



**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, March 28, 2024  
10:00 AM**

**Goodwill Southern California - Auditorium  
342 N. San Fernando Rd. Los Angeles, CA. 90031**

**AGENDA**

1. Call to Order/Roll Call
2. Public Comment on Non-Agenda Items

**ACTION ITEMS:**

3. Consideration of the Minutes of December 14, 2023 Charles Woo

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

4. Presentation by CivicMakers Regarding the Draft Five-Year Strategic Workforce Development Plan Kyle Wicks
5. Next Meeting
6. 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, Adine Forman, Larry Frank, Cynthia Heard, Ruth Lopez Novodor, Armando Loza, Robin Kramer, Jaime Pacheco-Orozco, Linda Nguyen, 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](http://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](http://www.wiblacity.org)



3.

**DATE:** March 28, 2024

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** Consideration of the Minutes of December 14, 2023

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available



4.

**DATE:** March 28, 2024

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** Presentation by CivicMakers Regarding the Draft Five-Year Strategic Workforce Development Plan

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

- ▣ Presentation by CivicMakers Regarding the Draft Five-Year Strategic Workforce Development Plan
- ▣ Presentation by CivicMakers Regarding the Draft Five-Year Strategic Workforce Development Plan



3/28/2024

# 5-Year Workforce Strategy Ad Hoc Committee Meeting

Presented by Kyle Wicks, Judi Brown, and Virginia Hamilton

# Purpose & Intended Outcomes

## Purpose

Demonstrate how focus groups and literature have been translated into the design of the plan (structure), impact measures, and draft strategic priority initiatives.

## Intended Outcomes

- Refine **metrics for building capacity**, to ensure we are able to clearly assess our impact around this theme/North Star
- Validate the **structure of the 5-Year Plan**, in particular the structure for ‘Year 1 Initiatives’:
  - *Is there a clear through line from the capacity building theme to the initiatives?*
  - *Are these actionable, and scoped for year 1 outcomes?*

# Agenda

1	Recap & Roadmap
2	Structure of the Plan
3	Discussion   Impact Metrics for Capacity Building
4	Discussion   Validate Section 2 of the Plan
5	Wrap Up & Next Steps

# Roadmap & Recap

# The Roadmap

	January	February	March	April	May
CivicMakers' Project Focus	<b><u>Identify Initiatives</u></b> <i>Focus Groups to dig into Strategic Priorities, with the goal of identifying more specific initiatives that help us move toward our vision</i>		<b><u>Vet Initiatives</u></b> <i>Evaluate initiatives with key populations*</i>	<b><u>Ideate</u></b> <i>Convene Implementers to make initiatives actionable</i>	<b><u>Finalize the Plan</u></b> <i>Design an implementation approach</i>
	Identify Plan 'Implementers'			Define Implementation Roadmap	
Ad Hoc Committee Emphasis	-	-	<b>[Revised]</b> Present the structure of the plan + impact metrics.  <b>March 28, 2024</b>	Present the plan and workshop how to evaluate & re-prioritize regularly  <b>April 25, 2024</b>	Implementation Plan & Kick-Off  <b>May 23, 2024</b>

\*Specific Populations: youth, older adults, and people experiencing homelessness/housing insecure

# Stakeholder Engagement

# Stakeholder Engagement

## *Ad Hoc Committee Members Interviews/1:1s to Date:*

### Conducted:

- **David Crippens** (DLC & Associates)
- **Robin Kramer** (Smidt Foundation)
- **Larry Frank** (UCLA Labor Center)
- **Alysia Bell, Amber Chatman, Bridget Netter, Carrie Lemmon** (UNITE LA)
- **Chris Swarat** (CSULB & CSU5 Collaboration)
- **Armando Loza** (Miguel Contreras Foundation) & **Kristal Romero** (The LA Fed)
- **Gregory Irish** (WDB Director)
- **Charlie Woo** (WDB Chair)
- **Michael Dolphin** (Former WDB member and former chief of CA EDD Workforce Development Division)
- **Dr. Alex Davis** (Assistant Vice Chancellor of Economic & Workforce Development, and Exec. Director)

# Broader System Stakeholder Engagement



## Systems: Public Agencies & Foundations

- Department of Economic Opportunity
- Youth Development Department
- LA Unified School District
- Dakar Foundation
- Irvine Foundation
- Hilton Foundation
- Redf
- Harbor Community Benefits Foundation
- Department of Water and Power
- Personnel Department
- Community Investment for Families Department
- Miguel Contreras Foundation
- California State University
- LA Community College District

