angeles Community College District (LACCD)
- Esther Dabagyan - Career Technical Education-Linked Learning Administrator, Los Angeles Unified School District (LAUSD)

BACKGROUND:

The WDB operates in accordance with its ByLaws and the WDB-Local Elected Official (WDB-LEO) Agreement. The ByLaws stipulate WDB Youth Council members who are non-WDB members shall be considered non-voting members of the corporation. Non-voting WDB Youth Council members must be approved by the full WDB. The Youth Council currently has five vacancies with membership capped at nineteen (19).

The recommendations are to appoint Jim Lancaster, Vice Chancellor of Workforce and Economic Development of LACCD, and Esther Dabagyan, Career Technical Education-Linked Learning Administrator of LAUSD, as non-voting members of the Youth Council. Mr. Lancaster has extensive leadership experience in academia across multiple community colleges, with a specialty in program and curriculum development, and currently serves as an executive board

member of the Association of California Community College Administrators. Ms. Dabagyan is a seasoned educational leader with a strong background in secondary education, instructional design, curriculum development, and educational technology. Both appointments would add great value to the Youth Council's work, notably the Horizons 32k Strategic Plan, and foster collaboration with two of the largest educational institutions within the City of Los Angeles.

11.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval to extend the Monthly Payments to currently selected Two Youth Advisors to Workforce Development Board (WDB) Youth Council to continue through the end of the fiscal year June 30, 2025**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 11 - Approval to extend the Monthly Payments to currently selected Two Youth Advisors to Workforce Development Board (WDB) Youth Council to continue through the end of the fiscal year June 30, 2025

DATE: May 22, 2025

TO: Workforce Development Board

FROM: Luciela Rojas, Youth Advisory Council Program Manager, Youth Development Department

SUBJECT: Approval to extend the Monthly Payments to currently selected Two Youth Advisors to Workforce Development Board (WDB) Youth Council to continue through the end of the fiscal year June 30, 2025

WORKFORCE DEVELOPMENT BOARD ACTION

1. Approval of extension of monthly payments (Educational Stipends) to two Youth Advisors to Workforce Development Board (WDB) Youth Council to offset their costs of preparing for and attending meetings to continue through the end of the fiscal year June 30, 2025.

BACKGROUND

In 2021, in partnership with the WDB Youth Council and the Youth Development Department (YDD), EWDD engaged in an extensive review of the YSC program design. As part of the program review, EWDD and YDD conducted multiple public forums with service providers, community stakeholders and youth participants. A common theme among youth in particular was the need to elevate and incorporate youth voice in the development and implementation of youth programming.

Youth expressed the importance of empowering them to make decisions and provide a space to share ideas and contribute to planning activities in the YouthSource Centers. In response to this input EWDD and YDD incorporated a new YouthSource program service element that mandates center-based youth councils. With the funded support of the Conrad N. Hilton Foundation the pilot initiative officially launched at all 14 YouthSource centers in November 2023.

In FY 23-24 in acknowledgment of the importance of incorporating youth voices, the Workforce Development Board (WDB) Youth Council Committee led by example and added two (2) Youth Advisor seats to the WDB Youth Council Committee. After a competitive application process the first two Youth Advisors were selected in April 2024.This endeavor aims to bring authentic youth voice to our system, build community, and champion causes that impact their futures. Their voices will shape each community and region's programs, activities, and opportunities.

DISCUSSION

Youth Advisors bring invaluable lived experiences to discussions about youth services. As active participants in youth source centers and their programs, they offer insightful feedback. Furthermore, they have proven to be excellent thought partners and have engaged in panels that help promote initiatives aimed at serving youth. Highlights of their time on the board include;

- Providing key youth insights and recommendations to support the development of the 5-Year Strategic Workforce Plan, ensuring youth voices are included in workforce policy discussions and planning.
- Advocating for initiatives that expand employment opportunities and resources for young people across Los Angeles, including proposals for youth rights education and increased access to transportation for working youth
- Participation in the CWA Working Conference and the OY Data and Trends Convening.

Youth Advisors will continue to meet and follow the listed requirements through the end of the fiscal year:

1. Attend monthly briefing meetings on WDB Youth Council agenda items.
2. Read and research agenda items discussed during the briefing.
3. Attend and participate at in person WDB Youth Council monthly meetings

NEXT STEPS

Upon WDB approval, the staff of the WDB will generate Educational Stipend checks through the end of the fiscal year June 30, 2025.

12.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Authorization for Workforce Development Board (WDB) Staff to Spend up to $1500 from the Nonprofit Bank Account to Purchase a Wireless PA System Wireless Microphone System, and Microphone Stands**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 12 - Authorization for Workforce Development Board (WDB) Staff to Spend up to $1500 from the Nonprofit Bank Account to Purchase a Wireless PA System Wireless Microphone System, and Microphone Stands

Workforce **Development** Board
City of **Los Angeles**

MEMORANDUM

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board

FROM: Hannah Lee, Executive Director
Workforce Development Board (WDB)

SUBJECT: Authorization for Workforce Development Board (WDB) Staff to Spend up to $1500 from the Nonprofit Bank Account to Purchase a Wireless PA System, Wireless Microphone System, and Microphone Stands

REQUESTED ACTION:

Authorization for Workforce Development Board (WDB) staff to spend up to $1500 from the Nonprofit bank account to purchase a wireless PA system, wireless microphone system, and microphone stands that will facilitate hybrid meetings for the public and create more inclusive in-person meetings, including:

- Fender Passport Event Series 2 – Portable PA System: $839.99
- Phenyx Pro PTU-5000A – 4-Channel Wireless Microphone System: $199.99
- 4 Gator Frameworks Mini Tripod Desktop Microphone Stand with Clip for Wireless Mics and Collapsible Legs: ($9.99 each) $39.96

Estimated Total Cost (not including shipping and taxes): $1079.94 plus shipping and taxes.

BACKGROUND:

The WDB, in partnership with the City Council and the Mayor, oversees the administration of Workforce Innovation and Opportunity Act (WIOA) funds and functions pursuant to all related federal statutes, a WDB-Local Elected Official (WDB-LEO) agreement, and WDB Bylaws.

The WDB is also a nonprofit, charitable entity incorporated under Section 501 (c) 3 of the Internal Revenue Code and can raise and expend funds for workforce development endeavors of benefit to the public.

WDB staff seek to make meetings more accessible, allowing the public to attend meetings virtually and provide public comment. To have WDB meetings available via a hybrid format, WDB staff need to purchase transportable wireless equipment that can be used at varying locations where WDB meetings are held. The equipment request includes a wireless PA system, a wireless microphone system, and microphone stands.

With versatile controls, great connectivity and go-anywhere convenience, the Passport Event Series 2 portable audio system is perfect for amplifying voices, instruments and background music anywhere, anytime. Its full-range speakers, versatile features, friendly front-panel controls and 375 watts of power provide strong, clear and reliable Fender sound ideal for education, sporting and worship events; meetings, seminars and presentations; and gigs at parties, small clubs and coffeehouses. Passport Event Series 2 features combination XLR/¼” jacks for increased connectivity.

The PTU-5000 is a 4-channel professional wireless microphone system that aims to provide users with the simplicity and the professional sound quality that they long for. Made of durable metal material, the PTU-5000 is one of the most beloved systems for small to large venues, weddings, singing, and other applications.

The Gator Frameworks Mini Tripod is a desktop stand for wireless mics.

