



**CITY OF LOS ANGELES  
JOINT MEETING OF THE WORKFORCE DEVELOPMENT BOARD  
(WDB) AND THE WORKFORCE DEVELOPMENT BOARD EXECUTIVE  
COMMITTEE**

**Tuesday, April 9, 2024  
10:00 AM - 12:00 PM**

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

**AGENDA**

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

**ACTION ITEMS:**

3. Approval of Recommendations from the Economic and Workforce Development Department (EWDD) Regarding Extending the WorkSource Center (WSC)/America's Job Center of California (AJCC) System Procurement Elizabeth Macias

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

4. Presentation by the Economic and Workforce Development Department's (EWDD) Consultants, CivicMakers, Regarding the Draft Five-Year Strategic Workforce Development Plan Kyle Wicks
5. Next Meeting
6. Adjourn

**Workforce Development Board:**

Charles Woo, Patricia Perez, Garrett Gin, Allison Anaya, Chad Boggio, Agustin Cabrera, Priscilla Chavez, Veronica Corona, Michelle Crenshaw, David Crippens, Jesse Cuevas, Dr. Alex Davis, Kathy A. Finn, Jaleesa Hazzard, Hrag Hamalian, Terri Hollingsworth, Robert A. Lake, Casey O'Neill, Kelly Nguyen, Linda Nguyen-Perez, Ruth Lopez Novodor, LaShondra Mercurius, Hector Perez-Pacheco, Gabriel Pimentel, Jonathan Port, Carmen Rad, Sergio Rascon, Steven Simon, Alexandra Suh, Maria Turrubiarres, Nancy Hoffman Vanyek, Steve Zimmer

**Executive Committee:**

Charles Woo, Patricia Perez, Garrett Gin, Chad Boggio, David Crippens, Dr. Alex Davis, Ruth Lopez Novodor, La Shondra Mercurius, Nancy Hoffman-Vanyek

**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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3.

**DATE:** April 9, 2024

**TO:** JOINT MEETING OF THE WORKFORCE DEVELOPMENT BOARD (WDB) AND  
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**FROM:**

**SUBJECT:** Approval of Recommendations from the Economic and Workforce Development  
Department (EWDD) Regarding Extending the WorkSource Center  
(WSC)/America's Job Center of California (AJCC) System Procurement

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available



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**FROM:**

**SUBJECT:** Presentation by the Economic and Workforce Development Department's  
(EWDD) Consultants, CivicMakers, Regarding the Draft Five-Year Strategic  
Workforce Development Plan

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

- ▣ Item 4...Presentation by the EWDD Consultants, CivicMakers, Regarding the Draft Five-Year Strategic Workforce Development Plan



# The Process

## *5-Year Workforce Strategy*

### Contents:

Project Background

Vision Statements


North Star & Strategic Priorities

Tone & Structure of the Plan

Drafting & Validating Initiatives

# Project Background

CivicMakers Presentation



The **Economic and Workforce Development Department (EWDD)**, in partnership with **Mayor Karen Bass' Office of Economic Opportunity** and the **City of Los Angeles Workforce Development Board**, are developing a **Five-Year Workforce Strategic Plan**.

EWDD hired [CivicMakers](#) to support a Project Team in co-developing an **actionable and achievable strategic plan** that:

1. Aligns and coordinates resources and disparate strategies across the local (and regional) workforce system(s).
2. Is participatory and achieving **a shared vision**.

# 2024 Roadmap

January	February	March	April	May
<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>
<b>Identify Plan ‘Implementers’</b>			<b>Define Implementation Roadmap</b>	

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



# Ongoing Stakeholder Engagement

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# 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)
- **Gregg 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



**NOTE:** This list continues to expand

### **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

# Vision Statements

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## Hierarchy of the 5-yr Strategic Plan





## [DRAFT] Vision Statements

*The Workforce System achieves the following:*

1. Connects Angelenos with a **quality job** and **opportunities to continue developing** their skills/qualifications

2. Ensures pathways to quality jobs are **accessible to all Angelenos**

3. Is **adaptable to changes** in workforce needs, considering demand from both the worker and employer perspectives

*NOTE: This is the vision that we are working toward. The Strategic Priorities and Initiatives will be defined to identify initial milestones and more concrete outcomes.*

# North Star & Strategic Priorities

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# North Star

- *The primary focus of this 5-year strategic plan*
- *This North Star will help to center all the initiatives towards a shared goal, and will help create the structure for impact evaluation.*





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

# **Building the Capacity of the System**



## Making this ‘North Star’ Measurable

### 1. Build Capacity **at the City**

*Supporting the City’s staffing, as a leading employer in the County.*



## Making this 'North Star' Measurable



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

*Improving coordination and strategic efforts across the City's contracted network.*

## Making this 'North Star' Measurable



1. Build Capacity **at the City**
2. Strengthen the **City-Partner Relationship**
3. Increase **Overall System Capacity**  
*Strengthening how the system collaborates as a whole, and work toward shared goals.*

