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To enrich lives through effective and caring service

February 13, 2017

TO: Supervisor Mark Ridley-Thomas, Chair
Supervisor Hilda L. Solis
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FROM: Cynthia D. Banks, Director
Workforce Development, Aging and Community Services

SUBJECT: **Los Angeles Basin Regional Workforce Development Plan 2017-2020
and Los Angeles County Workforce Development Board 2017-2020
Local Area Plan**

On February 1, 2017, the County of Los Angeles Workforce Development, Aging and Community Services (WDACS) and the Los Angeles County Workforce Development Board (WDB) released drafts of the Los Angeles Basin¹ Regional Workforce Development Plan 2017-20 (Regional Plan), and the Los Angeles County Workforce Development Board 2017-20 Local Area Plan (Local Plan) for a 30-day public comment period (collectively, "Plans").

The Plans are federal and State requirements under the Workforce Innovation and Opportunity Act (WIOA). The proposed Plans reflect input gathered from 19 regional stakeholder forums hosted across Los Angeles County from November 1 through December 20, 2016. Over 500 individuals attended these forums and represented a broad cross-section of business, labor, economic development, educational, and other WIOA partners and stakeholders.

The Regional Plan outlines a shared vision among the region's seven local workforce development boards, community colleges, adult schools, economic development

¹ The Los Angeles Basin is a workforce planning region designated by the State of California and geographically identical to the County of Los Angeles (County). It includes the County WDB and six other workforce development boards within the County. The County WDB serves 58 cities and all 151 unincorporated areas in the County. The remaining 30 cities in the County, including the City of Los Angeles, are served by the other six workforce development boards.

organizations, labor organizations, nonprofits organizations, and other workforce partners for the development of a skilled workforce that meets the needs of businesses, and for the creation of pathways to the middle class for the region's residents. The Local Plan operationalizes the strategies outlined in the Regional Plan and provides details on the specific efforts WDACS intends to undertake to meet the workforce needs of local businesses and job seekers, especially those with barriers to employment.

As part of the County's ongoing efforts to ensure broad input on both the Regional and Local Plans, WDACS is actively seeking feedback on the Plans by Friday, March 3, 2017. The Plans are included on the February 21, 2017 Agenda for the Regular Meeting of the Board of Supervisors to provide an opportunity for comments by members of the Board and the public.

The Plans have been made accessible to the public via the County's workforce website at: <http://workforce.lacounty.gov/workforce-development-board/>, where comments may be shared on the Plans. WDACS is also hosting three (3) public comment forums from February 8 through February 28, 2017, as an additional mechanism to gather public input. These forums will allow community members to provide valuable insight that will shape the future of the County's workforce system.

The Regional Plan must be received by the California Workforce Development Board (CWDB) by March 15, 2017, together with the local plans of the seven workforce development boards in the Los Angeles Basin. The CWDB will review the proposed Plans and notify regions and local workforce development boards of any needed revisions. The final, corrected Plans will be brought to your Board for approval before being resubmitted to the State by August 1, 2017.

Should you have any questions, please contact me or your staff may contact Mr. Kevin Anderson at kanderson@css.lacounty.gov.

CB:OS:JM:CH:rkl

Attachments

c: Chief Executive Officer
County Counsel
Executive Officer of the Board of Supervisors

**LOS ANGELES BASIN
REGIONAL PLANNING UNIT (RPU):**

- *City of Los Angeles*
- *County of Los Angeles*
- *Foothill Workforce Development Board*
- *Pacific Gateway (City of Long Beach)*
- *Southeast Los Angeles County (SELACO)*
- *South Bay Workforce Development Board*
- *Verdugo Workforce Development Board*

2017-2020

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

REGIONAL PLAN

LOS ANGELES BASIN REGIONAL PLANNING UNIT REGIONAL WORKFORCE DEVELOPMENT PLAN 2017 - 2020

If the Los Angeles Basin Regional Planning Unit (RPU) were a state, it would be the 10th largest in the nation. With nearly 10.1 million residents, more than a fourth of California's population, the RPU is home to seven distinct local Workforce Development Boards (WDBs), each of which administers programs within a defined sub-region of Los Angeles County. While coordination across these sub-regions and among partners would seem challenging, the local boards have a long history of success in collaborating on a wide array of projects and priorities. However, this collaboration has not previously been defined by the standards expressed within the Workforce Innovation and Opportunity Act (WIOA). The statute's requirements for regional planning have required local boards and system stakeholders to begin to rethink collaboration. Given WIOA's definition of regional coordination and the State Workforce Plan's vision for the alignment of economic development, education and the workforce system, the RPU's local WDBs have identified opportunities for strengthening coordination. The result of that process makes up the key content and objectives of this Regional Workforce Development Plan (the "Plan").

Approach

In early 2016, the seven local WDBs determined that support was needed for both the planning process and development of the Plan. On behalf of the region, the City of Los Angeles procured two independent consultants, John Chamberlin and David Shinder, for this purpose. A third consultant, Ruben Gonzales, was engaged to examine strategies for better serving disconnected youth. The consultants and the local boards worked closely together to identify, gather, review, and analyze information and input. This approach included:

Review of Reports, Analyses and Other Documentation: Voluminous work describing the regional economy and the local workforce system was collected and carefully reviewed to identify successful sector strategies and other promising initiatives.

One-on-One Discussions with Key Stakeholders: The regional planning guidance identified a number of strategic regional planning partners. Meetings were held with individuals representing these agencies and programs.

Participation in Group Activities and Discussions: The consultants participated in numerous group activities and discussions co-organized by the local WDBs and the community colleges.

Regional Stakeholder Forums: The local WDBs designed and hosted a series of stakeholder forums on issues posed by the regional planning guidance. The rationale for holding the forums was that a significant amount of input could be gathered at once, and that, by cross convening stakeholders, dialog would be richer, more revealing and more conducive to achieving workforce system alignment.

This approach proved effective in terms of identifying key challenges and opportunities in the region and in gathering information that has been useful in developing the Plan.

Pillars of the Los Angeles Basin Regional Workforce Development Plan

These four pillars are the foundation on which the Plan is built:

1. It is Demand-Driven, reflecting the needs of priority sectors;
2. It ensures Inclusiveness and Accessibility, enabling all individuals to train for and obtain a quality job;
3. It seeks Alignment across disciplines, including workforce services, education and economic development;

4. It uses Regional Career Pathway Programs as a central strategy to build a skilled and competitive workforce.

One final defining element of the Plan is its continuity. The submission of this Plan for State approval does not signal the end of the planning process. The Plan will function as a guide to on-going efforts to collaborate more effectively throughout the region.

A. The Region and Workforce System Stakeholders
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The Los Angeles Basin RPU is comprised of Los Angeles County in its entirety. There are no plans to petition for RPU modification.

I. The Los Angeles Basin RPU

The Region: Los Angeles County is home to more than 244,000 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.

Composition of the RPU: The seven local WDBs located within the boundaries of Los Angeles County comprise the RPU. These include the City of Los Angeles WDB, which covers a single municipality; five consortia WDBs¹: Foothill WDB, representing 6 cities; Pacific Gateway Workforce Investment Network, representing 2 cities, South Bay WIB, representing 11 cities; Southeast Los Angeles County (SELACO) WDB, representing 7 cities, and Verdugo WDB, representing 3 cities; and one balance of county WDB, Los Angeles County which administers workforce programs on behalf of 58 cities and all unincorporated County areas.

II. System Stakeholders, Role in Planning and Input Provided

Key workforce stakeholders in the region include local WDBs, workforce development service providers, education, economic development, public agencies, organized labor, community and non-profit organizations and, most importantly, businesses. An overview of partners that contributed to the regional planning process follows.

System Stakeholders

Workforce Development Boards: The seven local WDBs within the RPU have formed and collaborate through the Los Angeles Basin WDB Partnership. All seven local boards have all been actively involved in regional planning by reviewing State guidance, providing copious resource documents and reference materials, organizing regional forums, and meeting regularly as a group and individually to share insights, make decisions and set goals for regional

¹ Foothill WDB represents the cities of Arcadia, Duarte, Monrovia, Pasadena, South Pasadena and Sierra Madre; Pacific Gateway Workforce Investment Network represents the cities of Long Beach and Signal Hill; South Bay WIB represents the cities of Carson, El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lomita, Manhattan Beach, Redondo Beach, and Torrance; Southeast Los Angeles County (SELACO) WDB represents the cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood and Norwalk; and Verdugo WDB represents the cities of Burbank, Glendale and La Cañada/Flintridge.

coordination. During the implementation phase of the project, each WDB participated in its own planning session with the consultants. These meetings provided the opportunity for Executive Directors and WDB leadership teams to describe their priorities and share their unique perspective on regional collaboration and planning. Because all seven WDBs have been deeply involved over the last several years in developing and implementing sector strategies, a significant portion of on-going discussion has centered on ways to maintain momentum with these strategies and to accelerate engagement with business and industry at the regional level. Throughout the planning process, the WDBs have worked diligently to make certain that the full range of organizations with a stake in workforce development have had opportunities to provide input. The WDBs have also used the regional planning process, including stakeholder input, to support development of the Local Workforce Plans which are attached to and are incorporated into this Regional Plan.

On behalf of all seven WDBs, the City of Los Angeles Workforce Development Board has been managing the regional planning project.

Workforce Development Delivery System Providers: The Los Angeles Basin has the largest and most diverse network of workforce service providers in California. While five of the local boards operate some programs in house, all seven WDBs contract some portion of their operations, which may include one-stop services, youth programs, rapid response, workshops and more. Providers include community-based organizations (“CBO’s”), private businesses, labor organizations, education agencies and local government. This segment of the stakeholder community participated actively in planning sessions. Among the many such agencies taking part were Archdiocesan Youth Employment Services, Community Career Development, Goodwill, Housing Authority of the City of Los Angeles, ResCare, Managed Career Solutions and the Southeast Area Social Services Funding Authority (“SASSFA”).

Education and Training Institutions and Providers: Given the role that education stakeholders will continue to play in developing and delivering regional sector pathway programs, it seems fitting that hundreds of education partners were anxious to have their voices heard throughout the process leading to the development of this plan. The availability of resources, the effects of changing workplace requirements on program content and challenges associated with curriculum approval were topics addressed by many. The consultants had the opportunity to meet individually with administrators from the Los Angeles Unified School District and various colleges. During the forums, there was enthusiastic participation by representatives from the K-12 system, adult schools (including leadership of local AEBG consortia), community colleges, 4-year institutions, Job Corps, private postsecondary schools and community-based providers. Among their colleagues from education, the community colleges stood out in terms of active participation in the planning forums. With a presence at most of the sessions, the system was represented by administrators, faculty and staff from Antelope Valley College, Cerritos College, College of the Canyons, East Los Angeles College, El Camino College, Glendale College, Los Angeles City College, Los Angeles Valley College, Los Angeles Trade Tech, Mt. SAC, Los Angeles City College, and Rio Hondo College.

Economic Development and Business-Serving Organizations: The planning process included the opportunity to dialog one-on-one with senior executives from both the Los Angeles Economic Development Corporation (“LAEDC”) and the Los Angeles Area Chamber of Commerce. Both organizations have strong ties to the workforce development community and to initiatives targeting high-growth and priority industries in the region. As the WDBs and stakeholders strive to make training and workforce programs more demand-driven, all realize that working more closely with economic development and business associations will become increasingly important. Other economic development and business assistance organizations contributing to the planning process included City of Gardena Economic Development, City of Palmdale Economic Development, Greater Antelope Valley Economic Alliance, Inglewood/Airport Chamber of Commerce, SBDC, and the San Gabriel Valley Economic Partnership, among others.

Public Agencies and Government Officials: State, County and municipal agencies operating many of the public programs that are essential partners in the region’s workforce development system were generous contributors to the planning process. Discussions took place with leadership and staff from the California Employment Training Panel

(ETP), City of Los Angeles Department of Aging, Los Angeles County Department of Social Services, Los Angeles County Probation Department, State Employment Development Department, State Department of Rehabilitation and other agencies. Legislative staff representing City, County, State and Federal Elected Officials participated in the regional planning forums, as did mayors and council members from Arcadia, Inglewood, Lawndale, La Mirada, Sierra Madre and Whittier.

Organized Labor: As the workforce system looks to identify opportunities to better prepare workers for well-paid employment opportunities, relationships with labor unions will be critical. Many unions within the region operate registered apprenticeship programs which produce industry-recognized credentials. In addition, union employment offers the advantage of wages and benefits negotiated under a collective bargaining agreement. The consultants had the pleasure of meeting individually with Maria Elena Durazo, former head of Los Angeles County Federation of Labor, AFL-CIO and current General Vice President for Immigration, Civil Rights and Diversity with UNITE HERE, who described advantages she sees resulting from the workforce system's collaborating more extensively with organized labor to meet regional training needs. Also participating in planning discussions were representatives of DC 36 Painters and Allied Trades, Industrial Heat and Frost Insulators Local 5 JATC, IBEW Local 11, IATSE Local 38, LA/OC Building Trades Council, Operating Engineers Local 501 and UNITE HERE's Taft-Hartley training arm, the Hospitality Training Academy.

Community and Non-Profit Organizations: The participation of CBOs in the regional workforce planning process was crucial to gathering information about the resource needs of historically underserved communities, at-risk target populations and those with needs for intensive pre-employment interventions, including English language and basic skills training. Many CBOs contributed their time, sharing information on the evolving workforce needs of the region from a community perspective. Organizations providing input on the plan include, but are not limited to Communitas, Brotherhood Crusade, Friends Outside, Los Angeles LGBT Center, Minority AIDS Projects, Safe Place for Youth, The Rightway Foundation, Salvation Army HAVEN, SER, and United American Indian Involvement, Inc.

Businesses: Among the most important resources in the planning process were companies of various types and sizes doing business throughout the region. The workforce stakeholders, including the seven local boards, work very closely with business on a day-to-day basis and shared business feedback. Businesses that participated directly in the planning discussions included: Allison Tutoring, Allstate Insurance, Arbor Travel, Amada Miyachi America, Central Copy, Eido, Embassy Suites, Farmer John, Hormel Foods, Genesis Corporation, Glen West Management, Little Brothers Bakery, Mana Nursery, Magellan Advisors, Microsoft, Motion Picture Industry Pension and Health, PacFed Benefits Administration, Yusen Logistics, World Financial Group, and Virco, Inc.

Gathering Stakeholder Input: As indicated, individual meetings and conversations were held with a number of partners. However, the primary means of gathering input was through regional stakeholder forums. Over a six-week period in November and December 2016, a total of nineteen forums were conducted, with more than five hundred stakeholders (representing a wide cross-section of partners from business, education, economic development, organized labor, community-based agencies and the workforce system) participating and sharing their knowledge, experiences and opinions. Each forum addressed one or more critical elements covered by the Plan.

The forums generally lasted two hours and provided participating stakeholders with a brief overview of the regional planning process and background on the session's topic. The consultants acted as facilitators and posed three to five broad questions to the participants, facilitating discussions to inform regional planning efforts. The WDBs hosted the forums which are outlined in Attachment II, a, and which addressed the following five topics:

Sectors and Career Pathways: Participants were introduced to the concept of career pathways as a combination of education, training and other employment-supporting services. Questions posed to individuals attending the forums included:

- What are the "hard-to-fill" jobs and occupations in demand sectors?
- Where are the skill gaps?

- What career pathways exist to help workers enter and succeed in these jobs and occupations?
- What can we do as a community to improve career pathway opportunities?

Pathways to the Middle Class: The facilitators started off these sessions by introducing stakeholders to a key objective of the State Plan - enabling upward mobility for all Californians, including populations with barriers to employment. The emphasis that the State Plan places on job quality was also discussed. Those attending the forums provided responses to these questions:

- What is a “mid-level” or “middle class” job in our community?
- Which “mid-level” jobs are hard to fill due to local skills shortages?
- What skills and prior experience do these jobs require?
- What is the career pathway to land and succeed in these jobs?
- What can we do as a community to see that local people who have major barriers to employment can get on and succeed in these career pathways?

Aligning and Leveraging Workforce and Education Resources: The focus of these forums was on the full range of workforce and training resources, with training being defined in the broadest terms to cover foundational skills, academic skills, vocational skills and work readiness and work maturity skills. Participants shared their thoughts on:

- What education, training and workforce resources does our community currently have?
- Do these resources provide trainees the skills needed for in-demand jobs in key sectors?
- How can we improve the ways in which these educational and workforce resources are used to help all jobseekers (including youth and those with barriers to employment) succeed in the identified, highest priority career pathways?
- How can we ensure that youth and job seekers with serious barriers to employment have access to and succeed on these career pathways?

Industry-Valued Credentials: Building upon the proposition that only industry can determine what credentials it values, stakeholders responded to the following questions:

- What credentials are currently available that fit the critical career pathways?
 - Do these credentials meet business/industry expectations? How could they be improved?
 - Are methods to get these credentials reasonably accessible to potential members of our workforce with significant barriers to employment? English Language Learners? People with minimum wage jobs? Others?
- How can we improve access to credentials along career pathways?

System Accessibility: For context, sessions on this topic opened with a discussion of populations likely to face one or more employment barriers and the services they most often need to prepare for work. Stakeholders were asked how we could work together to build a more accessible, inclusive and responsive workforce system:

- Are basic skills training and other pre-vocational services available in sufficient quantity to meet the demands for these services?
- How can workforce and education services be made more accessible to all job seekers?
- What groups are most at risk of being left behind?
- For foreign born individuals and English Language Learners, what workforce and education services are available to address workforce challenges?
- What role do community-based organizations play in providing accessibility?

The forums became a focal point of the regional planning process and a milestone in developing broader and more inclusive regional partnerships. They yielded substantive input both from individuals and organizations that are integral to the daily operations of the region’s workforce system and from those who have little familiarity with it. While commentary expectedly varied from session to session, common themes emerged across the region. Several of these are summarized below.