## Groups: Community Organizations & Partners

- Goodwill SoCal
- Hospitality Training Academy
- Central City Neighborhood Partners
- LA County Federation of Labor
- Local SEIU 721
- EQUUS
- Watts WorkSource Center
- Chrysalis
- HIRE LAX
- Grid Alternatives
- Para Los Ninos
- Coalition for Responsible Community Development
- Center for Employment Opportunities
- WINTER Women
- Homeboy Industries
- UNITE-LA
- LGBTQ Center

## Individuals: 1:1 Discussions with knowledge experts & system users

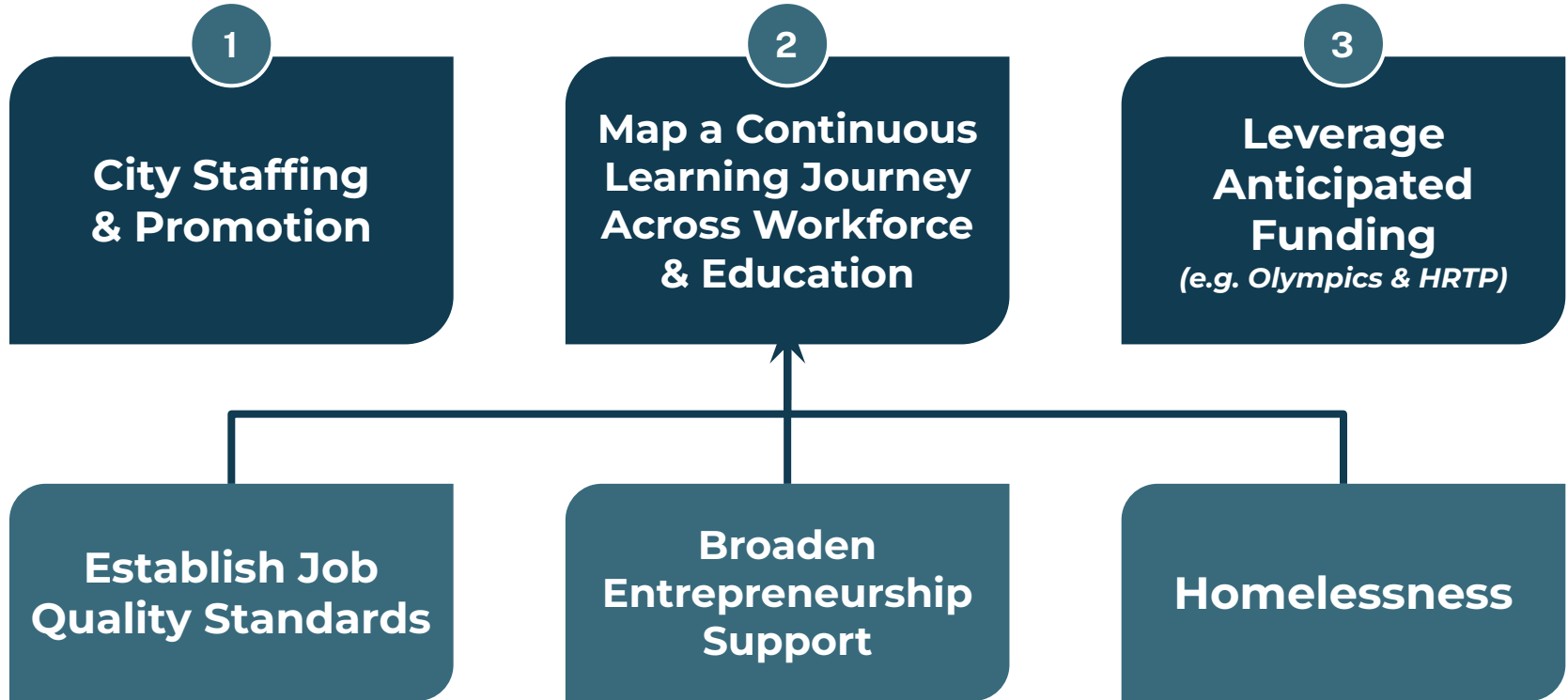
# Planned Engagements

## Engagement Activities: Focus Groups + 1:1 Interviews (March + April)

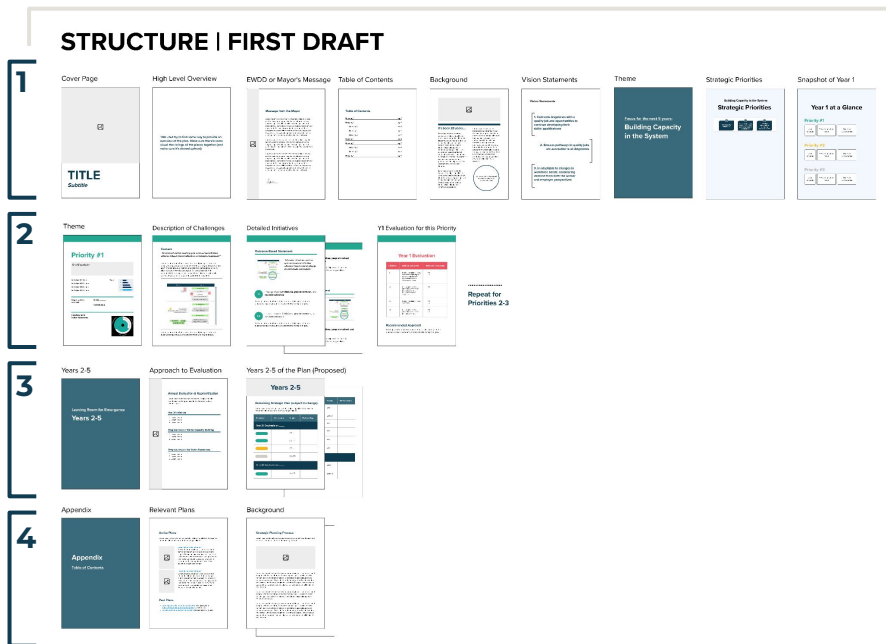
- City Council Office (3/27 + 3/28)
- Workforce Development Board (4/9)
- Homelessness System Staff
- Business Owners/Managers and Industry Leaders
- 18-24 Students and Full-time Workers
- Community Organizations (continued)

# Structure of the Plan

## **[Insight]** Consolidate our Strategic Priorities



# Proposed Structure of the Plan



Prototyped an outline for the plan to confirm what content is critical to develop.