13.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department regarding the Task Order Solicitation #1 to contract with a Consultant for Policy and Program Implementation of the Older Worker Strategy / AdvantAGE LA Plan**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 13 - Approval of Recommendations from the Economic and Workforce Development Department regarding a Request For Qualifications to establish a Qualified List for Workforce Consulting Services to implement Industry Sector Strategies

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

5
ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: March 13, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT REGARDING THE TASK ORDER SOLICITATION #1 TO CONTRACT WITH A CONSULTANT FOR POLICY AND PROGRAM IMPLEMENTATION OF THE OLDER WORKER STRATEGY / ADVANTAGE LA PLAN

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. APPROVE the EWDD's results from a Task Order Solicitation (TOS) to support the policy and program implementation of the AdvantAGE LA Plan (Older Worker Strategy).
2. AUTHORIZE the EWDD to negotiate and execute a contract agreement for Older Worker Strategy consulting services with Cause Impacts for an amount not to exceed $250,000 from March 13, 2025, to March 13, 2026.

BACKGROUND

On December 10, 2024, the WDB approved the results from a Request for Qualifications (RFQ) to establish a Qualified List of consultants to implement the Older Worker Strategy. The Older Worker Strategy contains recommended strategies to address the challenges and barriers to the employment, retention, and advancement of workers - 55 years and older - in the labor market. This TOS reflects Year 1 of the Older Worker Strategy, which is planned to be a multi-year initiative.

The Older Worker Strategy will be the operational roadmap for the City of Los Angeles (City) Workforce Development System (WDS) to help build towards a future wherein older workers in the City can secure and persist in quality education, training, and employment pathways. Over the next year, the WDB will lead the implementation of Year 1 of the Older Worker Strategy in partnership with its scaling partners.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

DISCUSSION

On February 10, 2025, the EWDD issued TOS Year 1 to the Qualified List of consultants of the Older Worker Strategy. TOS Year 1 pertains to the Policy and Program Implementation (PPI) phase. Pending approval of a consulting contract, the selected PPI Consultant will augment the City's capacity to implement the Older Worker Strategy through meeting the following objectives:

1. Establish project governance, a collaborative structure, and implementation work groups to advance the scaling plan;
2. Strengthen the Older Worker Strategy partner relationships and establish connections to new and potential partners to align common goals of reducing older worker displacements;
3. Establish measures of success and data collection processes for the implementation of the Older Worker Strategy, and;
4. Promote innovation, continuous improvement, and collaboration between Los Angeles region education and workforce systems to support Older Worker connection to quality career pathways and employment.

Procurement Results

One (1) proposal was received for TOS Year 1 by the February 24, 2025 deadline from the Qualified List of Consultants. The proposal received from Cause Impacts contained all required materials, including a one-page narrative outlining the proposed approach to program and policy implementation and a statement of work budget form that outlines the project fees and timeline.

The proposal was evaluated utilizing one internal rater. The rating factors included:

1. The approach to project implementation, and;
2. The total final cost of project implementation.

FUNDING RECOMMENDATION

The Cause Impact proposal included a fee of $475,150, which exceeds the budgeted amount of $250,000. EWDD recommends negotiating a contract with Cause Impacts up to $250,000, subject to final review and negotiation. EWDD will work with Cause Impacts1) to prioritize elements of the scope of work that can be completed within the first 12-months, and; 2) to identify alternative funding sources, including foundations that may be interested in supporting this critical work.

PROPOSED TERM OF CONTRACT

The proposed contract term is from the date of WDB approval for an initial period of one (1) year: March 13, 2025 to March 13, 2026.

NEXT STEPS

Upon approval of the recommendations of this TOS, EWDD will execute a contract with Cause Impacts pending final review and negotiation.

CMH:GR:DB:MF:cg

14.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department regarding a Request For Qualifications to establish a Qualified List for Workforce Consulting Services to implement Industry Sector Strategies**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 14 - Approval of Recommendations from the Economic and Workforce Development Department regarding a Request For Qualifications to establish a Qualified List for Workforce Consulting Services to implement Industry Sector Strategies

CAROLYN M. HULL
GENERAL MANAGER

CITY OF LOS ANGELES
CALIFORNIA

KAREN BASS
MAYOR

6

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

DATE: April 10, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT REGARDING A REQUEST FOR QUALIFICATIONS TO ESTABLISH A QUALIFIED LIST FOR WORKFORCE CONSULTING SERVICES TO IMPLEMENT INDUSTRY SECTOR STRATEGIES

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. APPROVE the EWDD's results from a Request for Qualifications (RFQ) procurement to establish a Qualified List to provide Industry Sector Strategies Consulting Services as summarized in Table 1; and
2. AUTHORIZE the EWDD to establish a Qualified List of Industry Sector Strategists for a 3-year period effective April 1, 2025.

BACKGROUND

On August 19, 2024, EWDD issued an RFQ to establish a Qualified List of contractors to assist with Industry Sector Strategies Consulting Services. These consultant(s) will support the implementation of various sector strategies recommended in the Mayor's Five-Year Workforce Development Strategic Plan (Five-Year Plan). The Five-Year Plan goal is to place 50,000 Angelenos into high-quality living-wage jobs, registered apprenticeships, paid work experience, and training as critical pathways to economic stability and success. The Five-Year Plan's key objectives include:

1. Building a stronger workforce ecosystem;
2. Promoting economic mobility for high-barrier populations; and
3. Developing industry-specific sector strategies. The strategies outlined in the Plan aim to:

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i. Connect Angelenos with quality jobs and opportunities to continue developing their skills and qualifications;

ii. Ensure pathways to quality jobs are accessible to all Angelenos by removing barriers to employment for Angelenos facing the greatest economic disparities and marginalization and by providing these groups with targeted pathways to employment and wraparound services; and

iii. Adapt to changes in workforce needs, considering demand from both the worker and employer perspectives.

EWDD will contract these consultant(s) to serve as industry sector strategist(s) for its Workforce Development System (WDD). The consultant(s) will develop regional strategies for building career pathway-focused industry sector strategies that meet employer demands in a key identified sector within the region. The Sector Strategists shall support EWDD to develop the following sector strategy elements for the selected industry sector:

1. A comprehensive Labor Market Industry profile;
2. Career pathways, skill gaps, analysis of supply chains, and assessment of sector strategies;
3. Opportunities for apprenticeships; and
4. Development of a comprehensive profile of relevant key employers.

They will also convene stakeholders, conduct research, engage service providers, and provide recommendations for aligning local and regional policies and programs to further the development of a regional sector strategy. Key industries of interest include Biotech/Life Sciences, Advanced Manufacturing, Entertainment/Film, Healthcare and Renewable Energy that align with the priority sectors outlined in the Five-Year Plan.

DISCUSSION

A total of fifteen (15) proposals for this RFQ were received by the September 12, 2024 deadline.

RFQ Qualification Process

Proposals were evaluated on a 100-point scale utilizing two (2) internal raters with expertise in employment engagement in high-demand sectors. The rating factors included:

1. Demonstration of capacity and expertise in providing support to a municipality in serving as an industry sector manager, developing career pathway-focused industry sector strategies, and familiarity with the Workforce Innovation and Opportunity Act (WIOA), its regulations, and programs;
2. Demonstration of staff experience with the contribution to the implementation of sector strategies in the areas of development, convening, research, engagement, and recommendations; and
3. Demonstration of cost reasonableness through a detailed fee schedule.

Under EWDD's RFQ selection process, a score of seventy (70) is considered qualifying for placement on the Qualified List.