Stakeholder Input, Commentary and Recommendations: Over the course of individual meetings and the nineteen forums, commentary was robust. Some contributors championed the demand side, focusing on how best to address business challenges, while other focused on ways in which to address the needs of workers. Still other input focused more on the workforce system itself and how to best position local boards to function regionally and collaborate more effectively with system partners. Fourteen major themes encapsulate comments and recommendations received during the regional planning process:

1. Think like a system. “Regional” requires not merely coordinating across geographic boundaries, but working across funding boundaries/siloes, ensuring that we coordinate across “disciplines.”
2. Own the “LA Reality.” The complexity of the nation’s most populous workforce region makes achieving full regional coordination a daunting objective. Diversity is a hallmark of the region, creating niche interests among businesses and within communities
3. Engage Industry Regionally and as a Workforce System: The workforce system needs on-going input from industry on hiring, training and skill needs. This should be coordinated on behalf all workforce partners in the region to inform the content and structure of regional sector pathway programs.
4. Utilize Community On-Ramps: To promote opportunity and accessibility for all, the workforce system should expand its already considerable use of community-based resources (organizations, programs, locations) as on-ramps to training and services.
5. Understand and Work Together to Help Grow the Economy: Good workforce strategies demand a good understanding of the economy. Good workforce system results require a growing economy. Can resources be marshalled throughout the region to better understand and to help grow the ever changing Los Angeles Basin economy?
6. Prepare People for Jobs: The role of the workforce system must transcend job matching and concentrate more on preparing a skilled workforce.
7. Expand the Definition of Foundational Skills: Literacy and numeracy skills are required for workplace success. The definition of foundational skills should be expanded to include digital literacy/technology skills and customer service skills.
8. Teach Essential Workplace Skills: Businesses continue to emphasize the need for candidates to demonstrate work readiness and work maturity skills. These skills should be validated for all candidates prior to job referrals.
9. Emphasize English Language Skills: Strong English skills are required for many entry-level jobs and become even more important for workers to “move up the ladder” into middle skill jobs.
10. Communicate, Message and Broadcast: Communicate as a system, ensuring information is effectively shared across workforce system stakeholders. To gain market recognition, adopt common messaging strategies directed towards businesses and job seekers/workers. Broadcast the value of the system.
11. Emphasize the Use of Internships, Job Shadowing, Work Experience, Apprenticeships, and Other Work-Based Learning: The opportunity to learn about work and learn skills in the workplace is crucial to initial and long-term success on the job. These services should become a bigger part of the region’s approach to training workers.
12. Invest in Incumbent Worker Training: Businesses value and desire this service as much (or more) than training and referral of new workers. Can a regional protocol be developed for training/“up-skilling” currently employed individuals?
13. Recognize and Address the “Gig” Economy: There is wide recognition of the gig economy and its importance for many workers, particularly younger workers. What role should our system play in helping gig workers to manage this approach to employment? Entrepreneurial skills training, particularly for youth and young adults, should be expanded.
14. Expand Effective Strategies for Disconnected Youth: There are a number of outstanding, holistic programs in the region which help youth and young adults complete school and train for employment. These programs are achieving impressive results and need to be strengthened and expanded.

B.	Analysis of Key Economic Conditions, In-Demand Sectors and the Workforce
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The Los Angeles regional economy is, in a word, incomparable. If Los Angeles County were a nation, its economy would be the 19th largest in the world. Among the County's labor market strengths is its population, both in terms of size and diversity. The population is young and able to provide a large pool of candidates to business both now and in the future. The region's economy is also diverse, boasting sizable industry presence spanning sectors such as aerospace manufacturing, entertainment, fashion, biomedical services, consumer products, tourism and others. The region, however, faces challenges. Recovery from the recession has been slower than hoped for and the jobs being created are disproportionately in lower wage positions.

The information that follows provides a context for the regional workforce strategies envisioned by this Plan. The state and local analyses from which the following data is drawn have been invaluable in the planning process, as has been information provided by stakeholders during the planning process.

Primary Economic Analysis Resources: In 2016, the City of Los Angeles and Los Angeles County WDBs jointly commissioned economic and labor market analysis for the purpose of workforce development planning in the region and to support the development of this Plan. The following analyses by LAEDC provide the foundation for the region's assessment of labor market conditions. The first item is a comprehensive data analysis of, as its title suggests, people, industry and jobs. The text within this section is largely excerpted from LAEDC's report. The "data supplement" provides additional information on target populations and jobs.

- *Los Angeles: People, Industry and Jobs 2015 - 2020, May 2016*, LAEDC Institute for Applied Economics (Attachment I, a)
- *Data Supplement - Los Angeles: People, Industry and Jobs 2015 - 2020, December 2016*, LAEDC Institute for Applied Economics (Attachment I, b)

Other Economic Analysis Resources: The Los Angeles Basin Regional Plan also makes use of data summaries and analyses prepared by our partners at the California Employment Development Department's (EDD) Labor Market Information Division (LMID). In particular, the RPU Summary has been useful with regard labor force data. The Economic Analysis Profile has served as a reference point against which to compare local analysis.

- *Regional Planning Unit Summary: Los Angeles Basin*, California Employment Development Department, Labor Market Information Division (EDD LMID), September 1, 2016 – Revised (Attachment I, c)
- *Regional Economic Analysis Profile, Los Angeles County*, EDD LMID, April 2015 (Attachment I, d)

Labor Market Intelligence from Local WDBs and System Stakeholders: As described in the introduction to this Plan, discussions with business, economic development, education and other system stakeholders have been essential to formulating opinions about and strategies for the Los Angeles Basin's workforce system. Stakeholder input has provided a real world context for the wide range of economic and labor market data and analysis.

I. The Regional Economy

LAEDC's May 2016 report for the regional workforce system examines the labor market from the vantage point of leading industries. The following, extracted from the report, provides insight on regional economic conditions.

Current Employment by Industry: Los Angeles County is largely service-oriented, with services accounting for about three-fourths of all non-farm employment. Government employment (including local, state and federal government employment) accounts for 13 percent of non-farm employment. Among the service industries, educational and health services is the largest, accounting for over 17 percent of employment, followed by retail trade, professional and business services and leisure and hospitality.

At a more disaggregated level, the largest private sector industry in terms of employment in Los Angeles County in 2013 was food services and drinking places, providing 340,490 jobs. This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services and drinking establishments. Close to 93 percent of this industry's employment was in restaurants.

The second largest industry was professional and technical services, providing 275,660 jobs. This industry is large and diverse, and includes a variety of professions such as legal, accounting, architectural, engineering, computer design, advertising, environmental consulting, commercial photography, veterinary services and more.

Other significant industries in the county include administrative and support services (which includes temporary employment), social assistance, ambulatory health care services (such as doctors' and dentists' offices), motion pictures and sound recording industries and hospitals, together providing more than 900,000 very different types of jobs.

Industry Competitiveness: While large industries are valuable in their ability to provide job opportunities for local residents, other industries, while small in terms of net employment, may be important to promote economic growth. These industries are likely to be exposed to the larger global market, and if they are competitive with their counterparts elsewhere, they can gain market share by growing their companies and creating jobs. Competitiveness in this sense is measured using relative employment shares. An industry with a presence in the Los Angeles region that is larger (as a percentage of total employment in the county) than its presence elsewhere would indicate that the region has a concentration of this industry and is evidence of the region having a competitive advantage.

For example, if 4 percent of employment in the county is in the motion picture industry, while across the United States only 1 percent is employed in that industry, then the location quotient for the motion picture industry in Los Angeles is 4. A location quotient of 1.2 or higher is considered a threshold for demonstrating competitiveness.

The industry with the highest location quotient in Los Angeles County in 2014 was motion picture and sound recording industries, with a location quotient of 10.4, compared to the national average. Apparel manufacturing is a close second with a location quotient of 10.3.

Other highly competitive industries include manufacturing. Although manufacturing employment is in decline across the nation, Los Angeles remains a manufacturing center across many product lines, including leather products, textiles, petroleum and coal products, furniture, computer and electronic products and other miscellaneous manufacturing.

Regional Industry Employment Forecast: Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy. Recovery from the Great Recession has been disappointing. Instead of robust job growth after the devastating decline of 2009 and 2010, anemic employment growth began in 2011 with a year-over-year gain of 0.6 percent. Employment growth has continued its recovery through 2015, but remains modest. Recovery of all jobs lost during the recession did not occur until 2015, however this does not take into account the job growth needed to accommodate population and labor force growth.

Many industry sectors follow this general contour of moderate post-recession recovery. Recovery strength, in many cases, is determined by the magnitude of the industry's decline during the recession. For example, construction employment fell steeply in 2008, 2009 and 2010. Its recovery in the near term is expected to be much stronger than the average, as it recovers from these deep losses.

Job Creation Potential: Projected growth rates of industries and their current size together determine job creation potential. A small industry growing quickly may add jobs but the absolute number of jobs added will be smaller than a large industry growing slowly. Between 2015 and 2020, the economy is expected to add 346,000 new jobs in non-farm industries across the county.

- The administrative and support services industry is expected to add 57,560 jobs between 2015 and 2020. This is largely a result of the increase in temporary employment services, which accounts for 40 percent of the industry. Other large segments include security services and janitorial/landscape services.
- Food services and drinking places are projected to add 39,510 jobs between 2015 and 2020. This is a very large industry that includes restaurants of all types, including fast food, full service, catering and mobile food service, as well as bars and nightclubs.
- Combined health care services provided by hospitals, ambulatory health care services, nursing and residential care facilities and social assistance are together projected to add 91,770 jobs from 2015 to 2020. More than one third of the additional jobs are in social assistance.
- Fourth on the list is professional and technical services, a large and diverse industry with relatively high growth potential.
- Also on the list are specialty trade contractors, credit intermediation, motion pictures and sound recording, personal and laundry services and wholesalers.

Taken together, the aforementioned industries are expected to add more than 320,000 new jobs in Los Angeles County between 2015 to 2020.

Target Sectors for Workforce Development: Economic development efforts are organized around several priorities. Among these priorities are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are in alignment with economic development goals but are also motivated by the need to match those most in need with immediate employment opportunities. LAEDC's criteria for choosing target industries for the region includes: 1) industry growth rate; 2) potential job creation; 3) industry competitiveness; and 4) higher prevailing wages.

Using these sometimes overlapping, sometimes competing goals, LAEDC identified the following industries as targets for specific economic and workforce development interventions:

- Construction industries (NAICS codes 236, 237, 238);
- Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339);
- Trade and logistics (NAICS 42x, 48x, 49x);
- Entertainment and Infotech (NAICS 511, 512, 515, 518, 519);
- Health services (NAICS 621, 622, 623); and,
- Leisure and hospitality (NAICS 721, 722).

These are similar to the industries that have been jointly targeted by the seven WDBs in Los Angeles County: advanced manufacturing (including "Biotech"); construction; information and communications technology (including entertainment and music recording); healthcare; hospitality and tourism; and transportation and logistics. Target industry descriptions follow:

Advanced Manufacturing: Employment in manufacturing as a whole has been declining over the past two decades, but is expected to show some improvement from current levels. A distinction must be made between durable goods and nondurable goods manufacturing. Overall, durable goods manufacturing will experience anemic job growth due to the continued use of technology and advanced machinery to replace labor. Nondurable goods manufacturing will continue to be challenged by low-cost competition from lower income countries. Nevertheless, several manufacturing industries continue to be promising targets for employment growth based on upon their linkage to important industry clusters. These clusters include Fashion, Aerospace, Information Technology and Analytical instruments and

Biomedical Devices. Fabricated metals manufacturing is also a component industry of these important clusters and is an important regional industry. Many jobs are highly-skilled and highly-compensated and many include positions that require workers with community college degrees or advanced technical training. In addition, the expected retirement of aging skilled craftsmen presents an opportunity for apprenticeships, new entrants, and those moving up the career ladder.

Construction: As the housing market recovers, construction industries are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years. In addition, many public infrastructure projects are expected to begin, employing thousands of workers in highway, mass transit and other large construction projects. Finally, energy efficiency and the greening of existing buildings has the potential to drive employment. Together, the sector is projected to add more than 20,000 jobs between 2015 and 2020 in Los Angeles County.

Information and Communications Technology (including entertainment): As the region's signature industry cluster, the entertainment industry continues to generate employment opportunities for a range of occupations. This industry includes not only motion picture and television production, but also sound recording industries, pre- and post-production work, performing arts and independent artists and performers, and has a variety of workforce needs in its direct supply chain as well. This industry has connections across a spectrum of others, including marketing, publishing, information technology, software publishers (including video gaming) and online publishing and services. Together, these form a critical mass of creative industries and workers, which become a magnet for firms engaged in supporting and encouraging these activities. This is evidenced by these industries' high location quotients. The broader industry sector known as Information (NAICS 51) includes not only motion picture production, but also broadcasting, publishing and new media industries. This sector will grow at an average annual rate of 0.8 percent per year, almost the same rate as the overall non-farm economy. The motion picture industry has recovered since the recession, assisted by incentives received through the California Film and Television Tax Credit Program. Traditional publishing industries will continue to decline as internet publishing and broadcasting will continue to grow, bringing new employment opportunities. Overall, the information sector is forecast to add 8,460 new jobs between 2015 and 2020 in Los Angeles County.

Healthcare: This is a large and growing industry sector that includes ambulatory health care services, such as doctors' offices, dentistry practices, medical laboratories and home health care services; hospitals; nursing and residential care facilities; and social assistance. These are large industries with high growth potential given the ongoing demographic shift and the advancement of medical technology and coverage. The industry employs workers with a variety of skills and educational requirements, with career pathways that are achievable through stackable certificates. This sector is expected to add almost 92,000 new jobs from 2015 to 2020 in Los Angeles County.

Hospitality and Tourism: One of the region's major industry clusters, hospitality and tourism will continue to provide employment opportunities for a wide range of job entrants and incumbent workers. Food services is a large industry with a wide range of establishments serving food and beverages, including full-service restaurants, limited-service eating places, food service contractors (such as caterers), mobile food services, and drinking places. This sector is projected to add more than 49,000 new jobs from 2015 to 2020 in Los Angeles County.

Transportation and Logistics: The region has a significant competitive advantage in transportation and logistics due to import and export activity. However, the warehousing industry has become increasingly efficient and centralized and requires extremely large parcels of land, which are not available in Los Angeles County—expansion is moving to the Inland Empire. Transportation will continue to grow as the region's ports handle increasing trade volumes and as goods are delivered to inland warehouses. Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly. The sector will add approximately 15,250 jobs from 2015 to 2020. Many of these jobs can be filled by workers with lower levels of education and limited work experience.

II. Skill Requirements for a Diverse Region

The in-depth stakeholder engagement process, which was central to the region's planning efforts, included both business representatives and individuals from organizations that serve businesses. These stakeholders pinpointed several key skill areas that companies require of their employees and job candidates. These include:

Foundational skills: Basic literacy and numeracy skills are required in virtually every type of work. Education partners equate the typical minimum requirements of businesses for language and math skills at the 8th grade proficiency level.

Core competency skills: Over and over again, businesses and those who provide training for their workers expressed that digital literacy is now a core competency. While the ways that technology manifests within a company and in relation to specific jobs are countless, a baseline understanding of computer/microprocessor operations is now essential for virtually all work. Many businesses expressed similar thoughts about “customer service” skills, recognizing that strong customer relations, be they external or internal, affect productivity and profitability.

Essential work readiness and work maturity skills: Punctuality, team work, customer responsiveness, critical thinking, and accepting supervision are among a long list of workplace behaviors, attitudes and knowledge that businesses require. Many businesses, for which specific licensure/certification is not a prerequisite, indicate that these skills alone can qualify a job applicant.

Job specific vocational skills: Representatives from each target industry described specific vocational skills needed for entry and mid-level workers. Industry engagement will continue to focus on translating skill requirements into training for each target sector. In most cases, this will involve updates to the technical content of curricula, especially as workplace skills are altered by technology and automation. In other cases, as technology and market place conditions create new job classifications or completely new skill requirements for existing classifications, new curricula will need to be developed. Occupational analyses for each of the region's six priority sectors are provided in LAEDC's December 2016 Data Supplement.

Regional Plan goals and action steps are further described in Section L of this Plan.

III. The Regional Workforce

As illustrated by the data below, the Los Angeles Basin's workforce is incredibly diverse and massive.

Labor Force Data: The following labor market profile information, providing employment and unemployment data, is excerpted from EDD LMID's September 2016 LMID Summary² for the for the Los Angeles Basin RPU³:

	May 2016	May 2015	Change	Percent
Labor Market	4,990,800	5,028,100	-37,300	-0.7%
Employed	4,777,200	4,684,200	93,000	2.0%
Unemployed	213,600	343,900	-130,300	-37.9%
Unemployment Rate	4.3%	6.8%	-2.6%	-

The LMID Summary also expresses labor force participation in the following terms:

Labor Force Participation	Population	Percentage
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² For all tables under the “Labor Force Data” sub-heading, the source is U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

³ Note: LMID advises that numbers may total and may vary from table to table due to rounding and other factors.

Employed or in Armed Forces	4,552,326	57.5%
Unemployed	564,669	7.1%
Not in labor force	2,796,585	35.3%
Total	7,913,580	100.0%

The labor force is defined as the population of working-aged individuals (16 years and older) in an area who are currently employed or who are unemployed but are still actively seeking work. Individuals not actively looking for work are excluded from the count, including students, retirees, stay-at-home parents and workers who have stopped seeking employment. From 2007 through 2012, the labor force in Los Angeles County has hovered around 4.9 million, increasing to 5.0 million in 2013 through 2015.

The labor force participation rate is the ratio of the labor force (both those employed and those unemployed) to the total working-age population. This is estimated at 64.3 percent in Los Angeles County in 2014 (the most recent year that this data is available). Labor force participation for those aged 16 to 24 years varies greatly according to age. Many individuals under 19 are in high school and thus are classified as not in labor force. The population aged 22 to 24 years has the highest share of those employed in this population subset because many of these individuals have completed high school and the first levels of their postsecondary education and have entered the workforce.

Participation rates of older workers (aged 55 and over), while lower than average, have been rising since 1980. This is expected to continue as “baby boomers” remain in the labor force rather than retiring.

Population Overview: The population of Los Angeles County in 2014 was 10.0 million in 3.3 million households, accounting for more than 25 percent of the population of the State of California and making it the most populous county in the nation. The median age is 35.8 years. Just over 39 percent of the County population lives in its largest city and the county seat, the City of Los Angeles, with a population of 3.9 million in 1.3 million households in 2014. The median age in the City of Los Angeles, at 35.0 years, is slightly lower than the County average.

Median household income in Los Angeles County, estimated to be \$55,746, is approximately ten percent lower than the State median. At \$28,373, per capita income in the County is seven percent below the State average. Approximately 17 percent of households in Los Angeles County were under the poverty level in 2014, compared to 15 percent of households across the State.