We want to ensure there is valuable context without making the document overwhelming or unclear.

# Defining the plan's tone

*(based on stakeholder data)*

# We heard the plan should...

## **Be Actionable**

*"It should have a framework to let people know what they can do and how...and written in 'action language.'"*

*"Previous workforce development plans have just sat on the shelf. We should think about this plan in terms of actions"*

## **Build a Collective, Hopeful Vision**

*"This document should bring out that LA has a bright future... and a sense of why we all need to work together."*

## **Be Understandable & Digestible**

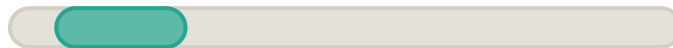
*"At the end of the day, I'll only remember 3-4 actionable items"*

*"Make it something the Mayor and City Council can easily make sense of."*

# Defining the Plan's Tone

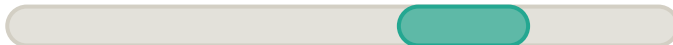
*The plan's graphics and language will reflect the following tones:*

**Approachable**



Sophisticated

Decorated



**Straightforward**

**Optimistic**



Realistic

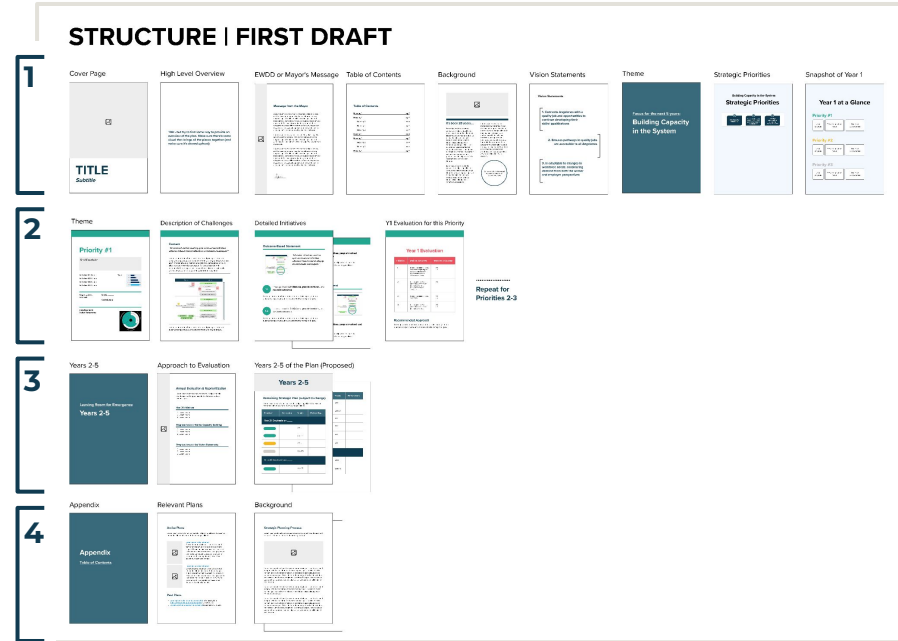
# Matching structure & contents to the tone