Proposals Received

EWDD received a total of fifteen (15) proposals for the Industry Sector RFQ. Twelve (12) of the fifteen (15) proposals were eligible to participate in the procurement and evaluation. Three (3) proposers were disqualified because they did not submit a complete application (Work Ready Online, Directed Action, and KPMG, LLP), missing documents required for vetting and evaluation of the respective proposals.

Scoring Results

As outlined in Table 1, only six (6) of the twelve (12) proposals achieved a passing score of seventy (70) percent. Given the critical role of the Sector Strategists in the new Five-Year Plan, EWDD must have sufficient eligible providers on the Qualified List. Without additional consultants, EWDD does not anticipate meeting the department's needs.

As a result, EWDD utilized curved scores to ensure an adequate pool of potential consultants. Table 1 provides both a raw score and a curved score. Raw scores were based on one hundred (100) Total Points. Curved scores were based on ninety-six (96) Total Points aligning with the highest raw score attained by the applicants. The scores were curved based on the following formula:

[Original Raw Score ÷ 96 = Curved Score]

In this formula, ninety-six (96) was used because it represents the new total points possible based on a curved scoring system in which the highest raw score serves as the limit of maximum points. Under the original raw scores, two (2) applicants received a score of ninety-six (96), Capitol Impact and Deloitte.

Table 1 – Industry Sector Strategies Consulting Services Qualified List

№.	ORGANIZATION	RAW SCORE	CURVED SCORE	RECOMMENDATION
1.	Capitol Impact	96	100	Qualified
2.	Deloitte	96	100	Qualified
3.	Civic Solutions Partnership	89	93	Qualified
4.	Beacon Economics	85	89	Qualified
5.	Social Finance	81	84	Qualified
6.	Valastella Group, LLC	73	76	Qualified
7.	Estolano Advisors	69	72	Qualified
8.	Los Angeles County Economic Development Corp. (LAEDC)	69	72	Qualified
9.	Paige Innovative Consulting	66	69	Not Qualified
10.	Applied Decision Technologies, Inc.	52	54	Not Qualified
11.	Stratvis	13	14	Not Qualified
12.	ICM Federal	8	8	Not Qualified
13.	Directed Action	N/A	N/A	Disqualified
14.	KPMG, LLP	N/A	N/A	Disqualified
15.	Work Ready Online	N/A	N/A	Disqualified

In the proposed methodology, two additional consultants, LAEDC and Estolano Advisors qualify. A third applicant, Paige Innovative Consulting misses the eligible list by one point.

Notification of Results and Appeals Process

All proposers received emailed notification letters of the results on April 3, 2025, as well as notification of appeal rights no later than five (5) business days after the date of the RFQ notification results letter. Recommendations are subject to appeals.

FUNDING RECOMMENDATION

Funds were not to be awarded through this process as the sole purpose of this RFQ was to establish the Qualified List and pre-qualify consultants. Inclusion on the Qualified List does not guarantee that a consultant will be contracted to provide services to the City of Los Angeles (City). The City may request services from any of the pre-qualified consultants on the list by issuing a task/work order, depending on the needs of EWDD.

PROPOSED TERM OF QUALIFICATION

The Qualified List will remain valid for a period of three (3) years from April 1, 2025.

NEXT STEPS

Upon authorization, approved respondents to this RFQ will be placed on a list of eligible consultants, also known as the Qualified List of Workforce Sector Strategist Consultants, for future use to support Sector Strategy Implementation.

CMH:GR:DB:EM:MF:cg

15.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department, in partnership with the Youth Development Department, to accept a Federal Earmark and City General Funds to implement the Peer Homeless System Navigator Program**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 15 - Approval of Recommendations from the Economic and Workforce Development Department, in partnership with the Youth Development Department, to accept a Federal Earmark and City General Funds to implement the Peer Homeless System Navigator Program

CITY OF LOS ANGELES

CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

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ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: April 10, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT, IN PARTNERSHIP WITH THE YOUTH DEVELOPMENT DEPARTMENT, TO ACCEPT A FEDERAL EARMARK AND CITY GENERAL FUNDS TO IMPLEMENT THE PEER HOMELESS SYSTEM NAVIGATOR PROGRAM

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION

The General Manager of the Economic and Workforce Development Department (EWDD), in partnership with the Youth Development Department (YDD), respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE the General Manager of the EWDD or designee to accept funding in an amount not to exceed $454,592, a combination of $343,592 in federal earmark funding plus an additional $111,000 in City of Los Angeles (City) General Fund (GF) funding, to assist with the implementation of the Peer Homeless System Navigator Pilot Program (PHSN Program);
2. AUTHORIZE the General Manager of the EWDD or designee to issue a Request for Interest (RFI) to the YouthSource Center (YSC) and WorkSource Center (WSC) systems to provide homeless youth navigation services for the PHSN Program; and
3. AUTHORIZE the General Manager of the EWDD or designees to implement necessary Controller Instructions to accept these funds.

BACKGROUND

On June 20, 2024, the U.S. Department of Labor (DOL) awarded $640,108 in Community Project Funding/Congressionally Directed Spending (CPFCDS or federal earmark) funds to the YDD to implement the PHSN Program during a term of July 1, 2024 through March 31, 2026. The City of Los Angeles (City) Council allocated an additional $111,000 in General Fund dollars to the PHSN Program, bringing the total funding to $751,108. The PHSN Program will hire and train forty (40) low-income community college students to

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serve as peer navigators (program participants) for other low-income, housing-insecure, and/or transition-age youth (TAY). The program participants will support other youth by facilitating referrals to support services, such as job training, academic support, housing assistance, financial stability aid, mental health resources, public assistance services, and other basic needs support services.

The EWDD supported the YDD's initial application for CPFCDS funds to pilot the PHSN Program. The application emphasized the goal of implementing the program as part of the City's Workforce Development System (WDS) and in alignment with the priorities of the WDB's Annual Plan. Specifically, the PHSN Program supports the 2024-2025 Annual Plan's Strategy One of supporting, "... regional efforts to reduce homelessness by providing pathways to sustainable employment, training, education and connecting participants to supportive services" (pg. 12). Since the grant award, the WDB has adopted the Five-Year Workforce Development Strategic Plan (Five-Year Plan) and the Horizons 32K Strategic Plan (Horizons Plan), and the YDD has started the implementation of the Citywide Youth Development Strategic Plan (CYDS Plan). The PHSN Program also aligns directly with these three plans. Specifically, it aligns with the Five-Year Plan's Strategy Two of, "... building pathways to a brighter future: high barrier programs" (pg. 22) and the Horizons Plan's Objective One to, "... promote innovation, continuous improvement, and collaboration between Los Angeles region Education and Workforce systems to support opportunity youth connection to quality career pathways and employment" (pg. 13), and the CYDS Plan's Housing Priority of ensuring, "… youth have access to safe and affordable housing and safe communities" (pg. 4).

DISCUSSION

Peer Homeless System Navigator Pilot Program Implementation Plan

The YDD is entering into a partnership with the EWDD to leverage EWDD's expertise in administering federal programs and reporting on federal funds, to assist with the implementation of the PHSN Program. Through this partnership, the YDD will be the lead coordinating agency of the PHSN Program and conduct all programmatic oversight and reporting. The EWDD will procure the PHSN Program's workforce service provider from the City's WDS, to serve as the fiscal agent of the PHSN Program, and oversee fiscal reporting. The PHSN Program will also receive some accounting support from the Office of the City Clerk. During the fourth quarter of the current Fiscal Year 24-25, the EWDD will complete an RFI to select an employer of record and service provider for the program participants from the WDS's bench of qualified service providers for an amount not to exceed $454,592.