Population Growth: In January 2015, the population in Los Angeles County was 10.14 million, an increase of more than 300,000 from the population in 2010. The California Department of Finance forecasts that the County's population will continue to increase, reaching 10.44 million by 2020 and 10.70 million by 2025. Population growth is determined by expected net migration and the birth and death rates of the current population.

Since 1970, the population in the County has increased by nearly 44 percent, an average annual growth rate of 1.0 percent per year. In only four of the last 45 years has the population declined from one year to the next. Those years were 1972, 1995, 2006 and 2007.

Age Distribution: Age distribution is one way to determine whether the population within an area is expected to grow, excluding all other factors. A large number of children in an area indicates an expected increase in population. About 70 percent of the resident population of Los Angeles County is of working age (between 15 and 65 years of age). Seniors (those over 64 years of age) account for approximately 12 percent of the population. The population in the County as a whole is expected to age somewhat as the share of residents aged 65 years and older increases to 13.8 percent by 2020. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a high level of manual labor.

Veteran Population: Demographic characteristics for veterans differ by sex and by age. For example, female veterans tend to be younger while male veterans tend to be older. There are 288,590 veterans living in the County. Overall, the share of the population who are veterans has been declining. Of the population aged 75 years and older, 14.5 percent are veterans, whereas of the population aged 18 to 34 years, only 1.1 percent are veterans. Of all veterans living in the County, 94 percent are male. However, younger age groups have a larger share of female veterans compared to older age groups as female participation in the armed forces has increased.

Foreign Born Population: Los Angeles County is home to just over 3.5 million immigrants from around the world. More than half of the foreign-born population originates from Latin America, which includes Mexico, Central America (including El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic) and all of South America. Approximately one third of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining foreign-born population, about 10 percent, comes from the rest of the world, including Africa, Europe and Canada.

Language Ability: Language ability is an important aspect of employment and economic participation. Over half of the population in Los Angeles County (or 57 percent) speaks a language other than English at home, with Spanish being the most common language, spoken by 40 percent. English-speaking capability is highly-variable among different nationalities. Of the 5.3 million County residents that speak languages other than English at home, approximately 27 percent speak English less than well. This implies that of all Los Angeles County residents, a little over 15 percent speak English less than well.

Data on Other Target Populations: LAEDC's December 2016 Data Supplement provides data for several important segments of the labor force. Among these are:

<i>Population Group</i>	<i>Share of County Population</i>	<i>Labor Force Participation Rate</i>	<i>Unemployment Rate</i>
Persons with Disabilities	4.8%	39.8%	14.7%
Older Individuals	11.6%	64.7%	5.4%
Individuals with Limited English Proficiency	24.6%	54.5%	6.4%
Single Parents	3.0%	18.3%	6.5%

Educational and Skill Levels: Educational attainment is the highest level of education that an individual has achieved. Areas with higher rates of low educational attainment face challenges such as higher rates of unemployment and poverty and higher usage of public services and resources. The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2014. Almost 25 percent in this age group have not earned a high school diploma (or equivalent) while 20 percent have graduated high school but have no other education. Approximately 30 percent of county residents have a bachelor's degree or higher.

Unemployment is highly correlated with educational attainment. Overall, the unemployment rate for individuals aged 25 to 64 years was 7.3 percent in the County and 7.7 percent in the City of Los Angeles in 2014. Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County in 2014, roughly half the rate experienced by those at the opposite end of the spectrum—those with less than a high school diploma had an unemployment rate of 9.4 percent. Higher levels of educational attainment are also highly correlated with higher earnings. Workers with a graduate or professional degree earn an annual wage premium of almost \$53,000 over those with less than a high school diploma. Together, residents with a high school diploma or less accounted for 61.5 percent of those whose income fell below the poverty threshold.

IV. Workforce Development Activities within the Region

Overall, the training assets of the region are abundant and, in the aggregate, are effective at meeting the demands of industry for a variety of skill sets. Discussions with stakeholders, however, have identified a number of ways in which the system, including training providers and the career centers, can improve overall effectiveness:

- Ensure candidates are ready for work, bringing the vocational skills and foundational skills required for jobs;
- Be responsive not only to the hiring needs of business, but their overall skills need and prepare workers to “move-up” to mid-level jobs;
- Shorten the turn-around time from when business “sounds the alarm” to the start date of training in new and updated courses;
- Develop consistency of content from one training institution to another to promote confidence that credentials resulting from training reflect the skills needed by business; and,
- Develop more on-ramps for individuals with barriers to employment to enter training that enables subsequent transition to career pathway programs - eventually leading to middle-skill and other more highly compensated employment.

Goals addressing these issues are summarized in Section L of the Plan.

Scope and Capacity of Regional Workforce Development and Training Activities: The seven local WDB's within the region all operate high-functioning workforce development systems that comply with and fulfill the objectives of WIOA. These systems include a regional network of American Job Centers of California (AJCCs) and youth/young adult programs, some of which are linked directly to AJCCs. The region's workforce system provides access to occupational, foundational, employment readiness and remedial skills training offered by a wide variety of providers, including the following.

Community Colleges: There are 20 community colleges located within the County, nine of which are part of the Los Angeles Community College District along with 11 others, which are part of smaller districts and are commonly referred to as the “ring colleges.” Coordination between the local WDBs and the community colleges is facilitated and made more effective by the Los Angeles/Orange County Regional Consortium (LAOCRC), which represents community college's career and technical education faculty, staff and programs in the region. LAOCRC supports regional economic growth by facilitating development and expansion of college training and educational programs to meet the needs of regional businesses and industries. Working with the Consortium are the region's Deputy Sector Navigators (DSNs), which serve as liaisons between local colleges and business. Within the region, DSNs represent the following sectors/areas of focus: Advanced Manufacturing; Advanced Trade and Renewables; Health; Energy Construction and Utilities; Global Trade & Logistics; ICT/Digital Media; Retail, Hospitality, Tourism; and Small Business. The efforts of the DSNs, combined with those of deans and faculty, have resulted in the continual updating of courses. Community colleges also provide foundational skills training in language and mathematics.

Adult Education: Adult education programs tied to local school systems provide training in a number of areas, both academic and vocational. For students with barriers to employment, learning deficits and lack of a high school diploma, adult schools throughout the region are a critical resource. Adult Basic Education (ABE), which promotes development of literacy and numeracy skills required in the workplace, Vocational English-as-a-Second Language (“VESL”) and high school completion and equivalency programs are offered by the system. In addition, various adult schools offer career training, much of which is closely aligned to target industries and demand jobs, including welding, construction skills, entry-level healthcare occupations, warehousing, food service and culinary occupations.

Private Vocational Training: According to the State Bureau for Private Postsecondary Education, there are approximately 600 approved private training institutions in Los Angeles County. While some institutions in this category have come under scrutiny within the last several years around fee structures and student outcomes, several private postsecondary schools in the Los Angeles region have proven track records in training job seekers for in-demand entry-level jobs, such as truck driver, medical assistant and technicians for various industries. These schools

continue to occupy an important niche within the training community since, based on their small size and flexible structures, they are often able to train students quickly and place completers into jobs with local businesses.

Others: Other providers comprise an important portion of the training community. These include

- 4-Year Institutions: The RPU is home to the University of California, Los Angeles, along with five campuses of the California State University system: Dominguez Hills, Long Beach, Los Angeles, Northridge and Cal Poly Pomona. In addition, numerous private universities (such as USC, Loyola Marymount and Pepperdine) are located in the region. While these institutions are well known for awarding baccalaureate and advanced degrees, many of which are required for employment in the region's key sectors, increasingly their "extended education" divisions are providing training and producing certificates that respond to industry demands for particular skills.
- Out of Area Institutions/Online Learning – More and more on-line training content has become available, which is being used by workforce agencies, community training providers and others as resources to deliver training for both specific vocational skills and basic/remedial skills.
- Organized Labor: Unions representing the skilled trades offer a number of pre-apprenticeship and apprenticeship programs that can lead to employment with good wages and benefits.
- Job Corps: Funded by the U.S. Department of Labor (DOL), Job Corps provides education and training programs that helps young people (16 – 24) prepare for a career, earn a high school diploma or GED, and find a training-related job. The County is home to two Job Corps centers: Los Angeles and Long Beach. Those enrolled in Los Angeles can earn certificates by completing programs in Building Construction Technology; Certified Nurse Assistant; Clinical Medical Assistant; Licensed Practical/Vocational Nurse; Office Administration. Through an articulation agreement with L.A. Trade Tech, Job Corps participants can also study Advanced Manufacturing; Automotive and Machine Repair; Construction; Finance & Business; Health Care; Hospitality; and Information Technology. At the Long Beach Center students can study Automotive Service/Repair; Cement Masonry; Certified Nursing Assistant; Clinical Medical Assistant; Facilities Maintenance; Glazing; Medical Office Support; Painting; and Pharmacy Technician.
- Operators of Specialized Grant Programs: Throughout the Los Angeles Basin, a number of specialized grant programs are available that provide training for in-demand occupations. YouthBuild provides academic and construction skills training under funding provided by the U.S. DOL. Another major source of funding for specialized training in the region is ETP, which is used extensively to provide upskills training for incumbent workers.
- Constituent-Focused Training: Programs offered by organizations serving specialized target groups (including WIOA Section 168 programs serving Native Americans) offer a wide array of vocational programs and services for jobs ranging from solar panel installation to truck driving, welding and more.
- Community-Based Organizations: An extensive number of CBOs provide training and services to support employment. Many such organizations provide foundational training which emphasizes work readiness, along with information on the behaviors, attitudes and work maturity expected by business.
- Private Industry: Business itself is a major trainer of workers, mostly using its own resources. Increasingly, workforce development, education and economic development are developing new partnerships with private businesses to make training more responsive to the specialized skill needs of industries and companies. Initiatives include providing financial support for work-based learning and designing customized training programs on behalf of specific businesses.

Addressing the Needs of Limited English Proficient Individuals

As described in LAEDC's analysis, there are 5.3 million residents of Los Angeles County that speak languages other than English at home, and of these, approximately 27 percent speak English less than well. With nearly 1.5 million individuals needing some training to strengthen English proficiency, the workforce system must work closely with education and community partners to devise effective strategies to recruit and serve this important segment of the

region's workforce. Based on input received during the planning process, the key issues to be addressed in developing such strategies include:

Recruitment: In the Los Angeles region, it is possible to work without being fluent in English. Given significant immigration over the last several decades, whole communities do business in Spanish, Chinese, Korean and other languages and in certain workplaces (factories, hotels, warehouses) day-to-day operations are conducted in a language other than English. While economists and other stakeholders all agree that increased English proficiency results in greater employment opportunities and earning potential, it is often difficult to configure ESL and VESL opportunities around work and family obligations.

Resources: Among adult education, the community colleges, private institutions and community-based training providers there is a significant amount of resources available for English language instruction, but, as reported by LAUSD representatives, these resources can be dwarfed by need. There are waiting lists for ESL programs in some communities. A first step in developing a better understanding of the full range of resources available, and the extent for which resource gaps exist, would be an asset mapping process that could be led by the AEBG consortia. Subsequently, the WDB Partnership would lead a discussion among stakeholders on strategies to expand and improve ESL and VESL training.

Access: As part of the asset mapping process described above, the partners will also assess where services are delivered, along with schedules and times. Traditional school locations and hours are not always convenient or accessible for English language learners who are most in needs of services. Community locations and even online instruction have proven effective for some learners. UNITE HERE, the hospitality union which supports more than 20,000 workers in the County, has implemented a number of very effective ESL and VESL programs at workplaces.

Training Methods: The scope of need suggests that new approaches to teaching English may prove beneficial for many, including those whose current work situations require improved English. As discussed in more detail within Section E of this plan, because traditional ESL instructional models are lengthy, more and more frequently, employment-focused language instruction focuses on speaking and communicating at work rather than upon traditional grammar. A variety of instructional methodologies for teaching English should be available to address the needs of a large and diverse pool of learners.

In response to these issues, the WDB Partnership will engage education and business partners in further planning to expand and improve English language skills acquisition in the region.

C. Regional Sector Pathways

As is the case with many of the most effective strategies used by the workforce system, the development of career pathway programs began organically, as a way of responding to the unique needs of specific businesses to train both new and incumbent workers. California's State Plan raises the bar, envisioning career pathways as a central methodology for building strong regional economies.

The WDBs of the Los Angeles Basin RPU have developed some of the best "sector strategies" in California. These include not only the development of demand-driven and industry responsive training programs, but many unique approaches to working with the business community and with specific companies to better understand and respond to their needs. While many of these efforts have involved more than one local board and have included the community colleges or other system partners, some have not. Instead, programs have been developed using a variety of approaches and methods. Recently, though funding provided under the State SlingShot initiative, the region's local WDBs have implemented an approach to developing a career pathway program for the healthcare sector. It began with intensive engagement of industry partners, a review of labor market data, and collaboration with education and training providers. This approach, which appears to have all of the right ingredients for designing regional sector pathway programs, is described in more detail under "Healthcare" below.

I. Determining Need for Regional Sector Pathway Programs

The WDBs will continue to regionally convene industry leaders from its target sectors. The goal of regional engagement of sector leaders is to gather intelligence to improve and expand existing career pathways and to develop new regional sector pathway programs. Specifically, industry leaders would be asked to:

- Describe the skills needed by the current workforce and new hires;
- Describe skills gaps they encounter in the applicant pool;
- Forecast future training and hiring needs;
- Review existing training and credentials;
- Indicate whether training programs are currently available to address skills needed;
- Indicate, for existing training, whether associated credentials (degrees, certificates, licenses) are recognized and valued by the industry;
- Recommend content revisions for existing training to meet industry requirements; and,
- Recommend content for new training.

Information obtained will be used by the workforce system (including WDBs and education partners) to update program content and to develop new courses and programs. To ensure that regional sector pathway programs remain relevant, engagement with industry leaders will need to take place annually or more frequently.

II. How Existing Programs Work to Meet Industry Needs

The various career pathway programs described below, have all been developed to respond to unmet need. The impetus for their development did not necessarily reflect a particular deficiency in one or more programs. Rather, they zero in on skills in ways that correspond to particular needs of one or more companies.

III. Promising Practices within the Region

A number of career pathway programs have been implemented and others are being developed across the region. While not all of these programs have been replicated across the region, they have the potential to be. Determining the scalability of these programs and developing a plan to that end is a Plan goal. A small, representative sample of existing regional career pathways programs follows:

The SELACO WDB's Career Pathways Trust Fund Grant was designed to create exposure and awareness of career options and workplace environments, knowledge of skills for in-demand occupations within manufacturing and engineering as well as training requirements. The grant effectively connects students to the manufacturing workplace for potential work-based learning experiences. The process of engagement allows all students an opportunity to explore possible careers and make educated decisions regarding secondary academic and elective course enrollment, postsecondary plans and eventually careers.

Advanced Manufacturing: Dynamic, demand-driven skills training for the manufacturing sector has been developed under the leadership of three local WDBs and their partners: the City of Los Angeles, Los Angeles County and SELACO WDBs.

AFAB Antelope Valley Northrop/Partnership: To help meet the demand for hundreds of trained workers in the Antelope Valley, a partnership was developed among Northrop Grumman, Antelope Valley College, the City of

Palmdale, the Los Angeles County WDB, and Goodwill, which operates the local AJCC. This customized manufacturing training program is offered on the campus of Antelope Valley College with a curriculum developed by Northrop Grumman. Students participate in 16 weeks of intensive training, which culminates in a guaranteed round of job interviews from which Northrop Grumman has first pick of graduates. Employees fabricate and assemble large aircraft.

BioTech Bridge Training Program: This six-week training program at LA Valley College is supported in part with funds provided by the City of Los Angeles. Bio-manufacturing is a rapidly growing subsector of the bioscience industry, which is currently seeking skilled workers with training in aseptic processes and current good manufacturing practices (cGMP).

AMP SoCal – Managed Career Pipeline Program: Representing the southern 10 counties of California, the Advanced Manufacturing Partnership for Southern California's goal is to provide aerospace and defense manufacturers and their supply chain with the tools, talent, and capacity to master the future. The training project operated by SELACO WDB and Cerritos College identifies firms that have been adversely affected by reduced federal contracting and seeks to improve their competitiveness by providing skills training for incumbent workers and for new hires in entry level positions. aerospace and defense manufacturers and their supply chain with the tools, talent, and capacity to master the future. Out of several AMP SoCal projects, SELACO WDB, Cerritos College, Weber Metals, LACOE, SASSFA and Homeboy Industries developed a career pipeline of workers to fill apprenticeships and other job vacancies. The first step was to identify the technician training needs of firms that have been adversely affected by reduced Defense Department procurement and contracting to improve their WIOA-eligible candidates for entry-level technician positions or to train incumbent workers in need of upgraded skills. Once trained and hired Weber Metals will host an Apprenticeship program for Maintenance Mechanics. Maintenance is one of the most desired positions needing to be filled across the manufacturing spectrum.

The Career Pathways Trust Fund Grant was designed to create exposure and awareness of career options and workplace environments, knowledge of skills for in-demand occupations within manufacturing and engineering as well as training requirements. The grant effectively connects students to the manufacturing workplace for potential work-based learning experiences. The process of engagement allows all students an opportunity to explore possible careers and make educated decisions regarding secondary academic and elective course enrollment, postsecondary plans and, eventually, careers.

Construction: Examples of current and planned pathway programs in this sector come from Los Angeles County and PGWIN.

Construction Pre-Apprenticeship Training: After the City of Long Beach entered into Project Labor Agreements for nearly \$500 million in new public projects, contractors communicated the need for additional workers with very specific skill sets. Working with the LA/OC Building Trades Council and Long Beach City College, PGWIN developed a program based on the nationally recognized Multi-Craft Curriculum (MC3), which is endorsed by unions representing nineteen of the skilled trades. This construction pre-apprenticeship training is a six-week (140 hours) program that prepares participants for employment in the trades. Some of the hands-on skills taught include cabinet making, cement masonry, green technologies, H.V.A.C., plumbing, surveying and weatherization. Those completing the program receive three certificates: Building Trades Multi-Craft Curriculum (MC3), 10-hour OSHA Certification and CPR/First Aid Training Certification. This program has significant potential to be scaled up across the region to address major public building and infrastructure projects.