# Design Decisions (based on feedback)

- **~30-40 pages for 'the Plan'** -keep the critical substance brief and upfront
  - *Get to the point as soon as possible and keep things concise*
  - *Ensure it's digestible with clear priorities*
  - *Deeper context will be compiled in the Appendix, after pg 30/40*
- **Segmentation** -create clear distinctions between different segments so that people can easily find (and isolate) what pertains to them
- **Optimize for external audiences** -ensure it's easy to read online & print
  - *1-page layout instead of 2-page spread*
  - *Keep content within margins*
  - *Minimize high-ink visuals*

# Contents

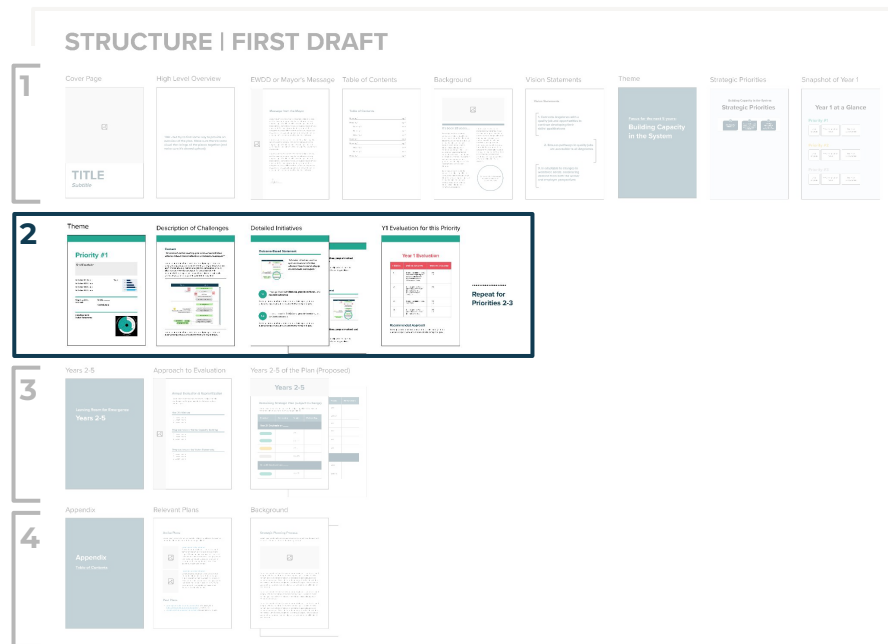
1. Overview & Key Context (~8pgs)
2. Y1 Priorities & Initiatives (~15pgs)
  - a. Overview
  - b. Context on the challenge
  - c. Initiatives (+ongoing plans/projects)
  - d. Evaluation (outcomes + metrics)
3. Years 2-5 (~7pgs)
  - a. Approach to Annual Evaluation
  - b. Proposed initiatives, Years 2-5
4. Appendix
  - a. Related Plans (past and present)
  - b. The Strategic Planning Process



# Validate 'Section 2' of the Plan (Year 1 Initiatives)

# Contents

1. Overview & Key Context (~8pgs)
2. Y1 Priorities & Initiatives (~5pgs, each)
  - a. Overview
  - b. Context on the challenge
  - c. Initiatives (+ongoing plans/projects)
  - d. Evaluation (outcomes + metrics)
3. Years 2-5 (~7pgs)
  - a. Approach to Annual Evaluation
  - b. Proposed initiatives, Years 2-5
4. Appendix
  - a. Related Plans (past and present)
  - b. The Strategic Planning Process





## **Individual Reflection**

**Take a few minutes to review the draft ‘Year 1 Initiatives’ handout for Priority 1: City Staffing.**

## **Rubric considerations:**

- How well does this packet link the initiatives to the North Star of building capacity within the system?
- How well does this packet outline the work to be completed in Year 1?
- How actionable does this priority area feel?
- If this section got detached from the rest of the plan, does this hold enough context for people to interact with the work?