The YDD will hire and host a program manager to oversee the overall PHSN Program, manage and train the peer navigators, coordinate with the EWDD and the WDS employer-of-record contractor, and ensure the PHSN Program meets its DOL program outcomes. Additional project planning and the recruitment of program participants are also planned for the fourth quarter of the current fiscal year. The onboarding and paid training for program participants will occur by July 2025, and the PHSN Program will run through March 31, 2026.

Peer Homeless System Navigator Pilot Program Design

The PHSN Program will provide specialized training and paid work experience to low-income college students who, in turn, serve as peer navigators to connect fellow youth in need to the supportive services and benefits that can help stabilize their lives. The PHSN Program design is modeled after the core components of the successful Angeleno Corps Program. The PHSN Program will hire and train forty (40) program participants to conduct outreach, identify system gaps, provide referrals, facilitate appointments, follow-ups with case managers, help secure benefits for other low-income, transition-age, and/or housing-insecure youth. The program participants will conduct outreach and facilitate connections and referrals to common support services. Each of the forty (40) program participants will provide referrals to housing and other support services to thirty (30) other homeless, TAY, and/or housing-insecure youth. Therefore, the program participants will serve a cumulative 1,200 youth with connections to homeless support services, financial management education, job readiness skills, and other services. Thirty of the forty (40) program participants will be funded by the CPFCDS grant, and ten (10) by the City General Fund.

The program participants will receive industry-recognized certification from the Los Angeles Community College District (LACCD) and additional vocational training on homelessness services navigation from the L.A. Opportunity Youth Collaborative (LAOYC). The program participants will receive specialized training on the region's Continuum of Care (COC), which is an integrated system that guides and tracks homeless individuals and families through a comprehensive array of housing and services intended to prevent and end homelessness in Los Angeles. The YDD's program manager will be responsible for identifying and coordinating the specialized training for the program participants from LACCD, LAOYC, COC, and other partners.

The PHSN Program's target population is forty (40) low-income and/or TAY, ages 18-25, enrolled full-time at one of the nine local LACCD colleges, who work up to 360 total hours at an hourly rate of $25. At least ten (10) of the program participants will reside in California's 30th Congressional District and thirty (30) in other areas of the City with high homelessness and poverty levels. The program participants will support other youth across the City while focusing on youth living in areas with high homelessness and poverty rates surrounding the LACCD campuses.

Performance Measures and Target Outcomes

№.	PERFORMANCE MEASURES	TARGET
1	Number of Program Participants	40
2	Number of Program Participants Co-Enrolled in Workforce Innovation and Opportunity Act (WIOA)	20
3	Percentage of Youth Completing the Program	80%
4	Average Monthly Hours Worked by Participants Across the Program	32 Hours
5	Education and Employment Rate 2nd Quarter After Exit for Program Participants (to be tracked by YDD)	72%
6	Number of Participants that Complete Specialized Training Out of the Total Number of Participants that Begin Training	36/40

Performance Measures and Target Outcomes (continued)

№.	PERFORMANCE MEASURES	TARGET
7	Credential Attainment for Program Participants (to be tracked by YDD)	62%
8	Measurable Skill Gains for Program Participants (to be tracked by YDD)	56.4%
9	Total Number of Youth Connected to Support Services by the Program Participants	1,200
10	Youth Participant Satisfaction Score at Exit, as Measured by a Survey Developed and Administered by YDD	8/10
11	Percentage of Participants Reporting Interest in a Career in Homeless Services or other Human Services field at Exit, as Measured by a Survey Developed and Administered by YDD	80%

The YDD will be primarily responsible for tracking outcomes for numbers 5, 7, 8, 10, and 11, as they involve evaluation-related or post-contract performance measures.

Estimated Program Timeline

PERIOD	STAGE	LEAD
April 2025	RFI Release and Contractor Selection	EWDD
April - June 2025	Contract Development	EWDD and YDD
May - June 2025	Recruitment and Selection of Program Participants	YDD
June 2025	Start of Program Participant Onboarding	Contractor
July 1, 2025	Start of Program Participant Training & Work Experience	YDD and Contractor
January - March 2026	End of Program Participant Work Experience	Contractor

WORKFORCE DEVELOPMENT BOARD COMMITTEE REVIEW

The WDB Youth Council considered the above recommendations on March 25, 2025, and forwarded them to the WDB Executive Committee.

NEXT STEPS

Upon approval from the WDB, EWDD will finalize RFI recommendations to present for consideration at the next WDB Executive Committee meeting in May 2025.

CMH:GR:DB:LS:RC:cg

16.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department, in partnership with the Youth Development Department, to allocate funds to support the relaunch of the Hire LA's Youth Steering Committee**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 16 - Approval of Recommendations from the Economic and Workforce Development Department, in partnership with the Youth Development Department, to allocate funds to support the relaunch of the Hire LA's Youth Steering Committee

CITY OF LOS ANGELES

CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

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ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: April 10, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT, IN PARTNERSHIP WITH THE YOUTH DEVELOPMENT DEPARTMENT, TO ALLOCATE FUNDS TO SUPPORT THE RELAUNCH OF THE HIRE LA'S YOUTH STEERING COMMITTEE

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION

The General Manager of the Economic and Workforce Development Department (EWDD), in partnership with the Youth Development Department (YDD), respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE the General Manager of the EWDD or designee to allocate up to $75,000 in Workforce Innovation and Opportunity Act (WIOA) funds to the YDD to support the relaunch and management of the Hire LA's Youth Steering Committee (HLAYSC);
2. AUTHORIZE the General Manager of the EWDD or designees to implement necessary Controller Instructions for the allocation and transfer of WIOA funds to YDD; and
3. INSTRUCT the General Managers of the EWDD and YDD to report back to the WDB Youth Council within 60 days with recommendations for evaluating the Hire LA's Youth Program (HLAYP).

BACKGROUND

The HLAYP was first launched in 2005 and has since become the City of Los Angeles' (City) flagship youth employment initiative. It provides young Angelenos ages 14-24 with summer and year-round employment, along with work skills training, financial literacy, career coaching, mentoring, and career exposure. The initiative is multi-faceted, serving as a workforce development program, a public awareness campaign, and a public-private partnership to prepare youth and young adults for the 21st-century workforce, especially opportunity youth, system-involved youth, and other young people with traditionally higher barriers to employment. Since its launch, the HLAYP has placed thousands of young people in jobs.

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From 2010 to 2021, the strategic direction of the HLAYP initiative was overseen by a steering committee composed of key stakeholders, including the EWDD, the Office of the Mayor, UNITE-LA, the Los Angeles Unified School District (LAUSD), the County's Department of Workforce Development, Aging and Community Services (WDACS), the L.A. Chamber of Commerce, the L.A. Opportunity Youth Collaborative (LAOYC), and other leading youth workforce development organizations.

However, the HLAYSC has remained dormant since the height of the COVID-19 pandemic. Since then, the WDB has adopted the Five-Year Workforce Development Strategic Plan (Five-Year Plan) and the Horizons 32K Strategic Plan (Horizons Plan), and the YDD has started the implementation of the Citywide Youth Development Strategic Plan (CYDS Plan). Collectively, these efforts represent the most comprehensive, forward-thinking approach to preparing young people for meaningful employment and long-term, living-wage careers. To build on this momentum and have a more forward-looking approach, it is imperative that the City re-establish the HLAYSC and resume its leadership role in coordinating youth employment, driving workforce development innovation, and expanding opportunities for young Angelenos across the region.