Metro WIN-LA Program: The goal of the developing Workforce Initiative Now Program (WIN-LA) is to create a pathway for local residents who want to work in construction, professional services, transit operations and maintenance, as well as other related jobs and careers. Los Angeles County has been working with Metro in the

design of the program. Metro's model looks to leverage the regional workforce system and partnerships with education (community colleges and adult schools) to create training and career pathways into its job opportunities. The AJCC system would serve as the gateway into these programs, identifying the labor pool.

Information and Communications Technology: With its proximity to major studios and the surrounding network of information technology companies, Verdugo WDB has been leading efforts in this area. The initiative described will result in the development of one or more pathway training programs.

Verdugo Creative Technologies Program: Organized by VWDB in 2014 under the California Career Pathways Trust, the *Verdugo Creative Technologies Consortium (VCTC)* focuses on career pathway development in Digital Media for local high school and community college students. In early 2017, VWDB will work with the VCTC partners to expand an already impressive list of VCTC Digital Media (Information and Entertainment) industry partners, which include Warner Bros Entertainment, Inc., Nickelodeon, Cartoon Network Studios, Bento Box, Keycode Media, mOcean, The Motion Picture Editors Guild, The Art Director's Guild, The Animation Guild, Inclusion Films Workshop, Harvey Grimes Talent Agency, Authentic Films and Spot on Media, Inc. Work in progress includes: 1) a survey of industry recruiters and artist development professionals to assess skills, growth occupations, hard-to-fill positions, updated requirements for tools and technology(ies), and future hiring needs; 2) development and implementation of production classes taught by industry professionals for educators, and secondary and post-secondary students as on-ramps to Digital Media; 3) identification, recruitment, and engagement of additional major industry participants for inclusion on VWDB-facilitated skills panels to validate today's requirements for skills and competencies in high demand occupational fields; and, 4) industry outreach to develop new opportunities for student and educator participation in professional events.

Healthcare: The following examples include a unique work-based program designed by PGWIN and a regional sector pathway program (being led by SELACO WDB) that is currently under development.

Customized Training – Patient Care Assistant: When Memorial Care in Long Beach was looking to address a need for a specific set of skills, its leadership turned to PGWIN for assistance. Long Beach Memorial Hospital was looking to employ new workers as Patient Care Assistants, which requires skills just under the CNA level, but with specialized knowledge of hospital operations and care protocols. Together, they designed a 6-week training customized program where hospital staff serves as instructors. Upon completion, trainees earn \$16.00 per hour and are deployed to positions within the hospital and at associated clinics and medical facilities.

Care Coordination Career Pathway: Using funding from the SlingShot initiative, the WDBs of the Los Angeles Basin, along with the Ventura WDB, formed the LA Regional Healthcare Collaborative to address the need for a skilled care coordination workforce among hospitals and clinics. Industry leaders identified care coordination as an emerging need in the healthcare industry. The process of developing a strategy to address the need has involved nearly two years of meetings among leaders in the region's healthcare industry, along with representatives from education, economic development and the workforce system. Surveys and other forms of intelligence gathering have also been part of the process. The results of these efforts have been the identification of three tiers of skills required for different settings in healthcare. At the highest level, care coordination is delivered in hospitals and similar settings by degreed professionals, who receive adding training and certification in care coordination. At the entry-level are low-skilled workers with an interest in care coordination that participate in upskills training to become part of the pipeline of future care coordinators. At this stage of development, the initiative is preparing to develop career pathways for job advancement. Regional implementation is scheduled for Summer 2017.

IV. Support for Existing and Planned Sector Pathway Programs

The Care Coordination Career Pathway project described above is an outstanding example of work being done to develop pathway programs and strategies at a regional level. However, excellent work is still occurring at the local level as Sector Partnership committees continue to meet and as industry liaisons, sector intermediaries and business

services representatives remain engaged with business and with system partners, including economic development and education. While regional industry engagement, such as that described under item I, above, will certainly be instrumental in providing information that will lead to the development sector pathways, so too will information obtained by local WDBs. The South Bay WIB holds regular meetings of sector partnerships groups in healthcare and manufacturing. The LA County WDB has organized a taskforce devoted to addressing skill gaps at a wide range of healthcare facilities, from hospitals to clinics. Verdugo WDB leads an ICT committee comprised of business, labor and education leaders to identify and respond to emerging needs in the entertainment and technology sectors. Within the Los Angeles Basin RPU, WDBs will continue to identify and devise responses to sector needs that can be scaled up throughout the region.

D. Industry-Valued Credentials

As part of the regional planning process for the Los Angeles Basin, the consultants worked with stakeholders to identify where credentials are being offered, what types of credentials are awarded (e.g. degrees, certificates, licenses), what are the perceived value of the credentials by all parties (e.g. those awarding them, those receiving them and industry), and what role businesses have had in determining their value, either as they were being developed or afterward. As a resource and as a reference point for this process, the consultants utilized the California Workforce Development Board's Credentialing Framework.

Early on in the process of looking at credentials, it became clear that businesses, workers, schools, the workforce system and others had widely varying definitions of credentials and the role that industry should play in determining their value. While credentials have certainly been on everyone's radar for a long time, what has been missing appears to include:

- A common understanding of credentialing (the State Board's Framework document helps with that)
- When industry input should be obtained
- How industry should be engaged to review credentials
- In a region where there are nearly a quarter of a million businesses, what constitutes "industry value?" If five businesses agree that a machining certificate has value, does that mean a sixth one will?

It was, therefore, determined that credentials should be a primary topic of the planning forums held with stakeholders.

I. Putting Credentials into Context

Four forums, hosted by the City of Los Angeles, Foothill, Los Angeles County and Verdugo WDBs were conducted to address the issues of what credentials exist and how industry has been engaged to determine their value.

Initiating the Credential Discussion with Industry and Stakeholders

The stakeholder planning sessions on this topic had a good mix of participation from education, business, economic development, workforce and other stakeholders. The first part of the discussion split into two main areas: 1) what process is used to ensure industry value as courses are being developed; and 2) for courses already on the shelf, what processes exist for industry to review content so that it can determine the value of a credential for those who complete given courses or a program of study. Responses to these questions were varied. It is clear that the community colleges use a business advisory process to inform the development of curricula, as do other education agencies. But it was also clear that processes vary significantly from place to place and from course to course

The second part of the discussion moved to the value that businesses place on specific credentials. From forum to forum, the responses were fairly consistent and indicated that:

- Credentials are essential for some jobs. In some cases, industry not only values and recognizes credentials, it absolutely requires them. Barbers must be licensed. Truck drivers must be licensed. RNs must have an Associate's Degree or higher and pass the State registry exam. In fact, business leaders and others identified many occupations (including many "professional" jobs) that require a specific degree, license or certification.
- Credentials are optional in many cases: For other jobs, many indicated that certificates may be required, but they were not universally valued due to inconsistency in performance among workers who held them. Stakeholders commented that inconsistent course content, instructor knowledge and other factors deflate the value of certificates for some businesses. Many agreed that a certificate does not universally equate to skills and competency and that many skilled and competent workers and job candidates do not have certificates.

More Intensive Industry-Led Planning on Post-Secondary Credentials

The foregoing observations have made clear the need for the regional partners (particularly workforce, education and economic development) to implement a structured process for engagement with business on credentialing, which will also serve as a means to discuss key content issues for regional sector pathway programs. The local WDBs will:

- Convene an industry steering committee for each of the region's six target sectors to discuss work-related credentials. The committees will include a diverse cross section of businesses in terms of company size, location in the region and niche within the industry. Committees may meet on multiple occasions.
- The committees will:
 - Review and recommend metrics for determining the value of credentials.
 - Review existing credentials awarded in the region that pertain to their sector and determine their value
 - Identify credentials that would be desirable for the industry
 - Develop a process for re-confirming the value of credentials overtime
 - Provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.
- Following completion of the foregoing task, the WDB Partnership will publish a regional protocol for determining industry value and recognized credentials.

Goals on credentialing are summarized in Section L of this Plan. Updates to the Regional Plan will include information on industry-valued credentials that result from this engagement process.

II. Existing Industry-Valued and Recognized Postsecondary Credentials and Maintaining their Relevance for Businesses in Key Sectors

While it is likely that credentials resulting from the career pathway programs described in Section B of this plan have all been subject to industry review and are valued by business, no credential is being put forward as "industry-valued" at this time. This will occur once the industry review process described above is completed.

III. Determining the Value of Credentials to Industry

As indicated, a clear and reasonably uniform process is needed to identify that postsecondary credentials are industry-valued and recognized. The protocol above will provide this framework.

IV. Principal Providers of Credentials within the Region

Section B, Item IV of this Regional Plan provides a description of the principal providers of training and education programs throughout the Los Angeles Basin RPU. Given the focus of the Regional Plan on middle-skill jobs (and entry-level employment with a path to middle-skill jobs), the community colleges and adult schools will likely be the providers of training for most credentials. Again, this cannot be definitively stated until the industry engagement on valued credentials is completed.

V. Identifying, Recording and Tracking Credential Attainment within the Region

Because the goal of producing the region's share of the State target of a million industry-recognized credentials over the next ten years applies to the entire system (community, colleges, adults schools, 4-year institutions, registered apprenticeships, Job Corps, etc.) and not just the WDBs, the stakeholders will form a workgroup to address the apportionment of goals among local areas and, within each area, the various partners. The WDB Partnership will convene system stakeholders in discussions around both goals for credentials and the development of a process to track their attainment.

Given the population of the region relative to the state as a whole, it is anticipated that the RPU would be responsible for 25 percent of the state goal or 250,000 credentials over the coming decade. As the regional stakeholders develop a plan to track credentials, discussion with the State will be necessary regarding annual goals, as it will likely take 2 to 3 years to be fully ramped up.

E. Workforce System Accessibility and Inclusiveness
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Several of responses that follow do double duty by addressing two distinct, but related matters. Some of the information provided describes the ways in which the planning process itself was inclusive and ensured that the interests of those with barriers to employment were addressed. Other portions of the narrative, however, deal with the ways in which the system is accessible to at-risk and historically disadvantaged groups and, in some cases, how this access can be improved.

I. Inclusiveness in the Planning Process

As described within the introduction and in Section A, working under an extremely aggressive schedule, the partners attempted to create a process through which as many perspectives, experiences and opinions as possible could heard. With this objective in mind, the regional planning forums were conceived. Thousands of individuals representing key stakeholders and communities were invited and, ultimately, more than five hundred participated. For each of the nineteen forums, which took place in nearly every corner of the RPU, the hosting WDB was responsible for invitations, all of which were made through electronic media, including email and online registration systems, such as Eventbrite. Results of the outreach exceeded expectations, particularly given the short turn-around times between the invitation and events. Those participating included individuals representing agencies and programs that serve immigrants and English language learners, disconnected youth, including foster youth, Native Americans, persons with disabilities, returning offenders and others with barriers to employment. Attachment II, b to the Regional Plan includes a list of those invited and Attachment II, c lists all who attended the forums.

II. Participation of AEBG Consortia and Nexus with Consortia Planning

There are thirteen AEBG consortia, representing 55 distinct education agencies, linked to the Los Angeles Basin RPU. The consortia aligned to the region are: Antelope Valley Regional Adult Education Consortium, Citrus College Adult Education Consortium, Glendale Community College District Regional Consortium, Long Beach Adult Education, Los Angeles Regional Adult Education Consortium, Mt. San Antonio Regional Consortium for Adult Education, Pasadena Area Consortium, Partnership for Adult Academic and Career Education, Rio Hondo Region Adult Education Consortium, Santa Monica Regional Consortium for Adult Education, Santa Clarita Valley Adult Education Consortium, South Bay Adult Education Consortium (El Camino), and Tri City Adult Education Consortium.

Participation of AEBG Leadership and Representatives: Leadership from five of the AEBG consortia participated in one or more of the regional planning forums. Other consortia were also amply represented in the planning process, as administrators and staff from their constituent institutions participated in the regional forums. The consultants met individually with the Executive Director of Los Angeles Regional Adult Education Consortium. Again, because time

was a consideration, this consortium was selected because of the vast numbers of adults served by LAUSD, the nine campuses of the Los Angeles Community College District and the three other unified school districts that make up the consortium. Input from AEBG representatives, both in the individual meeting and expressed during the forums, was extremely valuable, especially with regard to the capacity of the adult education system to provide vital training for English language learners and job seekers needing basic skills remediation or support to earn a high school diploma or equivalency. Participation of consortia representatives also shed light on the substantial capacity of some adult education programs to provide skills training for high-demand sectors including construction, healthcare, hospitality, ICT and manufacturing.

Review of Consortia Plans: Among the thirteen consortia, planning documents are voluminous. The consultants have reviewed some of the consortia plans (which include AB 86 Plans, Consortium 3-Year Plans and Annual Plans) and have identified significant alignment with the regional workforce system in terms of priorities, such as focus on those who have not earned a high school diploma, the need for resources and effective strategies for ESL, VESL and basic skills instruction. As described in Section J, Exhibit 2 of this Regional Plan includes a list of links to the web page where the plans for all thirteen consortia can be found.

III. Need for and Availability of Basic Skills Education

With regard to the need for basic skills education, we know through engagement with businesses and organizations that assist them in recruiting and training employees that strong literacy and numeracy skills remain important, if not essential, prerequisites for most jobs. Because basic skills education is delivered by adult education programs, community colleges, private institutions, community organizations, Job Corps and other providers and institutions, it is not possible to estimate the number of individuals receiving these services. Further complicating any attempt to get at this number is the inevitability that many individuals participating in basic skills training are doing so within the context of a larger program and, would, therefore, not be easily identifiable as basic skills participants.

The foregoing obstacles notwithstanding, there is much that we know about need, both through data analysis and through intelligence from the field. The region's demographics and languages spoken are described in Section B. That portion of the plan also provides information and analysis about both educational attainment and language capability, suggesting that there is a significant and even overwhelming need for basic skills education within the RPU. Of note, are the following facts:

- Of the 5.3 million residents of Los Angeles County that speak languages other than English at home, approximately 27 percent speak English less than well.
- The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2014, and almost 25 percent of county residents in this age group have not earned a high school diploma (or equivalent).
- Overall, the unemployment rate for individuals aged 25 to 64 years was 7.3 percent in the county in 2014. However, rates of those with low levels of educational attainment are higher. Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County in 2014, roughly half the rate experienced by those at the opposite end of the education spectrum

As learned through discussion with stakeholders and review of AEBG plans and other resources, a variety of approaches are being taken to address the issue. Among the most basic areas of focus is getting more information into the community about the availability of programs. According to many stakeholders, immigrants and others with little connection to the education system have little awareness and understanding of education and training resources for adults. A more challenging issue with regard to meeting need is resources. There is simply insufficient funding to meet the demand for basic skills training, including training for those who are English language learners.

The workforce system, adult education, community colleges and others will continue to strategize around this major issue to develop a system-wide action plan that harnesses resources from various sources.

IV. Contextualizing Basic Skills into Regional Sector Pathway Strategies

According to regional education partners, there is a wide variety of methods for integrating basic education and language development skills into vocational instruction. Following are some options.

Integrating Basic Skills in Career Pathway Programs: The K-12 system, adult education, the community colleges and private training institutions all use contextualized learning, which can be simply thought of as relating subject matter content to real world applications. Although the methodology is widely known, is it not always widely applied. It is generally more convenient (due to resources, teacher preferences, student expectations and other factors) to first teach basic skills and, after students gain proficiency, provide vocational instruction. The workforce system's focus on regional sector pathway programs provides the opportunity to build basic skills and language development education right into programs. This, however, will require agreement from all participating in the development of sector pathways, including education, workforce and industry partners. In addition to affecting curriculum design, integrating basic skills into pathway programs impacts how skills are taught and how skill acquisition and proficiency are assessed. Making basic skills an integral part of training for demand occupations will enable a much broader group of candidates to prepare for well paid jobs. It will require that partners think creatively and be open to new instruction design and methods, but it can be accomplished.

Strategies to Address Limited English Proficiency: English language instruction can also be contextualized and integrated in career pathway programs. Recognizing that traditional ESL instructional models are lengthy, workforce development professionals often seek other interventions in order to help move limited English proficient customers more rapidly into employment. One approach to doing so is to adopt instructional content that focuses more on function (speaking) than form (grammar) and which ties into training for a specific sector (VESL). As with integration of basic skills, developing regional career pathways that integrate English skills training will require agreement among all stakeholders.

Again, the partners will continue to strategize on these issues to develop an appropriate system-wide action plan linked to the RPU's goals for regional career pathways.

V. Streamlining Access to Foundational Skills

During regional planning sessions with stakeholders, two of the core topics were system accessibility and training/education resources. Information provided by individuals representing workforce development and education did not reveal that there are systemic bottlenecks or obstacles in moving job seekers into basic skills training. In fact, more than any other subject matter, basic skills remediation is accessible outside of traditional, semester-based schedules through adult schools, charter schools and community-based programs. The partners will continue to gather information from the field about the need to streamline processes for those seeking basic skills and will identify improvement strategies where needed.

VI. Ensuring System Accessibility for People with Disabilities

For the workforce system and all partners, ensuring access for persons with disabilities has been and remains a top priority. In addition to making sure that no physical barriers exist, ensuring programmatic accessibility requires that those providing services have the knowledge and resources to design and implement inclusive processes and services.

Ensuring Physical Accessibility to Services: All partners providing training and workforce services (local WDBs, the community colleges, AEBG institutions, etc.) are subject to federal requirements under the American's with Disabilities Act (ADA) and provisions of the California Civil code ensuring access for persons with disabilities. All surveyed reported no compliance issues with physical accessibility. Each of the seven local boards is required by

WIOA to form a “disability accessibility” workgroup or committee. These workgroups will share concerns, “best practices” and solutions across the RPU.

Access to Training and Regional Sector Pathway Programs: Regional sector pathway programs are, by definition, services and programs that identify and implement strategies corresponding to the needs of individuals. To ensure that job seekers and workers with disabilities are able to participate in career pathway programs, staff operating those programs may benefit by receiving support from stakeholders with experience in working with the disability community. Programs administered by the City of Los Angeles, SELACO and Verdugo WDBs have Disability Resource Coordinators (DRCs), who organize training and education for staff and facilitate collaboration with public and private resources. DRCs develop strategies to improve outcomes for people with disabilities. As sector pathway programs are developed, a review of accessibility will be conducted. Where potential barriers exist, the system will look to DRCs and colleagues at the State Department of Rehabilitation for resources and guidance.