# Impact Metrics for Building Capacity



**Emphasis for the 5-yr Strategic Plan**

# **Building the Capacity of the System**

# Making this 'North Star' Measurable

1. Build Capacity **at the City**



# Making this 'North Star' Measurable

1. Build Capacity **at the City**
2. Strengthen the **City-Partner Relationship**



# Making this 'North Star' Measurable



1. Build Capacity **at the City**
2. Strengthen the **City-Partner Relationship**
3. Increase **Overall System** Capacity

# Metrics for Capacity Building [DRAFT]

*(Once confirmed, we will establish specific targets with LAEDC & LA's Personnel Dept)*

	Impact in 2-3 Years	Impact in 5 Years
<b>Build Capacity at the City</b>	<ul style="list-style-type: none"> <li>• Shorten the <u>length of the hiring &amp; promotion process</u> by x%</li> <li>• Increase the <u>total number of people</u> that take the civil service exam to x</li> <li>• x% of City Departments <u>have a workforce strategy</u></li> </ul>	<ul style="list-style-type: none"> <li>• Fill x% of the <u>City vacancies</u> (for those that have been identified as critical for service)</li> <li>• <u>Increased diversity</u> in 2 City Departments by x% (after defining specific target demographics)</li> </ul>
<b>Strengthen the City-Partner Relationship</b>	<ul style="list-style-type: none"> <li>• Reduce <u>the drop off rate</u> from YSCs to WSCs by x%</li> <li>• Increase the civil service exam <u>pass rate of specific populations</u> by x%</li> </ul>	<ul style="list-style-type: none"> <li>• Increase <u>employee satisfaction</u> around job quality standards (e.g. wage, training opportunities, and workload) at WSCs</li> </ul>
<b>Increase Overall System Capacity</b>	<ul style="list-style-type: none"> <li>• [Establish benchmarks in retention]</li> <li>• [Establish an end of year assessment with the 5-Yr Plan's collaborators, to evaluate their satisfaction with coordination and impact]</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the <u>retention rate</u> of job placements by x%</li> <li>• Based on projected industry growth, increase the <u>number of trainers</u> to x</li> <li>• Increase <u>satisfaction rate</u> (with Plan collaborators) by x%</li> </ul>



## **Individual Reflection**

**Take a few minutes to review the proposed metrics handout. Feel free to write any of your reflections on the handout.**

## **Some considerations:**

- We want to ensure we define clear measures around our North Star: Capacity Building
- We'll need to be selective about what we measure to ensure it truly indicates the impact of our work without creating unrealistic, extra work for collaborators

# Wrap Up & Next Steps

# The Roadmap

	January	February	March	April	May
CivicMakers' Project Focus	<u>Identify Initiatives</u> Focus Groups to dig into Strategic Priorities, with the goal of identifying more specific initiatives that help us move toward our vision		<u>Vet Initiatives</u> Evaluate initiatives with key populations*	<u>Ideate</u> Convene Implementers to make initiatives actionable	<u>Finalize the Plan</u> Design an implementation approach
	Identify Plan 'Implementers'			Define Implementation Roadmap	
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\*Specific Populations: youth, older adults, and people experiencing homelessness/housing insecure

# Next Steps - April

Next Ad Hoc Committee Meeting: April 25, 2024

## CivicMakers' Project Focus:

- **Continue Drafting the Strategic Plan**
  - (Priority 2) Map a Continuous Journey + (Priority 3) Leverage Anticipated Funding
  - Review and refine the roadmap with the Project Team
  - Gather stakeholder feedback
- **Engagement Activities: Focus Groups + 1:1 Interviews (March + April)**
  - City Council Office (3/27 + 3/28)
  - Workforce Development Board (4/9)
  - Homelessness System Staff
  - Business Owners/Managers and Industry Leaders
  - 18-24 Students and Full-time Workers
  - Community Organizations (continued)



## LA CITY 5-YEAR STRATEGIC PLAN

# Ad Hoc Committee Meeting #3

## Purpose

Demonstrate how focus groups and literature have been translated into the design of the plan (structure), impact measures, and draft strategic priority initiatives.