DISCUSSION

The EWDD and the YDD plan to relaunch and co-chair the HLAYSC beginning in May 2025. The renewed committee will focus on increasing both the quantity and quality of job opportunities and career pathways the City provides to young people.

Committee Goals

- Increase the number of youths served by the City's Workforce Development System (WDS).
- Maximize City, County, State, and other resources allocated for the HLAYP.
- Improve the quality and availability of work experience and internship opportunities, with a focus on career pathways, registered apprenticeships, and government jobs.
- Create and implement a HLAYP calendar that includes an annual launch, secures year-round job placement commitments from City Departments, and engages the private sector and philanthropic partners in support of career pathways for youth.
- Develop structured training that equips youth with essential workplace skills, builds the capacity of line staff, and empowers supervisors to be effective mentors for youth workers.
- Develop strategies to increase referrals from the YouthSource Center (YSC) system to the adult WDS for youth interested in full-time employment.
- Support the implementation of youth strategies within the Five-Year Plan, the Horizons Plan for Opportunity Youth, and the CYDS Plan.
- Leverage the City Youth Council and the YSC advisory councils to conduct near-peer outreach to increase the HLAYP enrollment and brand awareness.
- Evaluate HLAYP on an annual basis, including an assessment of the initiative's overall effectiveness and participant experience.

The renewed HLAYSC will drive a coordinated strategy to expand youth employment opportunities, strengthen career pathways, and enhance workforce development efforts across the City. Through cross-sector collaboration, strategic investments, and targeted training, the committee will aim to ensure that young Angelenos, particularly those facing systemic barriers, have access to meaningful work experiences.

Committee Members

The EWDD and YDD will co-lead the committee, which will include a range of key local and regional partners such as the Mayor's Office, the LAUSD, the Los Angeles Community College District (LACCD), UNITE-LA, the LAOYC, County partners, and other major stakeholders.

Timeline

The committee will relaunch approximately on May 1, 2025. From March to April, the EWDD and YDD will focus on planning, including developing a HLAYP calendar and an initial work plan for the committee ahead of the May launch.

NEXT STEPS

Upon approval from the WDB, EWDD will coordinate with YDD to transfer WIOA funds and relaunch HLAYSC as outlined in the recommendations above.

CMH:GR:DB:LS:RC:cg

Workforce Development Board
City of Los Angeles

17.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department to reallocate Program Year 2024-25 County Measure H funds between current LA:RISE Service Providers**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 17 - Approval of Recommendations from the Economic and Workforce Development Department to reallocate Program Year 2024-25 County Measure H funds between current LA:RISE Service Providers

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

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ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: April 10, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT TO REALLOCATE PROGRAM YEAR 2024-25 COUNTY MEASURE H FUNDS BETWEEN CURRENT LA:RISE SERVICE PROVIDERS

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE the General Manager of the EWDD or designee, to reallocate $40,468 of Program Year (PY) 2024-25 County Measure H funds between current Los Angeles Regional Initiative for Social Enterprise (LA:RISE) Service Providers as listed in Table 1; and
2. AUTHORIZE the General Manager of the EWDD, or designee, to execute contract amendments as listed in Table 1 with the Los Angeles LGBT Center (LGBT Center) and Managed Career Solutions, SPC (MCS) / Hollywood WorkSource Center (WSC), for the contract term of July 1, 2024 to June 30, 2025.

BACKGROUND

The LA:RISE is a collaborative partnership that unites the City of Los Angeles' (City) Workforce Development System (WDS) with employment Social Enterprises (SE) to move individuals with employment barriers into the workforce. LA:RISE provides job training, transitional jobs, paid work experiences, and other employment services to the hardest-to-employ participants, those with a history of homelessness or at risk of homelessness including formerly incarcerated, and disconnected youth.

On May 23, 2024, the WDB Executive Committee approved the EWDD's Year 25 Annual Plan. The plan included $3,000,000 in Measure H funding for LA:RISE programming for Program Year (PY) 2024-25.

On August 6, 2024 the EWDD received communication from the Los Angeles County Department of Economic Opportunity (DEO) that the EWDD's PY 2024-25 Measure H funding for the LA:RISE program would total up to $3,960,000 - an increase from the amount approved in the Year 25 Annual Plan. The additional funding required the EWDD to increase the total number of hours of subsidized employment per participant (increasing to 300 hours from the initial reduced goal of 275), increase retention goals, and set aside ten percent (10%) of each agency's awarded total to Supportive Services costs.

On January 9, 2025, the WDB Executive Committee approved the EWDD's Year 25 Carry-In Plan (Carry-In Plan). The Carry-In Plan included up to an additional $960,000 in Measure H funding for LA:RISE programming for the period of July 1, 2024 through June 30, 2025.

As of March 26, 2025 the EWDD has enrolled 379 of 400 participants into the LA:RISE Measure H program reaching 95% of the total contract goal. Additionally, 97 or 49% of participants have completed transitional employment, 292 or 104% of participants have been co-enrolled with the Workforce Innovation and Opportunity Act (WIOA), and 54 or 27% of participants have been placed in unsubsidized employment.

RECOMMENDATIONS

In anticipation of the increased funding, LA:RISE service provider, Center for Living and Learning (CLL) expressed concerns to the EWDD about spending the additional funds. At the start of the current program year, CLL had already identified additional funding from outside grants to leverage the remaining required program activities for their participants.

In response, the EWDD identified the LGBT Center and MCS to take on the additional funding and performance. Currently, the LGBT Center has completed contractual enrollments, and has identified individuals who have expressed interest in joining the program. MCS is also on track with enrollments, serving 54 of their 60 total contracted participants, and has indicated capacity to provide job development services to the five (5) additional participants the LGBT Center will enroll.

The EWDD is recommending an amendment to the existing agreements to reallocate LA:RISE Measure H funding within the program (see Table 1). The recommendation will allow the EWDD to meet the overall program enrollment goal and utilize all available funds to service participants. The contract period is July 1, 2024 through June 30, 2025.

Table 1: LA:RISE Measure H Reallocation

SERVICE PROVIDER	YEAR 25 AP ALLOCATION	CARRY-IN ALLOCATION	RECOMMENDED ALLOCATION	VARIANCE
Anti-Recidivism Coalition	$171,832	$216,487	$216,487	
Center for Employment Opportunities	$134,244	$169,130	$169,130	
Center for Living and Learning	**$155,723**	**$196,191**	**$155,723**	**($40,468)**

Table 1: LA:RISE Measure H Reallocation (continued)

SERVICE PROVIDER	YEAR 25 AP ALLOCATION	CARRY-IN ALLOCATION	RECOMMENDED ALLOCATION	VARIANCE
Chrysalis	$467,169	$588,573	$588,573	
Coalition for Responsible Community Dev (WSC)	$169,245	$241,363	$241,363	
Downtown Women's Center	$85,916	$108,243	$108,243	
El Proyecto del Barrio	$28,650	$50,211	$50,211	
Goodwill Industries of Southern California	$330,741	$480,641	$480,641	
GRID Alternatives of Greater Los Angeles, Inc.	$85,916	$108,243	$108,243	
Homeboy Industries	$241,639	$304,434	$304,434	
Los Angeles Conservation Corps	$161,093	$202,956	$202,956	
Los Angeles LGBT Center	**$107,395**	**$135,304**	**$167,069**	**$31,765**
Managed Career Solutions - BH WSC	$125,646	$217,286	$217,286	
Managed Career Solutions - Hollywood WSC	**$269,791**	**$374,308**	**$383,011**	**$8,703**
Friends Outside in LA County	$65,000	$70,628	$70,628	
REDF	$100,000	$100,000	$100,000	
EWDD Admin	$300,000	$396,000	$396,000	
TOTALS	**$3,000,000**	**$3,959,998**	**$3,959,998**	**$0**

NEXT STEPS

Upon General Manager approval, the EWDD will execute amendments to existing agreements to reallocate funding to the identified contractors.