VII. Promoting Regional Sector Pathway Participation among CalWORKS Participants

Discussion with a Regional Administrator and several staff of the Los Angeles County Department of Public Social Services (DPSS) revealed that the department’s goals for developing more middle class job opportunities are well aligned with the Plan’s objectives to identify, develop and promote regional sector pathway programs targeted to priority sectors. TANF and WIOA programs have a long and successful history of collaboration within the Los Angeles Basin RPU. A large, successful countywide “earn and learn” program for youth is funded by TANF; DPSS utilizes the I-TRAIN system to manage its training inventory; the South Bay WIB manages the TANF-funded Temporary Subsidized Employment (TSE) program for the County; and the two systems have worked together to support staffing for new and expanding businesses. As the development of regional pathway programs continues, DPSS will be engaged as an advisor to help determine the talent resources that its customers can provide to meet industry demand.

VIII. Regional Collaboration to Ensure Support for System Customers

Support services are typically organized at the local level since the specific services that individuals with barriers need are generally delivered locally (e.g. local transit systems linking to regional ones; childcare; work-related clothing and tools; health services; legal assistance). Accessing low and no-cost services on behalf of job seekers generally relies on developing relationships with neighborhood and community providers that have funding to provide these services. There may, however, be services that could be purchased regionally at discounted rates where agreements can be reached on behalf of the system. The regional partners will conduct an assessment of where there may be gaps in support for individuals being served through workforce, education or other employment readiness programs. Based on this assessment, the partners will examine opportunities to bridge the gap through regional efforts.

IX. Incorporating Community-Based Organizations into the Network of Regional Workforce System Providers

Community-based nonprofit organizations are critical to the delivery of workforce services in the Los Angeles RPU. In the City of Los Angeles, all but two of its seventeen America's Job Centers of California are operated by CBOs. The SELACO WDB supports a network of Community Based Organizations and education partners who meet monthly to share various resources available to support job seekers from various target groups. This is known as the Community Collaborative Network (CCN). At Men’s Central Jail in Downtown Los Angeles, the South Bay WDB is currently working with Friends Outside in Los Angeles, New Opportunities Charter School, and Five Keys Charter School to deliver AJCC services pre-release and to provide transition coordinators to facilitate post-release services including hard referrals to their local AJCC for continued employment assistance. These are three of many possible examples illustrating how CBO’s collaborate with County WDBs to both deliver and enhance workforce services.

CBO representatives have communicated the value that their organizations can bring to the workforce development system by serving as both a touchstone and as navigators for individuals with barriers. No matter the intervention provided - be it sector pathway training, job placement assistance, or support services – individuals with little to no connection to the labor market will not just need intensive job preparation services, but also intensive, on-going encouragement and guidance. Community agencies are well situated to provide the latter, as they are viewed with trust in the community.

The RPU partners will work together to even more effectively leverage the unique position and talents of community agencies to support regional workforce goals.

X. Creating Pathways to the Middle Class

Discussions among stakeholders leading to the development of this Plan centered frequently on the development of strategies to help all job seekers and workers chart a course to the middle class. Regional sector pathways are crucial to this strategy. But, for these programs to support moving unemployed or underemployed individuals to a middle class career, they must offer strong career exploration, a long-range career plan, and information about on-ramps for building advanced skills that will translate into greater earning power. The goal of the system is not to retain individuals in any particular program or activity, but to ensure that they are able to access additional training and resources as they need them. The RPU partners and system stakeholders will examine opportunities to develop one or more protocols to guide practitioners in helping workers to progress upward along their chosen career path.

XI. Improving Strategies for Disconnected Youth

While not a requirement for the Regional Plan, the planning process for the Los Angeles Basin included engagement with stakeholders from programs and organizations that serve youth and young adults. This process gave special attention to issues affecting disconnected youth within the region and, as a result of these discussions, the consultants identified a number of challenges to serving this population.

Research shows that nearly 20 percent of youth in the Los Angeles Basin, ages 16 to 24, are disconnected from education and employment. This equates to approximately 200,000 young people within the County that are not in school, are not working, and are not preparing to enter into the workforce. This group also includes youth who are homeless, in foster care, or are involved in the justice system.

According to stakeholders, opportunities exist to improve outcomes for disconnected youth and young adults and to increase the rate at which young people achieve success in meeting educational, employment, housing stability, health and well-being and other key lifelong developmental goals. Taking advantage of these opportunities will require the region to more closely examine barriers to providing needed interventions and services. Key issues identified by stakeholders include:

- The need for government, communities, education, the workforce system and others to coalesce in their commitment to support disconnected youth;
- Increased capacity is necessary, including additional resources to address the multiple barriers that face many disconnected youth;
- Data collection needs to be integrated across systems;
- Measures of success must to be redefined, as do contracting systems that drive services and outcomes for disconnected youth; and,
- There are systemic barriers for these youth. Services strategies much address these obstacles.

Further review of opportunities to improve services and outcomes for disconnected youth is among the goals set forth in this Plan. Attachment II, d includes a list of Challenges and Recommendations for Disconnected Youth.

F. Regional Focus on Job Quality

The State Plan and regional planning guidance make clear the intentions of California's legislature that limited public resources must be used strategically to support programs that result in good wages, enabling self-sufficiency and a pathway to the middle class. As part of continued planning efforts, the Los Angeles RPU will develop a "quality job" definition that takes into consideration the career plan of an individual and is not arbitrarily based on a particular wage standard or fixed set of circumstances. The development of this definition will rely substantially on input from economic development and social services partners and the data they present to demonstrate the true likelihood that a given career pathway can lead to economic self-reliance.

I. Employment and Earnings Potential Associated with Target Sectors and Regional Sector Pathways

As stated, subsequent to reviewing the State planning guidance outlining Regional Plan requirements, the LA Basin WDBs requested additional data analysis from LAEDC, including information on earnings related the target industry and typical placement occupations for those completing training. LAEDC's analysis indicates for top occupations both "education" and "on-the-job training" (OJT) associated with the job. Summarized below, as examples, are likely placement occupations for participants completing regional sector pathway programs, both existing and planned. Jobs listed as entry-level would, generally, require a high-school diploma, along with additional short-term education or OJT. Middle-skill jobs are those that, generally, require more than high school but less than a 4-year degree.

Advanced Manufacturing					
Entry-Level Jobs			Middle-Skill Jobs		
Team Assemblers	11.54/hr	24,010/yr	Inspectors, Testers, Sorters, Samplers, and Weighers	17.06/hr	35,490/yr
Packaging and Filling Machine Operators and Tenders	11.55/hr	24,020/yr	Machinists	16.62/hr	34,570/yr
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	13.01/hr	27,070/yr	Maintenance and Repair Workers, General	19.82/hr	41,230/yr

Construction					
Entry-Level Jobs			Middle-Skill Jobs		
Welders, Cutters, Solderers, and Brazers	17.47	36,340	Carpenters	23.80	49,510
Helpers--Electricians	15.80	32,870	Electricians	30.07	62,540
Helpers--Installation, Maintenance, and Repair Workers	13.85	28,810	Plumbers, Pipefitters, and Steamfitters	24.74	51,460

Information and Communications Technology					
Entry-Level Jobs			Middle-Skill Jobs		
Office Clerks, General	14.83	30,840	Computer User Support Specialists	26.55	55,230
Electrical and Electronic Equipment Assemblers	14.81	30,810	Web Developers	31.16	64,820
Team Assemblers	11.54	24,010	Computer Network Support Specialists	34.26	71,260

Healthcare					
Entry-Level Jobs			Middle-Skill Jobs		
Personal Care Aides	9.99	20,790	Licensed Practical and Licensed Vocational Nurses	23.73	49,360
Nursing Assistants	13.88	28,870	Medical and Clinical Laboratory Technicians	19.90	41,400
Home Health Aides	11.32	23,540	Medical Records and Health Information Technicians	20.47	42,580

Hospitality and Tourism					
Entry-Level Jobs			Middle-Skill Jobs		
Hotel, Motel, and Resort Desk Clerks	11.43	23,780	Food Service Managers	20.62	42,890
Gaming Dealers	11.97	24,890	Maintenance and Repair Workers	19.82	41,230
Food Cooking Machine Operators and Tenders	10.05	20,910	Lodging Managers	24.59	51,140

Transportation and Logistics					
Entry-Level Jobs			Middle-Skill Jobs		
Shipping, Receiving, and Traffic Clerks	13.73	28,570	Heavy and Tractor-Trailer Truck Drivers	19.21	39,960
Transportation Attendants	12.46	25,920	Bus and Truck Mechanics and Diesel Engine Specialists	26.45	55,020
Packaging and Filling Machine Operators and Tenders	11.55	24,020	Production, Planning, and Expediting Clerks	21.35	44,410

LAEDC's Data Supplement is included as Attachment I, b to this plan.

II. Regional Wages

EDD LMID's September 2016 Labor Market Data Summary does not provide median wage data for the RPU, but does indicate that the "median household income" is \$55,870.

Median household income could include more than one wage earner. In addition, the number of individuals within a household affects whether the wage/income is sufficient to be considered a sustainable or middle income wage. Assuming that a household had one wage earner, his/her median annual earnings would be \$55,870, which is roughly \$26.86 per hour. If there were two wage earners, the median annual earnings for one individual would be \$27,935 or, roughly, \$13.43 per hour.

Based on the information provided under item 1, above, it is clear that many entry-level jobs are below the annual household earnings, even if these were presumed to be based on two wage earners. As discussed below, a regional protocol for career planning will take in account factors necessary to achieve family sustaining wages and career ladders to get there.

III. Emphasis on Quality Jobs

As a system, we do not believe that "any job is a good job." Some entry-level jobs, however, can be a stepping stone to a better job and to enjoying a middle class lifestyle. With the high cost of living within the Los Angeles region, workforce stakeholders are acutely aware of the perils of working at minimum wages and, generally, make every attempt to place job seekers in the best paying jobs available. Placing a system-wide emphasis on quality jobs will consist of a two part process. The first will be developing a framework for a quality jobs focus, and the second will be implementing strategies for securing quality jobs.

Developing a Framework for a Quality Jobs Focus: Stakeholders engaged in the planning process offered a number of suggestions that helped frame the issue of "quality jobs". As a baseline, there was broad agreement that jobs into which partners place participants should pay a self-sufficiency wage, even for first time workers. Generally, the job characteristics that stakeholders believe speak to "quality" are: good wages (family supporting), benefits; flexibility, stability, advancement potential, and fulfillment/likeability. Acknowledging that job quality is not a fixed concept, there was significant agreement that entry-level jobs demonstrate quality when there are discernable next steps for training and skills acquisition that enable workers to move up and earn better wages.

Strategies for Securing Quality Jobs: Developing relationships with businesses that offer good wages and benefits is a priority for the workforce system. However, this priority is tempered by the reality that small businesses, which

are often least able to offer high wages and good benefits, employ most of the workers in the region. To maximize the system's ability to place job seekers into well-paid jobs with other quality characteristics, the partners will:

- Identify companies offering the most competitive wage and benefit packages;
- Train workers to the specifications of entry- and middle-skill positions with desirable companies;
- Build relationships with organized labor representing workers in well paid positions;
- Outreach to desirable companies, promoting the benefits of hiring from the workforce system; and,
- Offer to implement strategic initiatives for businesses, including work-based learning, which offers reimbursement for the extraordinary costs of training, and programs such as ETP, which provide funding for training of both incumbent workers and new hires.

IV. Incumbent Worker and Career Pathway Strategies

The workforce system in the Los Angeles region has vast experience providing training to employed individuals. The majority of incumbent worker programs have been made possible through California ETP funding. As far back as 1984, workforce development programs in the region used ETP to develop training programs for companies seeking to improve the skills of their existing workforce, to respond to changing labor market dynamics, to adapt to new technology and to simply be more competitive. The region has benefitted immeasurably from these efforts, not only based on the workers receiving skill upgrades, but because of the goodwill that these programs have engendered among businesses. In courting businesses as potential workforce customers, the ability to provide training for the current workforce and new employees increases the likelihood the companies will see value in the system's services. WIOA's acknowledgement of the value that incumbent worker training brings the overall workforce system is a significant move forward in terms of the ability of the system to meet the demands of priority sectors.

Current Initiatives: The Los Angeles Basin RPU has yet to make major strides as a system in providing up-skill training for the existing workforce. Businesses are much more likely to provide advanced skills training using internal resources or contract support than they are to turn to the workforce system for support. According to stakeholders, there are some areas where the system is doing well. These continue to include ETP programs run by local WDBs, such as SELACO (which has two decades of experience running some of the highest performance ETP programs in the State) and the community colleges, whose contract education programs design and implement myriad customized training programs for the incumbent workforce. Under WIOA, there has been reluctance at the local and regional level to embrace large scale use of program funds for incumbent worker training, as local boards were awaiting further guidance from the State and federal government. In the waning days of WIA, taking advantage of a federal waiver, many of the boards in the region developed incumbent worker training programs as a lay off aversion strategy. And, as business circumstances dictate, local boards and their providers continue to develop training projects of this nature. What has not yet taken root, are strategic initiatives to use incumbent worker training as a vehicle to move system candidates upward in their career path. This is the next stage of development for incumbent worker training - as an upward mobility strategy, which is a critical Plan goal.

G. Recording and Tracking Training-Related Employment
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Within federally-funded workforce development programs, identifying, recording, tracking and reporting of training-related placements has long been a practice at the local level no matter the requirements of U.S. DOL performance measures or statewide reporting systems. Determining whether jobs secured by participants are within the field for which they trained, provides workforce administrators and staff critical information in several areas, including the value of training provided, true labor market demand and the effectiveness of career exploration/preparedness participants received prior to training. It also speaks to return on investment, indicating the relative worth of a particular program in terms of producing job ready candidates. As part of the RPU stakeholder's commitment to a demand-driven training system, the local WDBs will lead a process to examine how training-related employment can be determined for individuals trained by all education and workforce partners, including those not funded by WIOA.

Tracking Training-Related Placement under WIOA: The local boards with the LA Basin RPU currently track and record training-related placements in CalJOBS. When an individual enters employment at exit or follow-up, WDBs and their agents are able document employment within the Entered Employment Form. As job information is recorded, the system will confirm if the job is considered “Training Related Employment.” This information is based on Occupation Codes. If the Activity Code 300 (ITA) was entered, the Occupation Code in that activity should be the same Occupation Code entered in the Employment Form

Working with Stakeholders to Track Training-Related Placement throughout the Region: The State Plan requires regional partners to determine the extent to which individuals receiving sector-focused and demand-driven training are actually securing jobs in fields and sectors directly related to their programs of study. As stated, this is currently identified and tracked for those in WIOA funded training. As an goal of this plan, the Los Angeles Basin WDBs, in cooperation with the LAOCRC, will convene representatives from training and education providers across the region (including 4-year institutions, community colleges, adult education, private vocational, institutions and others) to discuss options for establishing the basis for determining training-relatedness and methods for tracking and recording training activities and placement outcomes. The CalJOBS system holds promise for scalability and application to this issue and will likely serve as a jumping off point for dialog among the partners.

H. Adherence to Federal Requirements for Regional Planning

The RPU’s Regional Workforce Plan addresses WIOA’s regional coordination requirements by adopting the goals for “regionalism” expressed by California’s Strategic Workforce Development Plan. Moreover, it embraces the spirit of regional coordination, by focusing on a relatively small number of “big” goals and strategies, acknowledging that, within a place as complex and diverse as the Los Angeles Basin, details will evolve as dialogue, debate and compromise continue. While WIOA “a-h” requirements allow for adoption of regional strategies by way of cooperative agreements, the Plan partners and stakeholders made clear during the planning process, that more work is required prior to translating concurrence into such agreements.

Through the following approaches, the Regional Plan complies with WIOA statutory provisions at section 106(c):

Development of a Regional Plan: This Plan fulfills the objectives for each item that follows and by incorporating, as part of the Regional Plan, the Local Plans prepared by the seven local WDBs.

Regional Service Strategies: The Plan speaks to current and planned regional strategies for oversight, operations and service delivery. Examples include outreach to and communication with priority sectors; engagement of sector leaders on skill requirements and credentialing, including disconnected youth; messaging to target populations; response to events of worker dislocation; processes for vetting training providers; and removing barriers for at-risk populations, among many others.

Development and Implementation of Sector Initiatives: The LA region has a long and successful history of working collaboratively to address the needs of demand sectors. Within the last decade, the sectoral focus of local WDBs has intensified, with boards targeting those industries more prevalent within their communities. This Plan envisions increased regional collaboration around sector engagement on industrywide trends, skill needs and gaps that will transform broad sector focus into specific sector strategies that include the design, development and implementation of structured, demand-driven regional sector pathway programs.

Collection and Analysis of Regional Labor Market Data: The regional workforce system and, in particular, local and regional economic development agencies and workforce practitioners, regularly collect a significant amount of intelligence from business and industry. Working with EDD, the system will examine the potential benefits of sharing this information with LMID to promote analysis regarding key sectors.

Administrative Collaboration: The seven local WDBs acknowledge that there are functions where collaboration may benefit two or more boards. As the regional planning process continues, opportunities for sharing resources for various administrative functions will be considered. One current example is possible joint procurement of One-Stop Operators (“OSOs”) by several local WDBs in the RPU.

Collaboration on Supportive Services: There are opportunities for the region to jointly procure support services from local providers in ways that maximize efficiency and minimize costs. The WDB Partnership, in collaboration with regional stakeholders, will further assess these opportunities.

Coordination with Regional Economic Development: As pointed out throughout this plan, the seven local WDBs already work very closely with their economic development partners throughout the County. One of the Plan’s key goals is to work with economic developers to engage businesses, to continually update targeted priority sectors and the most important career pathways within those sectors, and to improve training.

Agreement on Performance Measures: The local boards have completed joint negotiations with the State on performance measures.

In addition, as expressed by the array of topics covered throughout its narrative, the Regional Plan meets all State Plan requirements pertaining to regional partnerships and development of regional sector pathways.

