CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD (WDB)
5-YEAR WORKFORCE DEVELOPMENT STRATEGIC PLAN
AD HOC COMMITTEE
OF THE WDB POLICY AND OVERSIGHT COMMITTEE

Thursday, October 26, 2023
10:00 AM

Friendship Auditorium

3201 Riverside Drive, Los Angeles, CA 90027

AGENDA

1.	Call to Order/Roll Call	
2.	Recap - Purpose of the 5 Year Plan Subcommittee	Gerardo Ruvalcaba
3.	Public Comment on Non-Agenda Items	

ACTION ITEMS:

4.	Consideration of the Minutes of September 21, 2023	Charles Woo

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

5.	Presentation - LAP3 Strategic Plan	Gerardo Ruvalcaba/Elizabeth Macias
6.	Five-Year Strategic Plan Working Session with CivicMakers	Kyle Wicks
7.	Next Meeting: November 30, 2023	
8.	Adjourn	

5-YEAR STRATEGIC PLAN AD HOC COMMITTEE:

Charles Woo, Alysia Bell, Maria Cabildo, Stephen Cheung, David Crippens, Dr. Alex Davis, Michael Dolphin, Magdalena Duran, Larry Frank, Cynthia Heard, Ruth Lopez Novodor, Armando Loza, Robin Kramer, Jaime Pacheco-Orozco, Linda Nguyen-Perez, Stephen Simon, Veronica Soto, Quentin Strode, Chris Swarat,

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 1200 W. 7th Street, 6th Floor, Los Angeles, CA 90017.
Phone: 213-744-7164 www.wiblacity.org

Workforce Development Board
City of Los Angeles

2.

DATE: October 26, 2023

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Recap - Purpose of the 5 Year Plan Subcommittee**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

4.

DATE: October 26, 2023

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Consideration of the Minutes of September 21, 2023**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 4 - Draft Minutes of September 21, 2023
- Item 4 - ADOPTED_Minutes _WDB 5-Year_Strategic_Plan Ad_Hoc_Comm. Mtg. 09.21.2023

4

CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD (WDB)
5-YEAR STRATEGIC PLAN AD HOC COMMITTEE
THURSDAY, SEPTEMBER 21, 2023
Grace E. Simons Lodge
1025 Elysian Park Drive, Los Angeles, CA 90025

MEMBERS PRESENT: Charles Woo, Steve Zimmer, Quentin Strode, Magdalena Duran, Lynda Nguyen Perez, David Crippens, Michael Dolphin, Larry Frank, Chris Swarata, Alysia Bell, Shannon Sedwick (LAEDC), Veronica Soto, Armando Loza, Robin Kramer, Stephen Simon, Jaime Pacheco-Orozco

1. Call to Order: Chair Charles Woo called the meeting to order at 10:10 a.m.

2. Introduction of Members of the Workforce Development Board (WDB) Five-Year Strategic Plan Ad Hoc Committee

Chair Charles Woo provided the committee members with an opportunity for self-introductions.

3. Public Comments: None

4. Purpose of the 5-Year Strategic Plan

Charlie Woo provided background on the purpose of the WDB's 5 Year Strategic Plan Ad Hoc Committee and outlined goals. The WDB prepares an Annual Plan every year, it is a blueprint prepared by the EWDD staff and approved by the WDB before it is sent to the City Council for approval and on to the Mayor's Office with approval. Since the last plan was prepared, there have been major changes in the economy locally and nationally. They are dealing with items such as homelessness, equity, increased population of the re-entry population, economic challenges, the gig economy, artificial Intelligence, off-shoring, and on-shoring, the high cost of inflation, and the need for a living wage. Working families need to rely on jobs to have a productive livelihood. All of these issues require more than planning one year at a time. They need to listen and refocus to come up with a better plan for the next 5 years. They will have invited guests from time to time to learn from the experience of others.

Gerardo Ruvalcaba provided brief comments on the purpose of the ad hoc committee.

Discussion among the members:

Michael Dolphin commented about the importance of collaboration in working toward a common goal to get the work done.

Robin Kramer commented that the specific reason she is here is that high schools need a pathway to workforce.

EWDD General Manager Carolyn Hull commented that she is excited about developing incubators and growing economic opportunities.

Magdalena Duran that the WorkSource system is unlike any other. They are grounded in Community Based Organizations (CBO's) and Non-Profits. They have been around for over 50 years and are vested in the communities they service.