CMH:GR:CKP:DB:TEL:RK:cg

Workforce Development Board
City of Los Angeles

18.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of Recommendations from the Economic and Workforce Development Department to allocate Program Year 2024-25 unallocated Vision Lab Program funds to the Vision Lab Program in the West Valley operated by El Proyecto Del Barrio**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 18 - Approval of Recommendations from the Economic and Workforce Development Department to allocate Program Year 2024-25 unallocated Vision Lab Program funds to the Vision Lab Program in the West Valley operated by El Proyecto Del Barrio

CAROLYN M. HULL
GENERAL MANAGER

CITY OF LOS ANGELES
CALIFORNIA

KAREN BASS
MAYOR

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ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

DATE: April 10, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT TO ALLOCATE PROGRAM YEAR 2024-25 UNALLOCATED VISION LAB PROGRAM FUNDS TO THE VISION LAB PROGRAM IN THE WEST VALLEY OPERATED BY EL PROYECTO DEL BARRIO

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. AUTHORIZE the General Manager of the EWDD or designee, to allocate an additional $125,000 in unallocated Vision Lab Program (VLP) funds to the VLP in the West Valley operated by El Proyecto Del Barrio (EPDB) as listed in Table 1; and
2. AUTHORIZE the General Manager of the EWDD or designee, to amend the agreement (C-146100) with EPDB, in an amount not to exceed $125,000 for the contract term of January 1, 2024 to September 30, 2026.

BACKGROUND

The digital divide – the gap between those who have opportunities to access and benefit from the internet and those who do not – has been a growing issue in the Los Angeles region with deep disparities between communities and further highlighted during the COVID-19 pandemic.

Connectivity is now a necessity, not a luxury, essential for accessing economic, workforce, and educational opportunities, as well as health, social, and civic engagement. The digital divide has intensified disparities in access to tech workforce opportunities and resources needed for new businesses to thrive in a digital economy.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

The VLP was developed by the Mayor's Office to bridge the digital divide in Los Angeles. The VLP in the West Valley is an extension of the original program launched in Program Year (PY) 2022-23 in South Los Angeles with the Brotherhood Crusade. EPDB was chosen as the operator because they are the currently procured YouthSource Center (YSC) in the San Fernando Valley serving Canoga Park and for their excellent track record of serving the vulnerable and underserved populations in the West Valley area.

DISCUSSION

The VLP operated by EPDB offers technology-focused programming to participants while also supporting local small businesses struggling to thrive in the digital economy.

The EPDB VLP consists of the following three components:

1. Business Idea Accelerator
   Coordinates with training or education providers to provide entrepreneurship training to entrepreneurs with ideas that address the digital divide;
2. Community Business Digitization
   Works with the City Los Angeles' (City) BusinessSource Centers (BSC) to provide community workshops to assist small businesses transition to operating in the digital world, including optimizing online marketing, leveraging AI tools, adopting e-commerce solutions; and
3. Youth Tech Workforce Development
   Partners with community-based organizations to provide technology-based courses and mentorship to youth in the San Fernando Valley area. These workshops prepare participants with the skills necessary to pursue technical careers.

Accomplishments/Proposed Metrics

The Vision Lab program in the West Valley is currently in the planning/implementation phase because of the unforeseen delay in sourcing an educational partner for the Business Idea Accelerator. A portion of the additional funding will be used to secure the educational partner.

DESCRIPTION	PER COHORT	TOTAL (2 COHORTS)
Total number of graduates that completed the business idea accelerator program. **The number of participants recruited should be higher to allow for attrition.*	12 (minimum)	24 (minimum)

DESCRIPTION	TOTAL
Total number of local small businesses engaged through the community programs	60 (minimum)
Total number of youths engaged through the community programs	60 (minimum)

RECOMMENDATION

To fully utilize the available VLP funds, EWDD requests approval of the allocation detailed in Table 1, which provides a summary of EWDD's recommended allocation of an additional $125,000 in PY 2023-24 Annual Plan (AP) unallocated VLP funds. The additional funds for the VLP will help bridge the digital divide experienced by youth and small businesses in the West Valley area. The contract term will be January 1, 2024 to September 30, 2026.

Table 1: Allocation/Redistribution of City General Fund

AGENCY	ORIGINAL CITY GF	NET CHANGE	NEW CITY GF AMOUNT
El Proyecto Del Barrio, Inc. (C-146100)	$76,000	$125,000	$201,000
PY 23-24 AP Unallocated Vision Lab Funds	$207,736	($125,000)	$82,736
TOTALS	**$283,736**	**$0**	**$283,736**

NEXT STEPS

Upon the WDB approval, the EWDD will execute a contract amendment with EPDB as listed in Table 1.

CMH:GR:CKP:DB:TE:FG:cg

19.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **A Report Back from the Economic and Workforce Development Department on Wildfire Disaster Recovery Activities**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

Item 19 - A Report Back from the Economic and Workforce Development Department on Wildfire Disaster Recovery Activities

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

19

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE: May 22, 2025

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: A REPORT BACK FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT ON WILDFIRE DISASTER RECOVERY ACTIVITIES

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. NOTE and FILE this report, as it is provided for informational purposes only and no action is necessary.

BACKGROUND

A series of historic fires, driven by strong winds and low humidity starting January 7, 2025, have become among the most destructive in the history of the City of Los Angeles (City). Over the following several days, the Palisades, Hurst, Sunset, Eaton, and Kenneth Fires burned thousands of structures, homes, businesses, landmarks, and vehicles/equipment, causing widespread damage, destruction, and dislocation across the region. More than 180,000 residents were evacuated, and at least 29 people lost their lives.

As the wildfires continued to spread, EWDD's Rapid Response (RR) Unit was deployed to provide guidance and resources to displaced workers. The EWDD also began seeking preliminary assessments of the damage and needs of workers and businesses affected by the disaster. In alignment with Mayor Karen Bass' (Mayor) objectives, the EWDD continues to assist affected businesses, employers, and workers to aid disaster recovery efforts.

The information below provides highlights of EWDD's Wildfire Disaster Recovery and Relief (WDRR) efforts since the last report.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

DEPARTMENTAL AND WORKSOURCE CENTER ACTIVITIES

On January 14, 2025, in response to the wildfires, the Federal Emergency Management Agency (FEMA) opened two Disaster Recovery Centers (DRC) in Los Angeles County (County) to assist Californians who experienced damage to their primary home, personal property loss, or had disaster-caused emergency needs related to the wildfires. At the DRC located at UCLA Research Park West, impacted individuals have been able to apply for federal assistance, speak to representatives from state and federal agencies, connect directly with City departments, and secure relief resources.

EWDD has been actively involved with the DRC since its inception, with staff from EWDD, WorkSource Centers (WSC), YouthSource Centers (YSC), and BusinessSource Centers (BSC) providing daily support. Visitors had the opportunity to connect directly with EWDD personnel on-site to learn about available business assistance and workforce development resources.