I. Regional Agreements

The approval of this Plan by the seven WDBs represents agreement among them on regional collaboration within the RPU. No separate Memorandum of Understanding (MOU) or Cooperative Service Agreement has been developed solely for this purpose. However, there are written agreements among the boards on services to specific target groups and concerning unique initiatives. These include:

- An Operational Agreement among all seven boards establishing the County of Los Angeles Youth at Work Partnership, the purpose of which is to implement collaborative efforts to service AB 12 Foster Youth through communication, sharing of information on best practices, and utilization of available employment and training resources throughout the region.
- An MOU among the local boards and the State Employment Development Department establishing the Veterans’ Employment and Training Services (VETS) Committee, which, again, seeks to share information and best practices, and to marshal resources to ensure quality services to veterans.
- A Letter of Agreement pertaining to an action plan for the SlingShot initiative. This letter, signed by local WDBs and the Ventura County WDB, sets the stage for the region’s current SlingShot project - which creates a model for developing regional sector pathway programs.

Also, as described throughout the Plan, to promote efficiency and improve the delivery of services, the local WDBs have a long history of sharing resources and working in collaboration on numerous projects. Examples of such collaborative efforts for which agreements are in place include:

- The County of Los Angeles has entered into agreements with each of the other WDBs under which TANF funds are distributed for the operation of a summer youth employment program;
- On behalf of the County Department of Social Services, the South Bay WIB administers a TANF-funded Temporary Subsidized Employment Program entering into agreements with WDBs and AJCCs across the County for the operation of the program;
- Both the City of Los Angeles and Los Angeles County WDBs contract with other WDBs for AJCC operations or the for the delivery of specific services; and,

- WDBs within the region contract with the South Bay WIB for the I-TRAIN system, through which the eligibility of training providers and programs is vetted, and, once placed on the Eligible Training Provider List, monitored for on-going compliance and performance.

J. Related Plans and Analyses

The following items are included as exhibits to the Los Angeles Basin Regional Plan:

Community College Strong Workforce Program Plan for the Los Angeles Region: The Plan, completed in January 2017 is included as Exhibit 1.

Adult Education Block Grant Consortium: The Plans for the 13 AEBG consortia in the RPU are too voluminous to attach to the plan. However, included as Exhibit 2, is a list of links to the web page where AB 86 Plans, Consortium 3-Year Plans and Annual Plans can be located.

K. Attachments

In addition to the aforementioned reports from education partners, the following materials are included as attachments to supplement information provided within the narrative.

I. Principal Resources for Economic Analysis

- Los Angeles: People, Industry and Jobs 2015 - 2020, May 2016*, LAEDC Institute for Applied Economics
- Data Supplement - Los Angeles: People, Industry and Jobs 2015 - 2020, December 2016*, LAEDC Institute for Applied Economics
- Regional Planning Unit Summary: Los Angeles Basin*, California Employment Development Department, Labor Market Information Division (EDD LMID), September 1, 2016 – Revised
- Regional Economic Analysis Profile*, Los Angeles County, EDD LMID, April 2015

II. Workforce System Stakeholder Forums and Engagement Process

- List of Forums – Dates, Topics, Locations
- List of Individuals/Organizations Invited to Forums
- List of Individuals/Organizations that Attended Forums
- Summary of Youth Stakeholder Engagement: Challenges and Recommendations for Disconnected Youth

L. Regional Collaboration: Goals and Associated Action Steps

Throughout the foregoing narrative, numerous strategies, approaches and processes are described as “aspirational” or are represented as planned or “in progress.” On behalf of the myriad regional stakeholders that have contributed to the Plan by providing recommendations and sharing both resources and insights, the seven LWDBs comprising the Los Angeles Basin RPU have established the following 2017–2020 goals for the regional workforce system.

Goals presented fall into two categories: technical goals and strategic goals. Technical goals relate to the technical requirements of regional coordination, while strategic goals help chart a course for improving the overall effectiveness of the system within the region.

I. Technical Goals

- TG-1: Further review and evaluate stakeholder recommendations for improving training effectiveness and develop a plan to address recommendations, as appropriate.

- TG-2: Working with education partners, develop a plan of action to enhance the system-wide delivery of basic skills and English language skills at levels reflecting need across the region.
- TG-3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs.
- TG-4: Adopt a regional definition of “industry-valued” to support credential efforts.
- TG-5: Adopt a definition/guidelines for “quality job.”
- TG-6: Adopt a slate of agreed upon regional sector pathway programs and regularly update.
- TG-7: Once determined, develop a list of industry-valued credentials in the region.
- TG-8: Convene stakeholders to develop a plan to achieve the region’s share of the statewide goal “1 million new credentials.”
- TG-9: Working with education partners, identify ways to contextualize basic skills and English language skills into regional sector pathway programs.
- TG-10: Determine the need to streamline services to avoid delays in participants’ accessing basic services, and develop an action plan, as appropriate.
- TG-11: Examine opportunities for regional coordination of support services and develop an action plan, as needed.
- TG-12: Examine opportunities to further increase and leverage the resources and talents of community-based organizations throughout the region.
- TG-13: Organize a workgroup, including education partners, to determine how to capture training-related placement data for all partner and programs.
- TG-14: Examine opportunities to collaborate on administrative functions and develop an action plan, as appropriate

II. Strategic Goals

- SG-1: Develop a plan of action to continue to expand services and outcomes for the region’s disconnected youth.
- SG-2: Develop a regional framework for delivering demand-driven services to guide planning and program development across the network of system stakeholders
- SG-3: Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs
- SG-4: Adopt a regional protocol for incumbent worker training (IWT), including strategies for using IWT for upward worker mobility.
- SG-5: Develop a framework for supporting workers engaged in the gig economy.

- SG-6: Develop a communications platform for the region to promote the sharing of information throughout the workforce system.
- SG-7: Develop a framework for system messaging to strengthen the impact of messages to key customer groups.
- SG-8: Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders.

**Los Angeles Regional Planning Unit
Draft Regional Plan**

**Community College Strong Workforce Program Plan for the
Los Angeles Region**

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The final Regional Plan will contain the document.

**Los Angeles Regional Planning Unit
Draft Regional Plan**

Adult Education Block Grant (AEBG) Consortium

Due to space limitations, the individual plans for the 13 AEBG consortia serving the Los Angeles Regional Planning Unit (Los Angeles County) are not included in this document.

To view the AEBG AB 86 Plans, Consortium 3-Year Plans and Annual Plans, please visit:

<http://aebg.cccco.edu/Consortia>

MAY 2016



2015-
2020



LOS ANGELES:

PEOPLE, INDUSTRY AND JOBS

INSTITUTE FOR APPLIED ECONOMICS
Los Angeles County Economic Development Corporation



LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

2015-2020



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May 2016

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This report was commissioned by the Los Angeles County and City of Los Angeles Workforce Development Boards.

The LAEDC Institute for Applied Economics specializes in objective and unbiased economic and policy research in order to foster informed decision-making and guide strategic planning. In addition to commissioned research and analysis, the Institute conducts foundational research to ensure LAEDC's many programs for economic development are on target. The Institute focuses on economic impact studies, regional industry and cluster analysis and issue studies, particularly in workforce development and labor market analysis.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. This report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

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EXECUTIVE SUMMARY

Workforce Development Boards (WDBs) are components of a federally-funded system designed to connect job seekers with employer businesses in local communities in order to improve the prosperity of both residents and industry in those communities. The implementation of the new Workforce Innovation and Opportunity Act of 2014 (WIOA) requires WDBs to engage in a holistic and regionally cooperative approach to its programs such that workforce development is to be better aligned with economic development priorities.

These pages outline the characteristics of the people, industry and jobs in Los Angeles County and in the City of Los Angeles.

Demographic Portrait

Social and economic characteristics of the residents of Los Angeles County provide context and insight into the strengths and challenges of the community. Based upon this information, trends and patterns are revealed and can be used to target outreach programs and other types of development efforts.

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area's standard of living, levels of consumption, environmental footprint, infrastructure needs, and more.

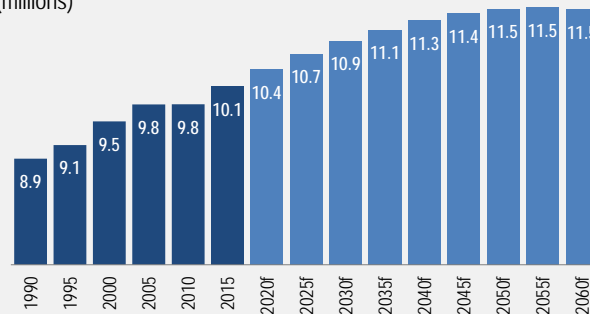
Since 1970, the population in Los Angeles County has increased by nearly 44 percent (Exhibit E-2), while the population in the City of Los Angeles has increased by 41 percent over the period, an average annual growth rate of 1.0 percent and 0.9 percent per year respectively (Exhibit E-3). From 1990 through 2013, the City of Los Angeles has added 471,500 residents, accounting for 37.0 percent of the 1.27 million additional residents added in Los Angeles County during that period.

Exhibit E-1
Selected Demographic and Income Characteristics 2014

	California	LA County	City of LA
Population	38,802,500	10,006,705	3,928,827
Median age	36.0	35.8	35.0
Households	12,758,648	3,269,112	1,343,084
Average household size	2.98	3.04	2.86
Median household income	\$61,933	\$55,746	\$50,544
HH below poverty level	14.7%	16.9%	20.2%
Per capita income	\$30,441	\$28,373	\$29,195
Individuals below poverty	16.4%	18.7%	22.4%
Median home value	\$412,700	\$464,400	\$505,500

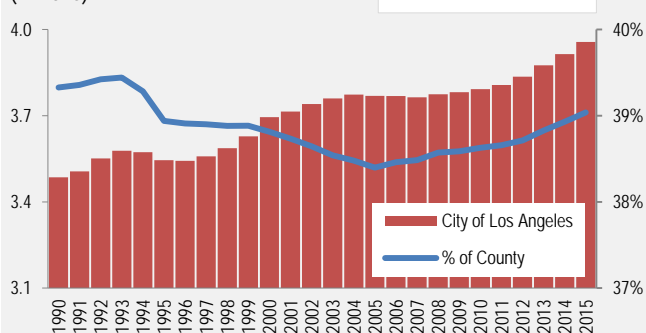
Source: 2014 ACS 1 year estimates

Exhibit E-2
Population in Los Angeles County
(millions)



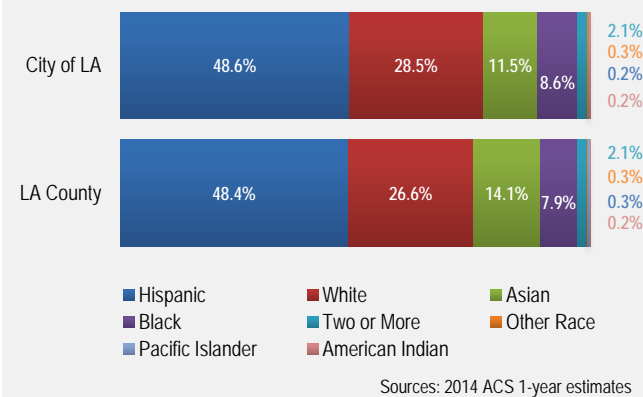
Source: California Department of Finance

Exhibit E-3
Population in City of Los Angeles
(millions)



Source: California Department of Finance

Exhibit E-4
Race and Ethnicity 2014



Race and Ethnicity

The City of Los Angeles and Los Angeles County as a whole are racially and ethnically diverse. Approximately half of the resident population in both geographies identify as having Hispanic or Latino origins (Exhibit E-4).

Educational Attainment

Educational attainment is a key element in understanding challenges and opportunities present in the available workforce. For an individual, it is a factor in unemployment, earnings potential and poverty status, while from a business perspective, educational attainment of the resident population represents the quality of their labor pool.

Areas with high rates of low educational attainment usually face challenges such as higher rates of unemployment and poverty and will therefore use higher levels of public services and resources.

The city and county both have a large proportion of their resident population with low levels of educational attainment (Exhibit E-5). Almost 25 percent of the population has less than a high school education and high school graduates (or equivalent) account for an additional 20 percent. As an increased number of jobs require higher skill levels, a shortage of individuals with higher levels of education can result in fewer prospects for their employment, and consequently higher rates of unemployment.

Exhibit E-5
Educational Attainment
Population 25 years and over

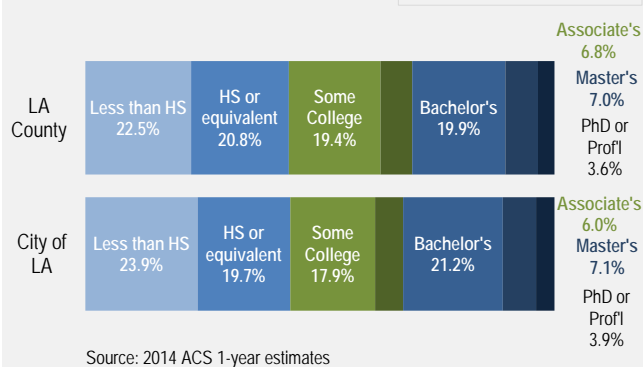
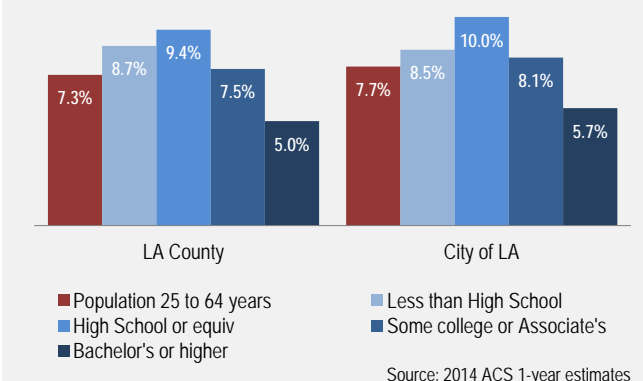


Exhibit E-6
Civilian Unemployment Rate by Educational Attainment 2014



Education and Unemployment

The highest unemployment rates, in both the City of Los Angeles and Los Angeles County, exist for individuals with an educational attainment of high school or less (Exhibit E-6).

Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County (5.7 percent in the City) in 2014, significantly lower than the rate experienced by those at the opposite end of the spectrum—less than a high school education and high school diploma or equivalent reported unemployment rates of 8.7 percent (8.5 percent) and 9.4 percent (10.0 percent) respectively.

Income and Poverty

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population's standard of living. Identifying specific areas or populations that may need targeted services or programs may increase their efficacy.

Earnings differentials exist among employed individuals with varying levels of educational attainment. Those with the highest level of education—a graduate or professional degree—earn an annual wage premium of nearly \$53,000 over those with less than a high school education (Exhibit E-7).

Approximately 29 percent of working residents in Los Angeles County earn more than \$65,000 per year (Exhibit E-8). The majority of working residents in the County and in the City of Los Angeles earn between \$15,000 and \$65,000 annually. Residents who earned less than \$15,000 per year represented close to eight percent of the total. Working residents earning \$100,000 or more annually account for just less than 14 percent of all employed residents in both geographies.

The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment.

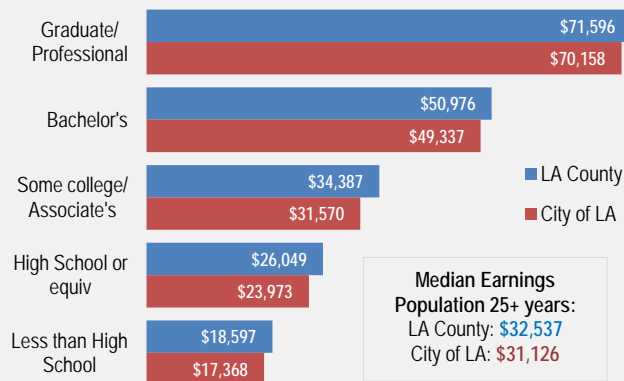
Poverty is a relative measure of income inequality. Those who live below poverty level face additional challenges as they lack the resources necessary to maintain a certain quality of life; they do not have the same choices and options in regards to nutrition, health care, housing, education, safety, transportation and such.

Of the total families in Los Angeles County in 2014, nearly 15 percent have had their incomes fall below the poverty level in the 12 months prior (Exhibit E-9). In the City of Los Angeles that share increases to just over 18 percent.

Of those families living below the poverty level, both in the city and countywide, single mothers with children under the age of 18 years head approximately 40 percent. Families headed by a married couple account for another 40 percent of all families living under the poverty level, the majority of whom have children under the age of 18 years.

Exhibit E-7

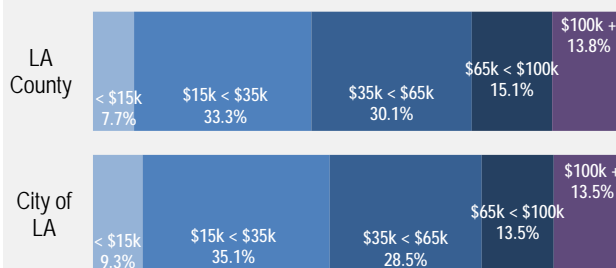
Median Earnings and Educational Attainment 2014 Population 25 years and older



Source: 2014 ACS 1-yr estimates

Exhibit E-8

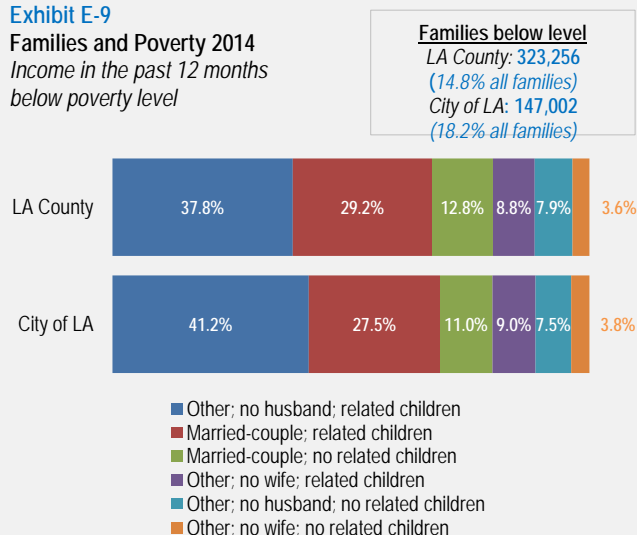
Residents Annual Job Earnings 2014



Source: 2014 ACS 1-year estimates

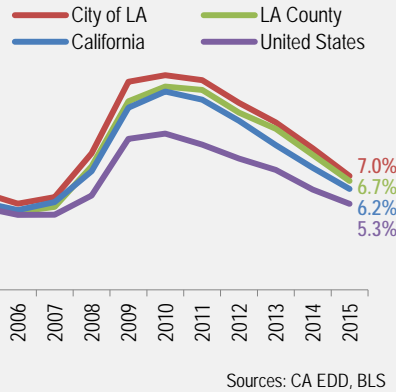
Exhibit E-9

Families and Poverty 2014 Income in the past 12 months below poverty level



Source: 2014 ACS 1-year estimates

Exhibit E-10
Unemployment Rate

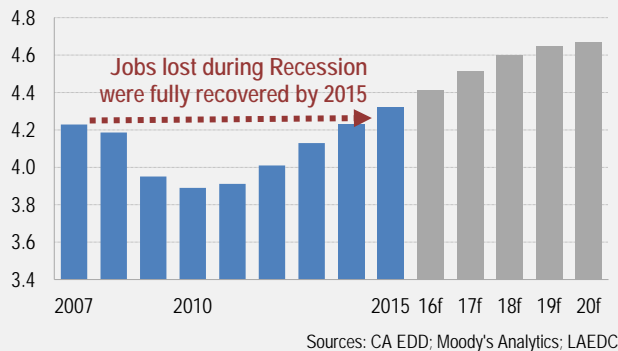


Employment, Industries and Jobs

Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy.