Larry Frank said that they have a lot of great people around the table, but they need to make sure that they reach out to others that are not at the table. They must think big, as change agents to find ways to pull in the proprietaries to leverage contracting and hiring. Skills based hiring is important. There are big ideas out there, but they need to figure out how to get the whole system moving in the right direction.

Jaime Pacheco-Orozco said that the reality is that the post pandemic situation has done a number of things to job seekers. A lot of populations were left out of remote work and lost their employment. They face issues such as ageism, and monolingual immigrants struggle to re-enter the workplace. This is not a continuation of past practices; this is a new approach for a new reality.

Veronica Soto said that there is an enormous amount of assets in the City of LA. Sister agencies, the Los Angeles Unified School District (LAUSD), community colleges, and METRO. The number one concern is workforce, and a skilled workforce. We are not working on the real demands of the industries. They need to cultivate the workforce when it is needed. There is a shortage of people to maintain buildings. They need to be inspired, to be able to put them on these pathways. If we do not, we will not have vibrant, minority owned businesses in the city. Where are the tangible, quantifiable metrics, lessons learned of these past plans. We need to partner to create a successful workforce.

David Crippens commented that there need to be more people in the room. He hopes that everybody gets to know each other. This is a collaboration. We must look at homelessness. How do we stop the pipeline of people going into homelessness. They want to look at this from cradle to career, to rewiring. What keeps us going is the passion and a commitment to make this region a better place to live and to work.

Quentin Strode said that they must find ways to bring corporations to invest back. Corporations should be investing in people who may eventually become their employees. They need to increase the number of people who are creating or starting a business, so they will walk away with great skills.

Linda Nguyen-Perez said that she represents labor. Where do working class adults people fit in. How do we make them fit in; on average 55 – 61 YO monolingual Spanish. How do we think about concrete programs that meet Angelinos where they are, most programs exclude them. They need to make sure that the jobs that they are placed in are good jobs.

Steve Zimmer said that they have done some internal research. Students who are in Career and Technical Education (CTE) halfway programs in high school have over 10% graduation rates. There are endemic disparities in our data sets when they look at these indicators around CTE, the disparities flip. African American students 14% higher graduation rate than their colleagues not enrolled in CTE halfway programs. In areas where they see endemic disparities, they see extremely promising data points.

Alysia Bell asked how are they leveraging the infrastructures? How can they leverage those employer partnerships?

5. Discussion of Previous Multiyear Workforce Development Strategic Plans

Gregg Irish and Larry Frank provided background information on previous great strategic plans that were created and noted that implementation of workforce development goals was lacking. This is their opportunity to figure out where there are opportunities to improve the system.

Gerardo Ruvalcaba commented that with all the collective talent in the room, he looks forward to monthly meetings where they will share their ideas, and expertise to create a 5-year strategic plan.

Linda Nguyen commented that one of the things that works for them is online contracting.

Brenda Shockley commented that the Mayor's staff is looking at this as opportunity to build a roadmap for the next 5 years, to set goals; with great promise to make an impact on issues such as homelessness, the prevention of homelessness, and the path out of poverty.

Michael Dolphin commented on the importance of promise and delivery.

Jaime Pacheco Orozco said that he was always struck by the huge exodus of knowledge. They had to plan for that. This situation is different today, 25% of the city's workforce is older adults. This silver tsunami is about a multi-ethnic, multi-lingual growing aging adult population. They need to start looking at local investments to figure out ways to include input from the boots on the ground; people who are out in the community. It is incumbent upon them to bring them into the room.

6. Los Angeles Economic Corporation's (LAEDC) Involvement in the Five-Year Workforce Development Strategic Plan, Including the Preparation of Labor Market Information and Local and Regional Economic Data

Shannon Sedgwick, Director of the Institute of Applied Economics (LAEDC) gave a PowerPoint presentation of the People, Industry and Jobs 2.0 Report that included an in-depth analysis of data.

Veronica Soto asked if they could add wage data to the report, to indicate whether folks have a living wage or not.

Stephen Simon, Department of Disability said in that in broadly looking at data, they need to make sure that in public and private space, disability is factor that is included. Are they including data on disabilities and accommodations that people need to stay in the workforce. More importantly, disability is monolithic.

Magdalena Duran said that a lot of their folks come in with disabilities. The WorkSource system cannot manage every disability that an individual may have. The areas where people have skill-based hiring, they want to be able to see the clusters of where there are certain people with certain skill sets.

Robin Kramer asked Shannon to identify pipelines, what is included… apprenticeships, pathways.