Status

As of April 30, 2025, most City departments, including EWDD, demobilized from the DRC at the UCLA Research Park. The FEMA and other federal departments are still active at the DRC to provide recovery assistance.

On January 17, 2025 EWDD informed workforce system providers that they would be required to track participants affected by the wildfires. EWDD coordinated with the State Department (EDD) to create a visit reason log in the Virtual OneStop (VOS) Greeter Kiosk at all WSCs for individuals to identify themselves as being impacted by the wildfires.

Performance Data

As of May 13, 2025, the number of VOS Greeter check-ins from ‘Wildfire-Impacted’ individuals totals 769.

Status - Ongoing

The EWDD continues to track the number of wildfire-impacted individuals visiting and enrolling in WSC programs.

IMPACTED WORKER AND FAMILY RECOVERY CENTERS

Beginning February 13, 2025, EWDD launched four (4) Impacted Worker and Family Recovery Centers (IWFRC) in coordination with the Mayor’s Office. In addition, EWDD’s WSCs and BSCs participated alongside the City’s Community Investment for Families Department’s (CIFD) FamilySource (FSC) System, Department of Aging (DOA), Department on Disability (DOD), and the Youth Development Department (YDD). The IWFRCs were able to provide resources and services, including assistance applying for income support programs, access to basic needs, job application assistance, job placement opportunities, and financial advice for recovery.

At this time, IWFRCs have demobilized staff collocation at all sites. However, the WSCs and FSCs continue to coordinate services and provide cross-references to wildfire-impacted individuals.

Performance Data

There have been at least 429 reported walk-ins into the IWFRCs. A total of 362 individuals received assistance submitting Worker Relief Fund applications. Further information on services accessed is pending.

Status – Closed

Wildfire-impacted individuals may still visit the WSCs and FSCs for assistance and resources.

WILDFIRE RESPONSE GRANTS

Under the leadership efforts of Governor Gavin Newsom (Governor Newsom) and the EDD, state and federal grant funds were quickly made available to aid in the recovery effort. EWDD coordinated with the EDD and County Department of Economic Opportunity (DEO) to finalize grant applications to help those impacted across the region to secure resources for immediate recovery support.

Farmer John Additional Assistance Grant

EWDD worked with the EDD to modify the existing Farmer John Workforce Innovation and Opportunity Act (WIOA) Additional Assistance Grant (AAG), currently set to expire in May 2025, to expand participant eligibility to offer workforce development services to dislocated workers impacted by wildfires. Originally approved by the WDB Executive Committee on March 23, 2023, the grant will continue to serve dislocated workers impacted by closures of several major employers, including the Farmer John meat processing plant in Vernon, the 99 Cent Only Stores, the Cargill plant, and Golden West Food Group. EWDD was awarded $1,650,000 to enroll a total of 288 eligible individuals.

EWDD met with WSC service providers to discuss participant eligibility, allowable activities, best practices, and budget guidelines. WSC contracts were executed, and budgets have been approved to allow the service providers to begin grant activities.

Performance Data

A total of 245 individuals have been enrolled in the program through May 13, 2025, an increase of thirty-nine (39) participants from the previous update.

Status – Ongoing

The WSC service providers will continue to offer workforce and supportive services to eligible participants through May 31, 2025.

2025 LA Wildfires National Dislocated Worker Grant

The 2025 LA Wildfires NDWG project offers dislocated workers a temporary job position to aid in the recovery from the wildfire damage. ‘Laborer’ and ‘Crew Supervisor’ positions cover clean-up and repair activities under the grant. The participants contribute to making fire and wind-damaged areas safe, hospitable, and operational. The grant also offers a variety of humanitarian assistance positions to help residents access fundamental

supports, including, but not limited to, food, clothing, shelter, mental health support, and medical aid. Participants' wages will earn at least $25, or $27 per hour for supervisory positions to support their return to the workforce in a temporary job assignment. EWDD received notice of a total award of $3,780,000 to serve 126 participants under this grant project.

EWDD worked with the EDD and received worksite approvals on May 8, 2025 for a total of twenty (20) worksites. The approved positions include Laborer, Crew Supervisor, and humanitarian aid support workers. WSCs are actively reaching out and recruiting individuals for enrollment into the grant program.

Performance Data

A total of twenty-one (21) participants have been enrolled in the grant program as of May 13, 2025.

Status – Ongoing

The WSCs continue to recruit eligible participants and place enrolled individuals into Temporary Job opportunities.

LA County Fire Additional Assistance Grant

The EDD coordinated with the local WDBs to approve the County Fire Additional Assistance Grant (AAG) to address workforce needs and support individuals and businesses in the region impacted by the recent wildfires. EWDD is working side-by-side with the County on a regional approach, which includes multiple workforce boards as partners. Under the grant, participants may receive assistance with supportive services, job search, employment training, and transitional work experience. Through on-the-job training, both public and private entities may benefit from reimbursement of up to fifty percent (50%) of the wage rate. EWDD estimates serving 174 participants through this grant project. Per EDD’s January 16, 2025 press release, the anticipated award amount for the region for this AAG is $10 million, of which the City is expected to receive up to $4.5 million.

Status

Final grant agreement and award amount is pending from County DEO.

FUTURE PLANNED ACTIVITIES / NEXT STEPS

EWDD continues the following activities in support of these abovementioned efforts:

1. Work in coordination with County DEO, state officials, and other partners, and is planning to hold a large-scale resource/job fair event to connect impacted individuals with available support and workforce services.

2. Meet with service providers to ensure full enrollment into the aforementioned wildfire grant programs to support their return to the workforce. These activities will support the speedy recovery of the LA region.

3. Promote available grants and resources to assist impacted individuals in supporting rebuilding and recovery efforts.

4. Coordinate with the County DEO to provide grocery resources to impacted workers who were not able to receive the LA Region Wildfire Relief Funds for Workers.

EWDD will also continue providing updates and reports to the WDB on the outcomes and status of these ongoing recovery efforts.

20.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Verbal Update on the Mayor's Proposed Budget, Exhibit H Economic and Workforce Development Department Consolidation**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

21.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Youth Council, Business Services, Marketing & Resource Development, and Policy & Oversight Committee Reports**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 21 - Youth Council Committee Report
- Item 21 - Business Services, Marketing & Resource Development Committee Report
- Item 21 - Policy & Oversight Committee Report

Workforce **Development** Board
City of **Los Angeles**

MEMORANDUM

DATE: May 22, 2025

TO: Workforce Development Board

FROM: David Crippens, Chair
Youth Council

SUBJECT: **Youth Council Committee Report**

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION:

This is a summary of the Youth Council Committee meeting held on March 25, 2025 and is for informational purposes only.

BACKGROUND:

Requested Actions
The Economic & Workforce Development Department (EWDD) Assistant General Manager (AGM) Gerardo Ruvalcaba and the Youth Development Department (YDD) General Manager (GM) Lisa Salazar jointly requested authority to accept a federal earmark and City general funds to implement the Peer Homeless System Navigator Program. The program would hire 40 youth participants as 'Peer Homeless System Navigators' and provide opportunities for youth to build the system's capacity to serve homeless youth. The Committee approved the recommendation, which was referred to the April 10th Executive Committee meeting.