Los Angeles County was hard hit during the recession, and has experienced a slow and anemic recovery. From an employment base of 4.2 million at the pre-recession peak in December 2007 to a post-recession trough of 3.9 million, the county saw a loss of more than 330,000 jobs, and an unemployment rate reaching a high of 12.5 percent (Exhibit E-10).

Exhibit E-11
Nonfarm Employment in Los Angeles County
(millions of jobs)



The City of Los Angeles fared somewhat worse, with an unemployment rate consistently at least 0.5 percentage points above the county rate, standing currently at 6.7 percent—both are above the state rate of 6.2 percent, which is also above the national rate, which stood at 5.3 percent in 2015.

Recovery of all jobs lost during the recession did not occur until 2015 (Exhibit E-11). Still, this does not take into account the job *growth* needed to accommodate labor force growth.

Most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry's decline during the recession. Industries where employment fell steeply are expected to experience stronger than average growth as they recover from these deep losses.

The expected employment growth in individual sectors at the county level is shown in Exhibit E-12. While these growth rates are expected to apply at the city level as well, the projected job creation will differ given the different mix of industries in the two regions.

Between 2015 and 2020, the economy is expected to add 346,000 new jobs in nonfarm industries across Los Angeles County, and 123,000 new jobs in the City of Los Angeles.

Exhibit E-12
Industry Employment Growth 2015-2020 in Los Angeles County

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.5	346.1
Good Producing Industries:	1.0	26.3
Natural Resources and Mining	0.7	0.2
Construction	3.1	20.9
Manufacturing – Durable Goods	0.3	3.3
Manufacturing – Nondurable Goods	0.2	2.0
Service Providing Industries	1.8	312.3
Wholesale Trade	1.0	11.3
Retail Trade	0.4	9.4
Transportation, Warehousing, Utilities	0.5	4.2
Information	0.8	8.4
Financial Activities	1.7	18.5
Professional and Business Services	3.0	98.6
Educational and Health Services	2.5	99.8
Leisure and Hospitality	2.0	49.1
Other Services	1.6	12.9
Government	0.3	7.5

Sources: California Employment Development Department; LAEDC

Industries to Target

Economic development priorities are organized around several priorities. Among these are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries which may drive economic growth and prosperity, population-serving industries will provide the largest number of jobs in terms of job creation, since although they may grow slowly they are large.

Our criteria for choosing target industries thus include (1) industry growth rate – those demonstrating high rates of growth are preferred to those growing slowly; (2) potential job creation – the numbers of jobs projected to be added is also an important metric; (3) industry competitiveness – in light of regional economic development goals, industries that are competitive against other regions are preferred; and (4) prevailing wages – higher wages benefit workers and are preferred to industries that pay lower wages.

Using these sometimes overlapping, sometimes competing goals, the following industries are identified as targets for specific economic and workforce development interventions (in order of relevant NAICS):

- ▶ Construction industries (NAICS 236, 237, 238)
- ▶ Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339)
- ▶ Trade and logistics (NAICS 42x, 48x, 49x)
- ▶ Entertainment and infotech (NAICS 511, 512, 515, 518, 519)
- ▶ Health services (NAICS 621, 622, 623)
- ▶ Leisure and hospitality (NAICS 721, 722)

Occupational Analysis

The overall net growth of an occupation is a consequence of its contribution to industries that are growing and to industries that are declining. Additionally, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of replacement.

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support) (Exhibit E-13 shows openings for Los Angeles County). Many of these occupations require lower levels of education and training, but approximately half of all occupational openings are middle-skilled occupations, requiring and educational attainment of more than a high school credential but less than a four-year college degree.

Exhibit E-13

Occupational Growth in Los Angeles County 2015-2020

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	15,420	18,490	33,910
13-0000	Business and financial	15,720	18,210	33,930
15-0000	Computer and mathematical	10,050	8,540	18,580
17-0000	Architecture and engineering	4,700	7,320	12,020
19-0000	Life, physical, social science	2,180	3,250	5,430
21-0000	Community and social services	7,840	7,320	15,160
23-0000	Legal occupations	2,970	2,290	5,260
25-0000	Education, training and library	8,980	11,420	20,400
27-0000	Arts, entertainment, sports	5,440	10,280	15,720
29-0000	Healthcare practitioners	24,660	18,470	43,130
31-0000	Healthcare support	15,720	10,560	26,270
33-0000	Protective services	6,690	7,800	14,490
35-0000	Food preparation and serving	40,750	73,930	114,680
37-0000	Building/grounds maintenance	17,550	11,630	29,180
39-0000	Personal care and service	20,380	19,150	39,530
41-0000	Sales and related	17,990	63,010	81,000
43-0000	Office and administrative	52,360	63,410	115,770
45-0000	Farming, fishing and forestry	220	560	780
47-0000	Construction and extraction	14,440	8,190	22,620
49-0000	Installation, maint / repair	8,400	15,130	23,540
51-0000	Production	11,470	24,190	35,660
53-0000	Transportation/material moving	17,190	29,260	46,450
Total*		321,100	432,400	750,500

* May not sum due to rounding
Source: Estimates by LAEDC

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2 DEMOGRAPHIC PORTRAIT

Demographics play a key role in the growth and quality of the labor force and to a large extent determine the growth potential of the economy.

2.1 Overview

The population of Los Angeles County in 2014 was 10.0 million in 3.3 million households, accounting for more than 25 percent of the population of the State of California and making it the most populous county in the nation (Exhibit 2-1). The median age is 35.8 years.

Just over 39 percent of the county population lives in its largest city and the county seat, the City of Los Angeles, with a population of 3.9 million in 1.3 million households in 2014. The median age, at 35.0 years, is slightly lower than the County average.

Median household income in Los Angeles County, estimated to be \$55,746, is approximately ten percent lower than the state median. At \$28,373, per capita income in the county is seven percent below the state average. The City of Los Angeles has a median household income of \$50,544 and a per capita income of \$29,195.

Approximately 17 percent of households in Los Angeles County and 20 percent in the City of Los Angeles lived under the poverty level in 2014, compared to 15 percent of households across the state. ❖

Exhibit 2-1

Selected Demographic and Income Characteristics 2014

	California	LA County	City of LA
Population	38,802,500	10,006,705	3,928,827
Median age	36.0	35.8	35.0
Households	12,758,648	3,269,112	1,343,084
Average household size	2.98	3.04	2.86
Median household income	\$61,933	\$55,746	\$50,544
HH below poverty level	14.7%	16.9%	20.2%
Per capita income	\$30,441	\$28,373	\$29,195
Individuals below poverty	16.4%	18.7%	22.4%

Source: 2014 ACS 1 year estimates

2.2 Population

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area's standard of living, levels of consumption, environmental footprint, infrastructure needs and much more.

In January 2015, the population in Los Angeles County was 10.14 million, an increase of more than 300,000 from the population in 2010. The California Department of Finance forecasts that the county's population will continue to increase, reaching 10.44 million by 2020 and 10.70 million by 2025 (Exhibit 2-2).

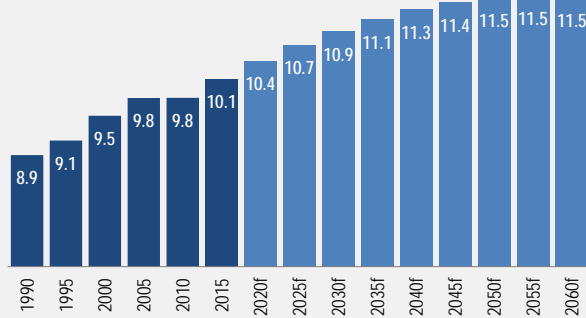
Population Growth

Population growth is determined by expected net migration and the birth and death rates of the current population. Knowing how a population is projected to grow can help to determine what an area will require in the future in terms of products and services, and the labor resources the region will provide to industry.

Since 1970, the population in the county has increased by nearly 44 percent, an average annual growth rate of 1.0 percent per year. In only four of the last 45 years has the population declined from one year to the next. Those years were 1972, 1995, 2006 and 2007 (Exhibit 2-3). The county's current annual growth rate from last year is approximately 0.8 percent, a rate that is lower than the state rate of growth of 0.9 percent over last year.

The population in the City of Los Angeles has increased by 41 percent adding nearly 1.15 million residents since 1970, an average annual growth rate of 0.9 percent (Exhibit 2-4), with year-over-year positive growth since 2008. The city's current annual growth rate is 1.1 percent over last year. From 1990 through 2015, the City of Los Angeles has added 471,500 residents, accounting for 37.0 percent of the 1.27 million additional residents added in Los Angeles County during that period.

As of January 1, 2015, the City of Los Angeles had 3.96 million residents, 39.0 percent of the 10.14 million residents countywide.

Exhibit 2-2**Population in Los Angeles County**
(millions)

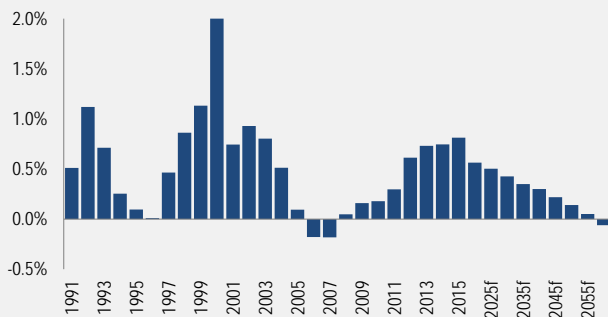
Source: California Department of Finance

Age Distribution

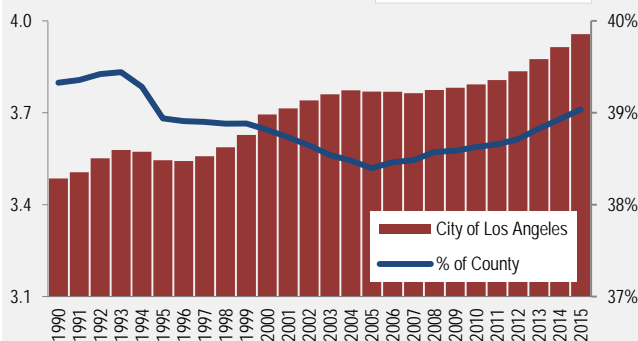
Age distribution is one way to determine whether the population within an area is expected to grow, excluding all other factors. A large number of children in an area indicate an expected increase in population, while small numbers signify an expected decline. It is also one way of determining whether the population of an area is aging, which will affect the future needs of the area in terms of replacement workforce and provision of services.

In both City of Los Angeles and Los Angeles County overall, about 70 percent of the resident population is of working age (between 15 and 65 years of age). Seniors (those over 64 years of age) account for approximately 12 percent of the population (Exhibit 2-5).

The population in the City of Los Angeles and Los Angeles County as a whole is expected to age somewhat as the share of residents aged 65 years and older increases to 13.0 percent in the city and 13.8 percent countywide by 2020. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a higher level of manual labor.

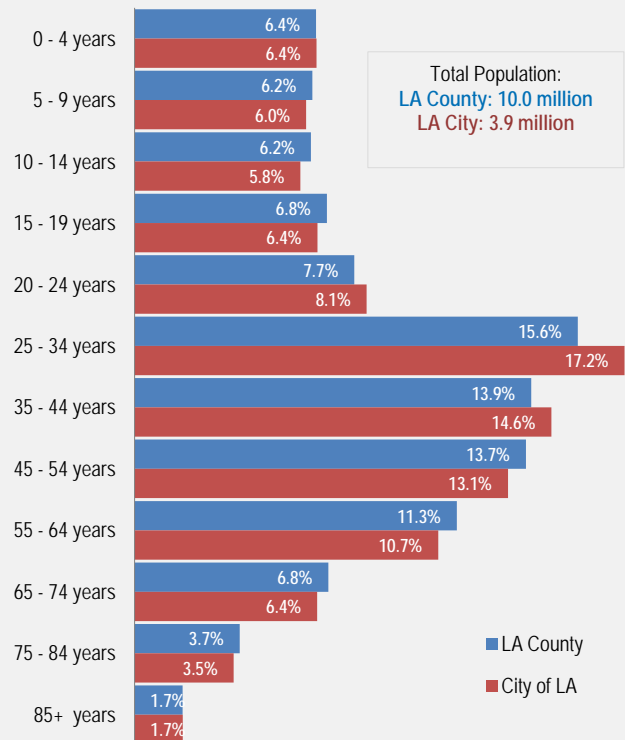
Exhibit 2-3**Population in Los Angeles County**
Annual Growth Rates

Source: California Department of Finance; LAEDC

Exhibit 2-4**Population in City of Los Angeles**
(millions)

Population 2015:
3.96 million population
39.0% of LA County

Source: California Department of Finance

Exhibit 2-5**Age Distribution of Population 2014**

Source: 2014 ACS 1-year estimates

Veteran Population

Demographic characteristics for veterans differ by sex and by age. For example, female veterans tend to be younger, while male veterans tend to be older.

Exhibit 2-6 shows the veteran population ages 18 years and older as a share of the population of the same age in Los Angeles County and the City of Los Angeles in 2014.

There are 88,930 veterans living in the City of Los Angeles, and an additional 199,660 veterans reside in other parts of Los Angeles County, contributing to a total of 288,590 veterans living countywide.

Overall, the share of the population who are veterans has been declining in younger age groups. Of the population aged 75 years and older, 14.5 percent are veterans (13.5 percent in the City), whereas of the population aged 18 to 34 years, only 1.1 percent (0.9 percent) are veterans. These shares will grow, however, as combat troops return from the Middle East.

Exhibit 2-7 shows the gender distribution for the veteran population ages 18 years and older by age group in Los Angeles County and the City of Los Angeles in 2014.

Of all veterans living in Los Angeles County, 94 percent are male. The share of male veterans is similar within the boundaries of the City of Los Angeles with 93 percent. The share of male veterans significantly exceeds those of female veterans across all age groups. However, younger age groups have a larger share of female veterans compared to older age groups as female participation in the armed forces has increased over time. ❖

Exhibit 2-6
Veteran Population by Age Group 2014
As a percentage of total cohort population

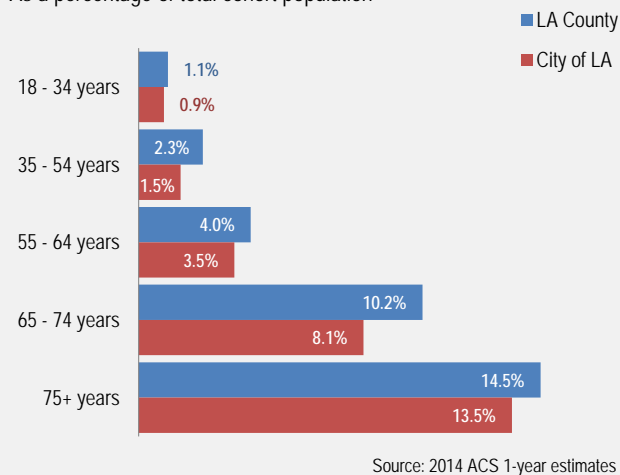
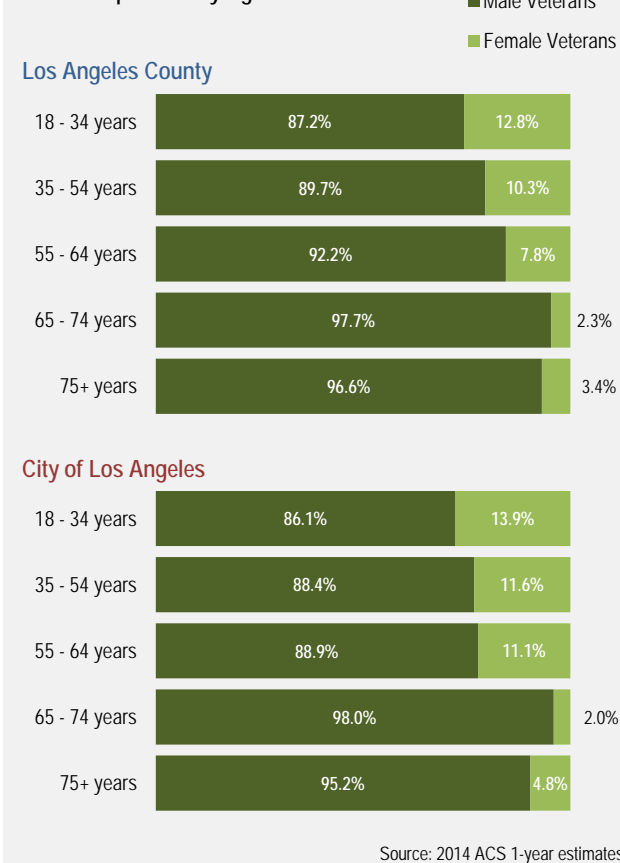


Exhibit 2-7
Veteran Population by Age and Gender 2014



2.3 Race, Ethnicity and Language Capability

Ethnicity and race are two distinct classifications. There are several characteristics that may be more likely to be common to a population within the same race and ethnicity, including language, educational attainment, unemployment, size of household, and other cultural, economic and social characteristics. As such, we identify both classifications for the resident population of Los Angeles County.

Race is a social definition used in the U.S. as a means of self identification. This social construct of race does not incorporate biology, anthropology or genetics into its definition. There are seven racial categories used by the Census: White, Black or African-American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, Two or More Races, and Some Other Race.