Veronica Soto recommended bringing the data to life on a website so that folks can click on and find whatever services they are seeking near them.

Larry Frank commented that this is a great piece of work.

7. Timeline for the Development of the Five-Year Workforce Development Strategic Plan and Possible Deliverables

Gerardo introduced Kyle Wicks of Civic Makers. Kyle gave a PowerPoint presentation about Civic Makers and their workforce team. They are a strategic consulting firm in San Francisco, whose work is rooted in conversation. They partner with agencies to design outreach, facilitation, and strategic planning. All work is done to connect stakeholders. Kyle provided an outline of the phases for the development of the human-centered design strategic plan.

Meeting dates are planned for the 4th Thursday of the month.

Armando Loza commented that it should be a worker centered approach as well.

Jaime Pacheco-Orozco thanked Kyle for including disabilities.

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9. Adjourn: 12:12 p.m.

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8. Next Meeting - TBA

9. Adjourn: 12:12 p.m.

Workforce Development Board
City of Los Angeles

5.

DATE: October 26, 2023

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Presentation - LAP3 Strategic Plan**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

6.

DATE: October 26, 2023

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Five-Year Strategic Plan Working Session with CivicMakers**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 6 - Memo to 5 Year Plan Ad Hoc Members re 9-21-23 Mtg Follow-up (10-2-23)
- Item 6a - 10_26_2023 Meeting Overview_Ad Hoc Committee

Date: October 10, 2023

To: WDB 5-Year Strategic Plan Ad Hoc Committee

From: Charles Woo, Chair
Workforce Development Board

Subject: City of LA Workforce Development Board (WDB) 5 Year Strategic Plan Ad Hoc Committee - 9/21/23 Meeting Follow-up

We want to express our profound appreciation for the dedication and active engagement demonstrated by every member of the Ad Hoc Committee during the September 21 meeting. Your valuable participation and insightful contributions supported a dynamic discussion, setting a strong foundation for creating a workforce development strategic plan that has the potential to profoundly impact the lives of all Angelenos. The discussion and energy of the group underscores the collective commitment to fostering a workforce system that serves the diverse needs and aspirations of our vibrant communities. Together, we embark on a journey to enhance our city's workforce system, and your dedication is the driving force behind our shared vision.

Memo's Contents

This memo has a brief summary of the meeting's discussion, CivicMakers' presentation, contact information for CivicMakers, and next steps.

Ad Hoc Meeting Discussion Summary

The September 21 Ad Hoc Committee Meeting had a **clear purpose**: **introduce how we develop a strategic course for the next five years**. The meeting emphasized the need to repurpose and strategically plan for the future in the face of evolving economic and societal challenges. This planning process was intended to be inclusive, drawing on the **input of a diverse group of individuals** to ensure that public insight will significantly influence the outcomes.

Throughout the meeting, there was a strong commitment to civic engagement and collaboration. **Attendees expressed a shared dedication** to move the city in the direction it needed and wanted to go. There was a deep appreciation for the individuals in the room and on the committee, acknowledging their crucial role in shaping the city's future. A critical theme that emerged was **job creation and inclusion**. The strategic plan should aim to generate good jobs and services for the city's residents, with a **particular focus on those who had historically been excluded or marginalized**. The timing of this initiative was seen as opportune, with an administration that has a forward-looking approach and a commitment to broad inclusivity.

Collaboration was a recurring topic, with attendees discussing the need to **work together effectively across various sectors**, including education, labor unions, and city government. The goal was to

ensure that all clients' needs were met, emphasizing that the work could not be done in isolation. The meeting highlighted the importance of **connecting the K-12 education system with apprenticeship programs** and placing an equal **emphasis on post-employment services alongside pre-employment support**.

The concept of a **"no wrong door"** approach was discussed, emphasizing that individuals should receive the support they needed, regardless of where they initially sought assistance. Attendees stressed the **need for accountability measures and incentives to encourage collaboration** among contractors. **Community colleges were identified as instrumental** in the workforce development system, and there was a recognition of the pressing need to **address homelessness and prevent** individuals from entering the homelessness pipeline.

There was a strong call to **leverage existing infrastructure and funding opportunities** effectively. Concerns were raised that past efforts had often focused on planning rather than implementation, and attendees emphasized the **importance of breaking down silos** and making better use of available resources. The meeting also considered the challenges posed by a changing landscape, including AI and offshoring, and discussed the definition and goals of a living wage. Attendees aimed to embed the strategic plan deeply into the workforce center redesign.