Presentations, Discussions and Updates
EWDD AGM Gerardo Ruvalcaba and YDD GM Lisa Salazar jointly proposed relaunching the HireLA's Youth Steering Committee to evaluate the HireLA program, strengthen youth engagement in YouthSource Centers, and develop enhancements to support the Horizons 32k and City's 5-Year Workforce Strategic Plan. The proposal was referred to the April 10th Executive Committee meeting.

WDB Staff Member Danielle Martinez provided a verbal update on the upcoming 2025 Crossroads Policy Forum event theme, outcomes, and date (April 28th, 2025). Additional information was later shared with the Committee and YouthSource Center system.

The Youth Council also heard the following presentations:

- Year 26 Annual Plan Preview: The draft plan was made available on EWDD's website and open for public comment through May 7, 2025. A full presentation was shared at the April 10th Executive Committee meeting.

- Update on YSC Redesign: This update outlined the ongoing implementation of strategic enhancements introduced through the 2023 re-procurement of the YouthSource Center System. Several key initiatives were highlighted in alignment with the Horizons 32K plan and EWDD's Annual Plan priorities. The enhancements are designed to strengthen service delivery and improve outcomes for youth populations across the City of Los Angeles.

- Horizons 32k Update: UNITE-LA provided updated baseline data on the number of disconnected youth in LA County, including neighborhoods with the highest disconnection rates. Youth voices were also highlighted and addressed crucial shortcomings in the YSC system.

- Hollywood Entertainment Pathway Program: The Amity Foundation, CRCD, and Anti-Recidivism Coalition presented a collaborative pilot program in which Justice-Involved youth aged 18-24 received housing and career training in the entertainment industry. The program was piloted with $250k of City General Funds and culminated in June 2024. Achievements were shared, including a youth testimonial.

ATTENDANCE:

Youth Council Members Present:

- David Crippens, Chair
- Veronica Corona
- Jaleesa Hazzard
- Lindsey Heisser
- Carrie Lemmon
- Mary Rose Ortega
- Steve Zimmer
- Kamourah Hogan

Youth Council Members Absent:

- Kenya Croom
- Raul Estrada
- Gerald Feeny
- Hrag Hamalian
- John King, II
- Carl Reece
- Maria Turrubiartes

Workforce **Development** Board
City of **Los Angeles**

MEMORANDUM

DATE: May 22, 2025

TO: Workforce Development Board

FROM: LaShondra Mercurius, Chair
Business Services, Marketing, and Resource Development Committee

SUBJECT: **Business Services, Marketing, and Resource Development Committee Report**

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION:

This is a summary of the Business Services, Marketing, and Resource Development (BSMRD) Committee meeting held on April 2, 2025 and is for informational purposes only.

BACKGROUND:

Requested Actions
There were no requested actions at this Committee meeting.

Presentations, Discussions and Updates
The Workforce Development Board's Executive Director, Hannah Lee, provided an introduction and overview of the Committee. The committee's goals and priorities were shared, including establishing registered apprenticeships, implementing the LAWIN Strategic Plan, and launching sector coalitions to support the City's 5-Year Workforce Strategic Plan.

LAEDC's Senior Director Shannon Sedwick provided an overview of the "Los Angeles: People, Industry, and Jobs 2022-2028 Report." The report outlines a plan to connect Angelenos to quality jobs and identifies eight high-growth sectors, including expected job growth and wage data. The presentation provided valuable information for the upcoming discussion on sectors to focus on.

BSMRD Committee Chair LaShondra Mercurius opened the discussion by acknowledging that upcoming sector coalitions should focus on industries with immediate opportunity. Hannah Lee recommended that the committee focus on 2-3 sectors as a pilot for the first 1-2 years of the aforementioned Strategic Plan. The discussion touched on several areas of opportunity, including:

- Upcoming infrastructure investments and large sporting events
- A large aging population and increasing healthcare demand
- Aligning training opportunities with the needs of employers
- Marketing to ensure coalitions are successful, including educating the public on the variety of opportunities available at all education levels

The Committee decided to prioritize and launch sector coalitions in the following industries, subject to the recommendations and capacity of the industry sector strategy consultant:

- Construction/Transportation
- Healthcare/Biosciences
- Performing Arts, Spectator Sports, and Related Industries

The Committee also heard the following presentations and verbal updates:

- Apprenticeship Priorities: An overview of upcoming projects funded by the Hilton and Irvine Foundations. Consultants are being procured using these funds to create a database of all available apprenticeship opportunities in Los Angeles and design a hub for anyone to easily access the apprenticeships.

- EWDD Wildfire Recovery Update: An update on the activities supporting wildfire recovery efforts, including immediate relief funds for small businesses and two WIOA-funded programs to provide job opportunities to affected workers, was shared.

ATTENDANCE:

BSMRD Committee Members Present:

- LaShondra Mercurius, Chair
- Casey O'Neill
- Teri Hollingsworth

BSMRD Committee Members Absent:

- Veronica Corona
- David Ford
- Jaleesa Hazzard
- Linda Nguyen

Workforce **Development** Board
City of **Los Angeles**

MEMORANDUM

DATE: May 22, 2025

TO: Workforce Development Board

FROM: Nancy Hoffman Vanyek, Chair
Policy and Oversight Committee

SUBJECT: **Policy and Oversight Committee Report**

WORKFORCE DEVELOPMENT BOARD REQUESTED ACTION:

This is a summary of the Policy and Oversight Committee meeting held on April 17, 2025 and is for informational purposes only.

BACKGROUND:

Requested Actions
The committee recommended that WDB staff and EWDD explore procuring a dashboard for the five-year strategic plan that includes comprehensive metrics and data to track progress towards goals and achievement of objectives.

Presentations, Discussions and Updates
The Workforce Development Board's Executive Director, Hannah Lee, provided an introduction and overview of the Committee. The committee's goals and priorities were shared, including development and implementation of the 2025-26 Annual Plan, implementation of the WorkSource Center Redesign, and tracking milestones as part of the City's 5-Year Workforce Strategic Plan. Hannah Lee also provided a broad overview of Year 1 initiatives under the aforementioned Strategic Plan and overall progress to date.

The Economic and Workforce Development Department's head of Strategic Planning, Elizabeth Macias, provided an overview of the four Management Information Systems (MIS) platforms used to track workforce initiatives and outcomes. The presentation revealed data limitations and

challenges with the current system, which set the tone for the upcoming discussion on developing a consolidated platform.

Policy and Oversight Committee Chair, Nancy Hoffman Vanyek, guided the discussion by expressing urgency to begin the procurement process, as that and the development of a dashboard will take time. The committee members also raised the following considerations:

- Current EWDD staffing limitations and the need for an external contractor to support
- Expertise required to understand current platforms and how data can be consolidated
- Equipping the new dashboard to generate progress scorecards on a monthly cadence
- Reducing the administrative burden on service providers, if possible

The Committee meeting closed with a preview of the Year 26 Annual Plan. The draft plan was made available on EWDD's website and open for public comment through May 7, 2025.

Note: EWDD's financial report for the current fiscal year was tabled and will be referred to the next Policy & Oversight Committee Meeting on June 26, 2025.

ATTENDANCE:

WDB Committee Members Present:

- Nancy Hoffman Vanyek, Chair
- Jesse Cuevas
- Sean Flemming
- Benjamin Garcia
- Saba Waheed

WDB Committee Members Absent:

- LaShondra Mercurius
- Casey O'Neill
- Benjamin Torres

22.

DATE: May 22, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Honoring Outgoing Board Members for their Contributions to the Workforce Development Board**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available