## Intended Outcomes

- Refine **capacity-building metrics**, to ensure we are able to clearly assess our impact around this theme/North Star
- Validate the **structure of the 5-Year Plan**, in particular the structure for ‘Year 1 Initiatives’:
  - *Is there a clear through line from the capacity building theme to the initiatives?*
  - *Are these actionable, and scoped for Year 1 outcomes?*

## High Level Agenda

1	Recap & Roadmap	
2	Structure of the Plan	(See the proposed structure, below)
3	Discussion   Impact Metrics for Capacity Building	(handout in-session)
4	Discussion   Validate ‘Section 2’ of the Plan	(handout in-session)
5	Wrap Up & Next Steps	

# Proposed Structure of the Plan

## The Tone of the Plan

Throughout the process, we've heard from actors in the system that the 5-Year Workforce Strategic Plan should be different. Plans and efforts in the past have been successful to varying degrees, but we heard from you all (and stakeholders) a desire to develop a plan that had intention and collective buy-in. We heard the plan should speak to the moment, and galvanize "the system" to take advantage of the current opportunities and resolve challenges.

### Be Actionable

*"It should have a framework to let people know what they can do and how...and written in 'action language.'" - Ad Hoc Member*

*"Previous workforce development plans have just sat on the shelf. We should think about this plan in terms of actions" - Ad Hoc Member*

### Build a Collective, Hopeful Vision

*"This document should bring out that LA has a bright future... and a sense of why we all need to work together." - Ad Hoc Member*

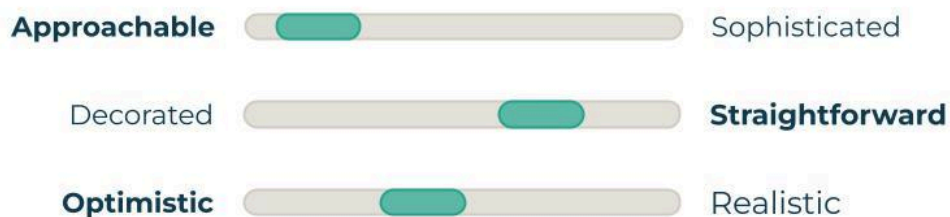
### Be Understandable & Digestible

*"At the end of the day, I'll only remember 3-4 actionable items" - Ad Hoc Member*

*"Make it something the Mayor and City Council can easily make sense of." - Ad Hoc Member*

## Defining the Plan's Tone

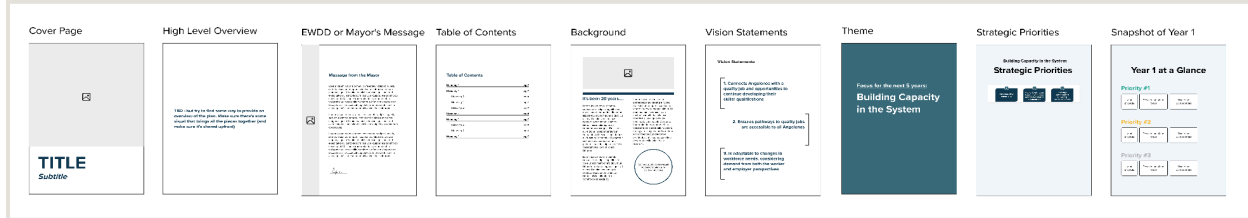
*The plan's graphics and language will reflect the following tones:*



# Outline of the Plan

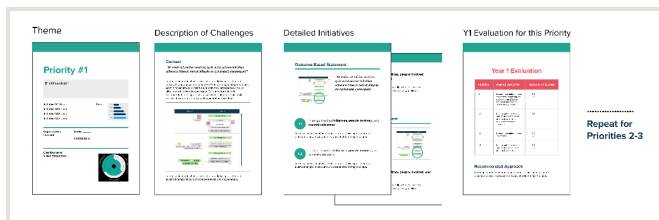
## Section 1 | Overview & Key Context

*This section will describe the opportunity and why it's important to set a clear, system-wide workforce strategy.*



## Section 2 | Year 1 Priorities & Initiatives

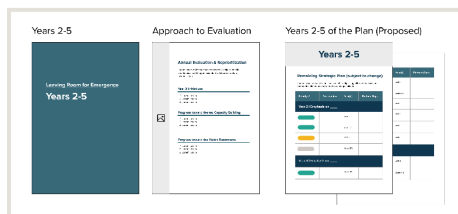
*Each Priority will be segmented into its own packet, containing the following content:*



- Overview page
- Context on the challenge & other ongoing efforts/plans
- Initiatives
- Evaluation (Year 1 metrics)

## Section 3 | Years 2-5 Evaluation & Initiatives

*This section will detail the approach to annual evaluation and present the complete list of initiatives that have been proposed for Years 2-5.*



## Section 4 | Appendix

*This section will include a full outline of Related Plans (past and present) and this Strategic Planning Process.*