Overall, it was determined the **Ad Hoc Committee can serve as a platform for collaborative planning**, emphasizing the creation of good jobs, inclusivity, and the importance of a strategic, inclusive approach to workforce development in a changing world.

CivicMakers Recap

Kyle Wicks, Project Manager of CivicMakers, presented on the company's history, projects, approach and work plan for this project, and the role of the Ad Hoc Committee. You can find the PowerPoint presentation attached. Key Talking points to accompany the slides are recapped below.

CivicMakers is a strategic consulting firm based in San Francisco that partners with **diverse communities, public agencies, and nonprofit organizations across California** to design and deliver community and stakeholder outreach, engagement, facilitation services, and strategic planning. They have conducted extensive work with the cities of San Jose, San Francisco, and Hayward, as well as the California Department of Technology and California Health and Human Services. Examples of projects have included a **Workforce Communities of Action** with various Workforce Development Boards across the nation, **Workforce & Homeless Systems Alignment** with San Francisco Office of Economic and Workforce Development, and **numerous regional and citywide strategic plans**, including with the SF Bay Ferry, City of Hayward, City of Mountain View, City of Hayward, and City of West Sacramento. The CivicMakers' project team has diverse experience in **workforce, housing, human services, community engagement, strategic planning and implementation**.

CivicMakers utilizes a Human Centered Design framework, involving stakeholders throughout the duration of a project to surface needs, create a shared vision, identify implementation actions, and develop a sustainable 5-Year Workforce Strategy. By engaging stakeholders throughout every stage of the project we're able to understand diverse needs from the perspective of the people working within the system and benefiting from the system (as well as those who are being left out). Through CivicMakers' approach, we will collaboratively define priorities and challenges, ideate and prototype

solutions, test solutions with stakeholders, and validate and refine a final 5-year strategy that is actionable, relevant, and representative of the diverse players in the LA workforce system.

CivicMakers described their **Work Plan Timeline**, pictured below.



1. **Discovery and Systems Mapping**
    a. Relevant background document review to identify gaps and alignment
    b. Conduct desk research
    c. Identify key stakeholders
    d. Begin mapping LA's workforce system (programs, services, and projects).
2. **Research Design phase**
    a. Develop a research plan that supports the emergence of system improvements and alignment
    b. Research will encompass key elements like current/future workforce, required skills/updated training & education, policies that promote/hinder labor growth & wage, and best practices for workforce program effectiveness.
3. **System Evaluation**
    a. Define the current state of LA's workforce system
    b. Integrate the improvements identified during the research and potential alignment between departments, programs, and services.
    c. Interview CBOs, workers, educational institutions, employers, and public agencies; administer surveys; and further collaborate with stakeholders.
4. **Gap Analysis**
    a. Identify constraints and opportunities
    b. Compile insights on living wage, career pathways and accessibility, and program/policy strategies.
5. **Strategic Plan**

a. Draft Plan and provide opportunities for feedback and refinement
b. Finalize 5-Year Strategic Plan
c. Present the strategy to the BOS
d. Conduct a project handoff

CivicMakers concluded their presentation by providing insights for **how the Ad Hoc Committee can play a critical role in the project**. The members can leverage knowledge of the workforce system, validate project findings, provide input on priorities, make connections to stakeholders, and commit to collectively support implementation actions of the strategic plan. CivicMakers will convene with the Ad Hoc committee monthly or as-needed throughout the project duration.

Next Steps

CivicMakers will follow up with all Ad Hoc Committee members via email with a draft of key stakeholders. They will provide instructions for adding to the growing stakeholder list. The goal of this is to compile a broad and diverse stakeholder list to engage throughout the project.

Kyle Wicks and Cristelle Blackford will be the main points of contact for CivicMakers, and they will reach out to all members of the Ad Hoc Committee to request relevant information that supports the development of the strategic plan. They will also be in touch to request 30-minute 1:1 interviews.

- Kyle Wicks, Project Manager, kyle@civicmakers.com, 515-419-1418
- Cristelle Blackford, Project Director, cristelle@civicmakers.com

Please keep an eye out for their communications.

Thank you for your contributions to this important effort.

LA CITY 5-YEAR STRATEGIC PLAN

Ad Hoc Committee Meeting

WHEN: 10/26/23, 10am - 12pm (CivicMakers will lead 90 mins of the meeting)

WHERE: Friendship Auditorium 3201 Riverside Dr, Los Angeles, CA 90027

WHO: Ad Hoc Committee, City Staff, and CivicMakers (Kyle Wicks, Judi Brown & Leah Tremblay-Adams)

Purpose

Through an interactive session, construct an initial view of the workforce system, considering everyone's different vantage points. Together, we'll visualize the system in terms of **workforce goals**, as well as the **existing opportunities and challenges** to achieving those goals.