# Strategic Priorities

- *Topic areas that target efforts towards areas in need of focused attention*



## Draft Strategic Priorities

1

**Address City  
Vacancies**

2

**Establish Job  
Quality Standards**  
*(within the  
workforce system)*

3

**[Homelessness]  
Evaluate Points  
of Entry & Exit**

4


**Map a Continuous  
Learning Journey  
Across Workforce  
& Education**

5

**Broaden  
Entrepreneurship  
& Small Business  
Partnerships**

6

**Leverage  
Anticipated  
Funding**  
*(e.g. Olympics & H RTP)*



```
graph BT; A[Establish Job Quality Standards] --> D[Map a Continuous Learning Journey Across Workforce & Education]; B[Broaden Entrepreneurship Support] --> D; C[Homelessness] --> D;
```

**Map a Continuous Learning Journey Across Workforce & Education**

**Establish Job Quality Standards**

**Broaden Entrepreneurship Support**

**Homelessness**

**[Insight]** We learned that these priorities are a valuable part of the continuous learning journey

# The Tone & Structure of the Plan

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# Defining the plan's tone

*(based on stakeholder data)*

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## 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**

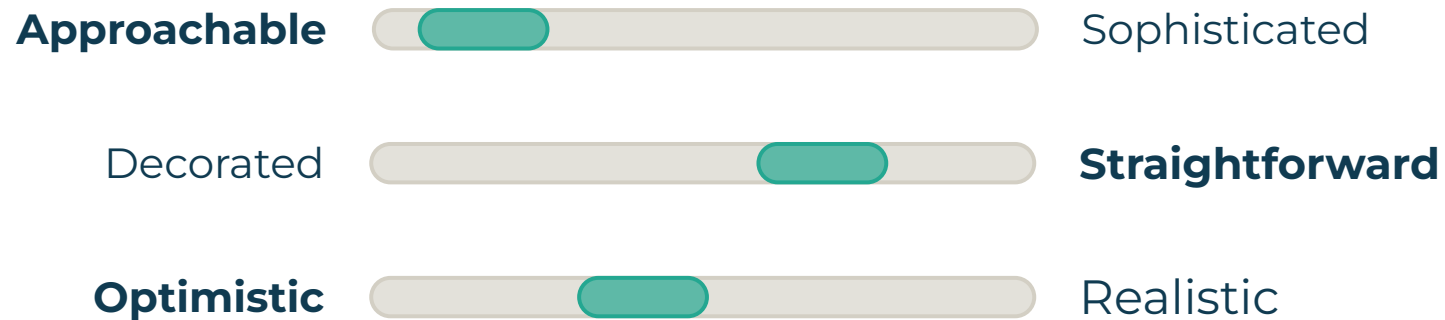
*"At the end of the day, I'll only remember 3-4 actionable items"*

*"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:*



# Matching structure & contents to the tone

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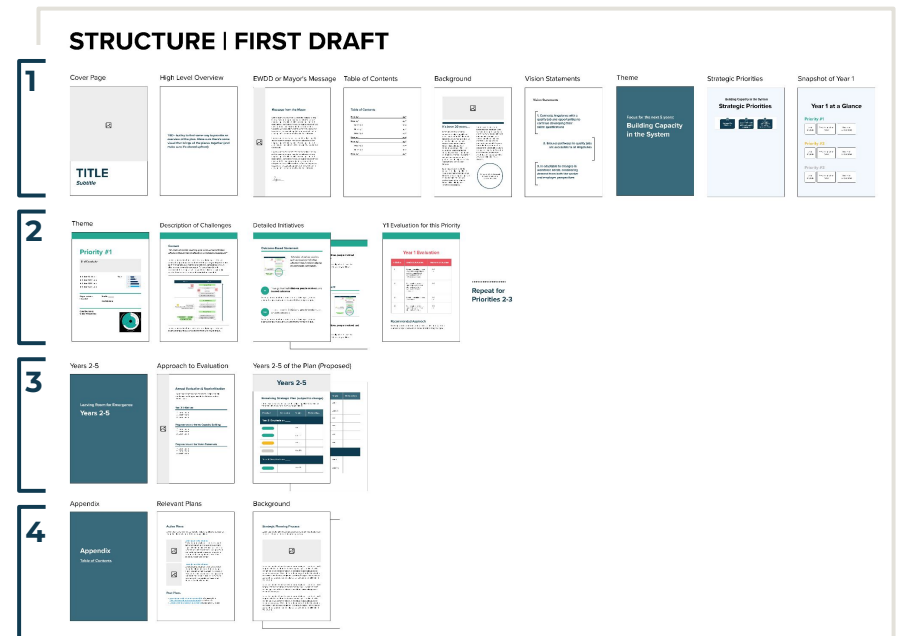


## Design Decisions (based on feedback)

- **~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 (~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



# Drafting & Validating Initiatives

Currently meeting with different stakeholders to refine an actionable list of initiatives for each priority.