Intended Outcomes

- Begin to develop shared goals for the workforce system, expanding upon baseline goals of the 5-yr Strategic Plan
- Compile an initial list of the assets and forces that are currently pushing the system toward those goals, as well as the challenges and forces that are hindering change

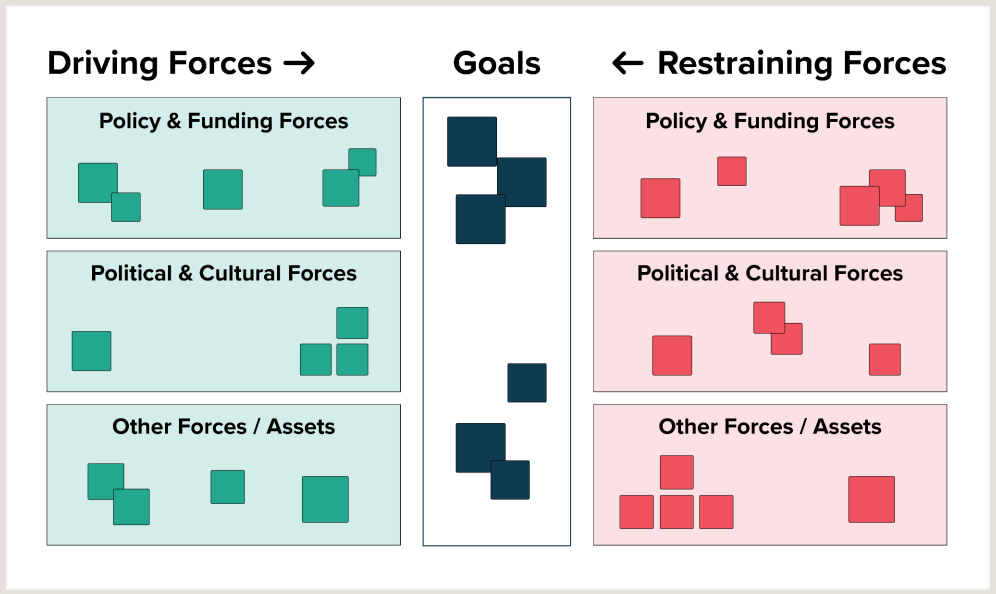
High Level Agenda (90mins)

1	**Recap of Where We Are** (10 mins)	**10:30 - 10:40 am**
2	**Force Field Analysis** (70 mins)	**10:40 - 11:50 am**
	What are the Goals of the Workforce System? Discuss high level goals	-
	What forces are supporting these goals? | Identify policy, culture, collaborations, projects, etc.	-
	What forces are hindering these goals? | Identify policy, culture, systemic barriers, contract constraints, etc.	-
3	**Wrap Up & Next Steps** (10 mins)	**11:50 - 12:00 pm**

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Force Field Analysis

This session centers around a framework called Force Field Analysis. This exercise helps to visualize the change we hope to see (goals), as well as the **'forces' that are supporting or hindering us from achieving the desired goal(s)**.



This exercise will help us begin to visualize and elaborate on a few different elements of the workforce system:

1. **Shared Goals for the Workforce System.** As a baseline, the 5-year Strategic Plan should achieve several goals (below). We'll give space to hear about what's working well, what changes could enhance the broader workforce system, what forces are supporting or restraining goals from your vantage point, and how you define what a successful workforce system should accomplish for Angelenos.

   Output: Lay the foundation for a more clearly defined vision in the final plan.

   - 5-Year Workforce Strategy Goals:
     i. Connect all Angelenos with a living-wage and career pathway
     ii. Identify and define living-wage and industries/sectors
     iii. Ensure accessibility to pathways – equity measures
     iv. Evaluate current and potential workforce
     v. Determine future workforce needs
     vi. Update and align training and education with workforce needs
     vii. Recommendations for implementing and evaluating the 5-Year Workforce Strategy

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2. **Driving & Restraining Forces.** Through our discussion, we'll share some of the insights we've surfaced from our background document review. As a group, we will continue to identify efforts that are underway as well as the gaps and barriers we'd need to address to achieve our goals for the system.

   Output: We (CivicMakers) will continue to build on this list as we research various elements of the system, using this discussion to identify some of our research priorities.

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