Ethnicity is a shared cultural identity related to origin and considers such things as heritage, lineage, nationality, and ancestral country of birth. Individuals who identify as being of Hispanic origin can self identify as any race.

Here we incorporate both race and ethnicity together into a single chart by grouping all individuals indicating they are of Hispanic or Latino origin, regardless of their racial identification, and include that together with the racial composition of individuals that do not identify as of Hispanic or Latino origin.

The population in Los Angeles County in 2014 is both ethnically and racially diverse. The share of the residents who reported to be of Hispanic origin is 48.4 percent, compared to 38.6 percent at the state level, while 27.0 percent reported to be white (Exhibit 2-8). In the City of Los Angeles, 48.6 percent of residents who reported to be of Hispanic origin and 28.5 percent reported to be white.

Exhibit 2-9 displays the race and ethnicity distribution within each age group in 2014 in Los Angeles County and the City of Los Angeles. These are quite similar, with the proportion of residents identifying as of Hispanic or Latino background increasing in younger cohorts.

Exhibit 2-8

Race and Ethnicity 2014

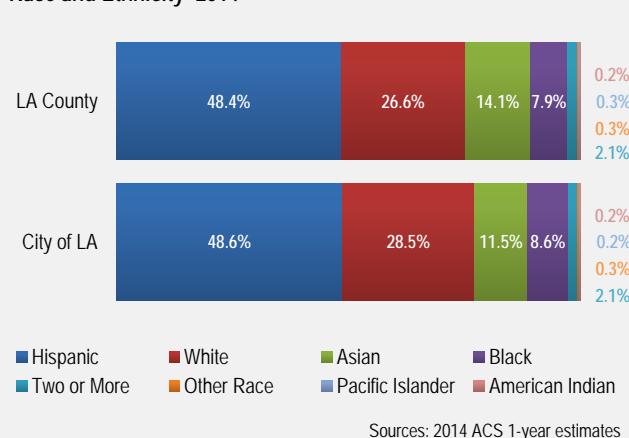


Exhibit 2-9

Age Distribution by Race/ Ethnicity Los Angeles County 2014

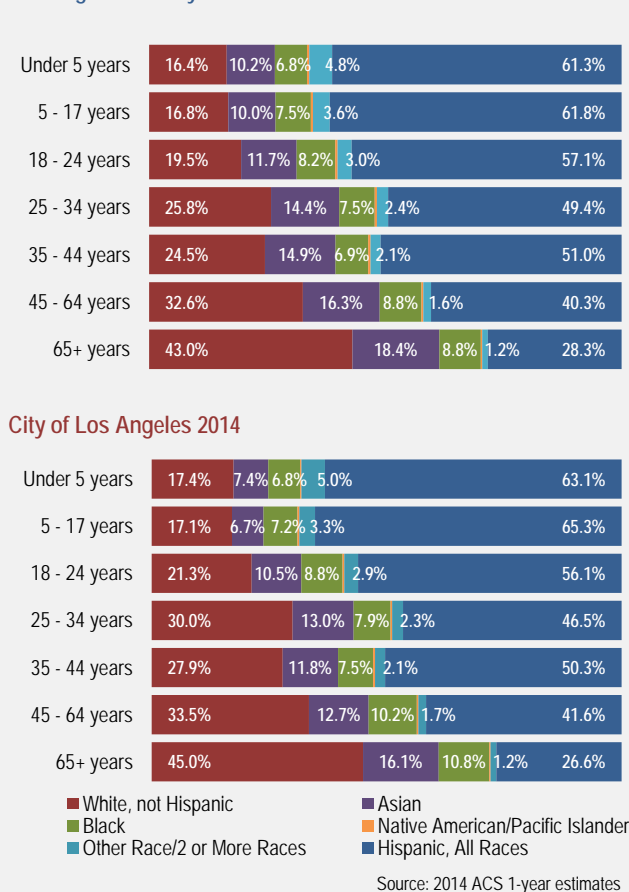
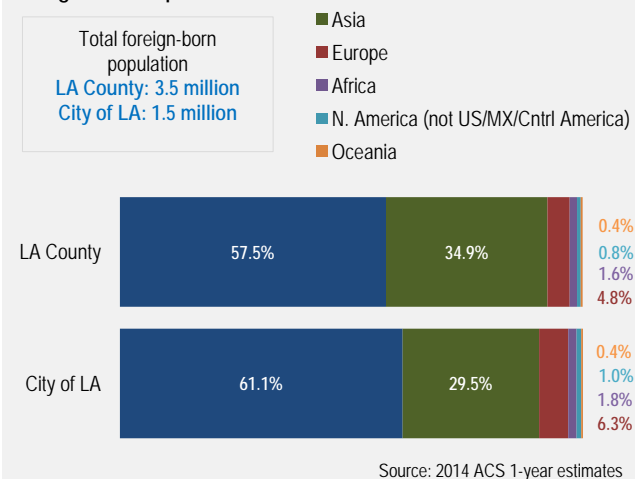
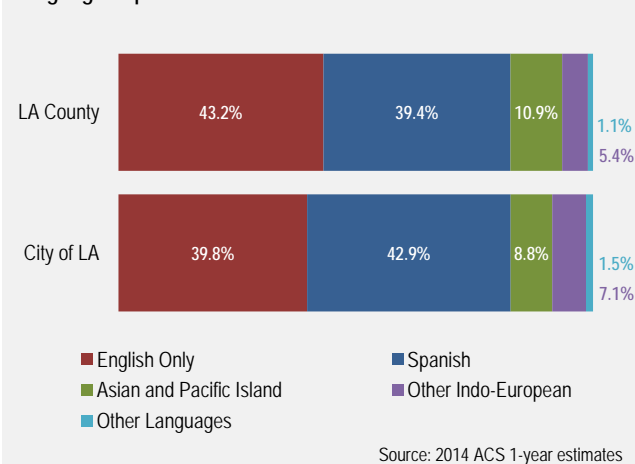


Exhibit 2-10**Foreign-Born Population 2014****Foreign Born Population**

Los Angeles County is home to just over 3.5 million immigrants from around the world, and hosts the largest communities of expatriates of several nations; the City of Los Angeles alone accounts for 43 percent of the foreign-born population in the County with nearly 1.5 million foreign-born residents.

More than half of the foreign-born population originates from Latin America, which includes Mexico, Central America (including El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic) and all of South America (Exhibit 2-10). Approximately one third of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining foreign-born population, almost 10 percent, comes from the rest of the world, including Africa, Europe and Canada.

Exhibit 2-11**Languages Spoken at Home 2014****Language Ability**

Language ability is an important aspect of employment and economic participation.

Over half of the population in Los Angeles County (or 57 percent) and the City of Los Angeles (or 60 percent) speaks a language other than English at home, with Spanish being the most common language, spoken by 40 percent and 43 percent of the population in the county and city respectively (Exhibit 2-12). Just 43 percent of residents speak only English at home in Los Angeles County, while that share is only 40 in the City of Los Angeles.

English-speaking capability is highly-variable among different nationalities. Exhibit 2-12 shows the population of both Los Angeles County and the City of Los Angeles in homes where languages other than English are spoken, along with the share of those residents who speak English less than well.

Of the 5.3 million residents of Los Angeles County that speak languages other than English at home, approximately 27 percent speak English less than well, while 29 percent of the 2.2 million residents in the City who speak languages other than English speak English less than well. This implies that of all Los Angeles County residents, a little over 15 percent speak English less than well—slightly lower than the 18 percent share in the City. ❖

Exhibit 2-12**Languages Other than English Spoken at Home 2014**

Language Spoken at Home	LA County		City of LA	
	Total Population (000)	Speak English Less Than Well	Total Population (000)	Speak English Less Than Well
Spanish	3,653.9	28.4%	1,540.8	32.2%
Other Indo-European	499.7	17.9%	248.9	17.1%
Asian and Pacific	1,001.5	26.6%	308.7	26.2%
All other non-English	100.4	10.5%	52.6	8.9%
LA County Total	5,255.6	26.7%	2,151.0	29.0%

Sources: ESRI; LAEDC

2.4 Educational Attainment and Economic Opportunity

Educational attainment is the highest level of education that an individual has achieved. Knowing the educational attainment of the population within a specific area can provide insight into a variety of factors about the area. Areas with high rates of low educational attainment usually face challenges such as higher rates of unemployment and poverty and will therefore use higher levels of public services and resources.

Additionally, areas with high levels of educational attainment may be sought out by businesses during their site selection process if they require highly educated and high skilled workers. Understanding the gap between workforce needs and resident capabilities can provide insight into the need for training programs and workforce development initiatives.

The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2014, and 2.6 million in the City of Los Angeles. Almost 25 percent of county residents in this age group have not earned a high school diploma (or equivalent) while 20 percent have graduated high school but have no other education (Exhibit 2-13). Approximately 30 percent of county residents have a bachelor's degree or higher. The distribution of educational attainment in the City of Los Angeles is quite similar.

The distribution of educational attainment across various age groups also provides valuable information about composition of each level of educational attainment in regard to age in Los Angeles County and the City of Los Angeles. Exhibit 2-14 shows the distribution of educational attainment levels for the residents ages 18 and over of both geographies broken out into five age groups.

The cohort of residents aged 18 to 24 years are still highly involved in the educational system, with 45.3 percent of county residents in this age group having attained some college education. Completion of a Bachelor's degree program was attained by 25.4 percent of those aged 25 to 34 years, while older age groups show lower levels of educational attainment. This implies that the resident population is attaining higher levels of education than in the past.

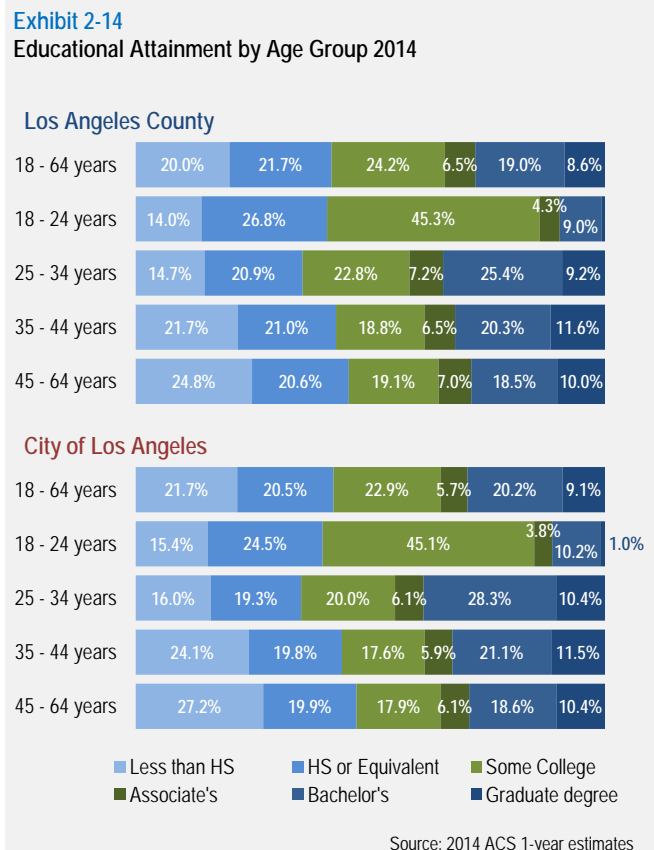
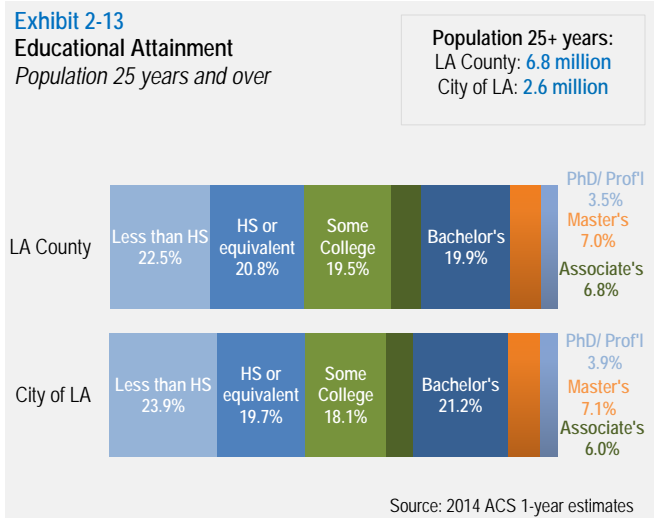
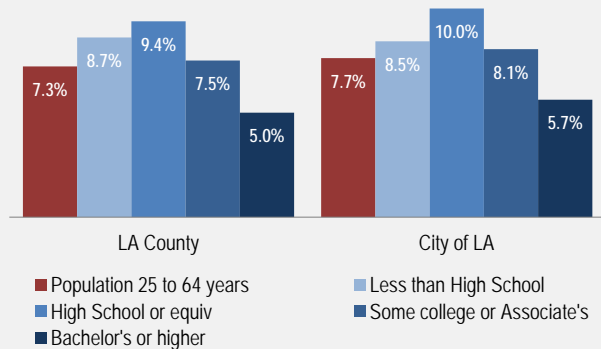


Exhibit 2-15
Civilian Unemployment Rate
by Educational Attainment 2014



Unemployment is highly correlated with educational attainment.

Overall, the unemployment rate for individuals aged 25 to 64 years was 7.3 percent in the county (7.7 in the city) in 2014. However, rates of those with low levels of educational attainment are higher (Exhibit 1-15). Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County (5.7 percent in the City) in 2014, roughly half the rate experienced by those at the opposite end of the spectrum—less than a high school education and high school diploma or equivalent reported unemployment rates of 8.7 percent (8.5 percent) and 9.4 percent (10.0 percent) respectively.

Higher levels of educational attainment are also highly correlated with higher earnings.

Workers with a graduate or professional degree earn an annual wage premium of almost \$53,000 over those with less than a high school education (Exhibit 2-16).

The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment (Exhibit 2-17).

Of residents of Los County aged 25 years and older whose income fell below the poverty level in the previous twelve months, 40.8 percent had less than a high school education. Another 20.7 percent were those with just a high school diploma or equivalent. Together, residents with a high school diploma or less accounted for 61.5 percent of those whose income fell below the poverty threshold the prior year.

On the flip side, of those whose income was above the poverty line, approximately one third had a high school diploma or less.

The distribution of educational attainment of those in poverty is similar in the City of Los Angeles that that in the County. ❖

Exhibit 2-16
Median Earnings and Educational Attainment 2014
Population 25 years and older

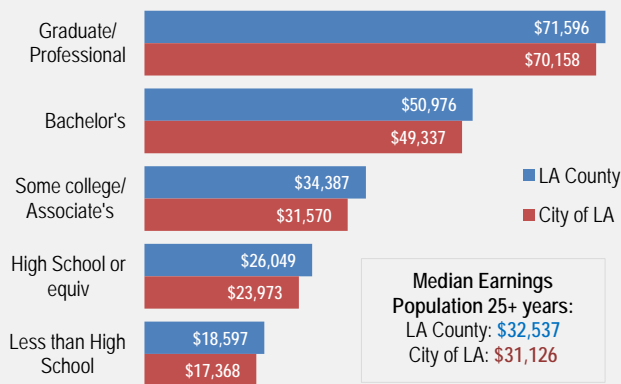
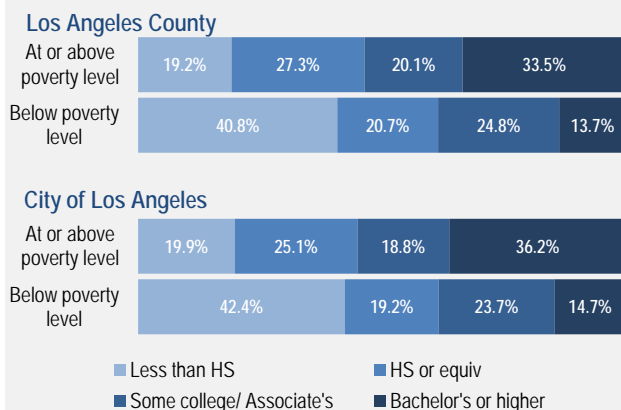


Exhibit 2-17
Poverty Level by Educational Attainment 2014
Population 25 years and older



2.5 Households and Housing

There were 3.3 million households in Los Angeles County in 2014, with an average household size of 3.0 people per household. By 2020, the county is projected to add over 119,100 additional households. The City of Los Angeles boasted 1.3 million households in 2014, with an average household size of 2.9 people per household. By 2020, the city is projected to add close to 47,200 additional households.

The size of households can be an indicator of the standard of living within an area. Often, lower income areas will have a higher share of large sized households as people reside together to share fixed household expenses such as rent.

One- and two-person households account for 53 percent of all households in the county and 58 percent in the city (Exhibit 2-18). However, the region also has a significant number of larger sized households: 15 percent of all households in the county and 13 percent of households in the city have five or more people.

Housing

Housing represents the largest component of a household's budget, and, if owned, is usually the family's most valuable asset.

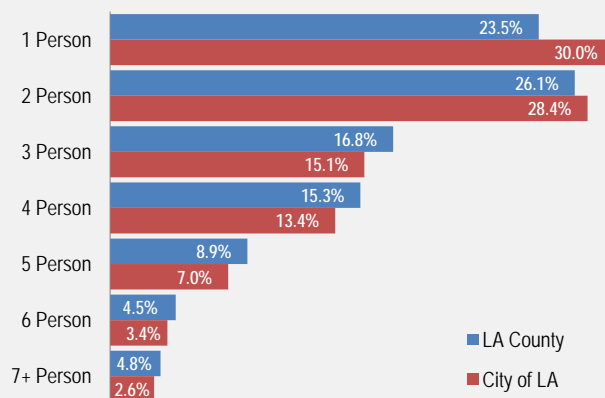
The tenure and occupancy status of homes, along with their values, provides information on their affordability. Often, higher levels of homeownership lead to neighborhood stability, since there is lower turnover of residents.

In 2014, there were 3.5 million housing units in Los Angeles County, 41 percent of which (1.4 million units) were located in the City of Los Angeles. The occupancy status and tenure of all housing units are shown in Exhibit 2-19.

Over half of the housing stock in the county is rental property. There is a lower rate of home ownership in the City of Los Angeles compared to the County as a whole, with only a third of all housing units owner-occupied in the city, compared to 43 percent across all of Los Angeles County. The remaining vacant units account for approximately six percent of all housing units in both the city and countywide.

Exhibit 2-18

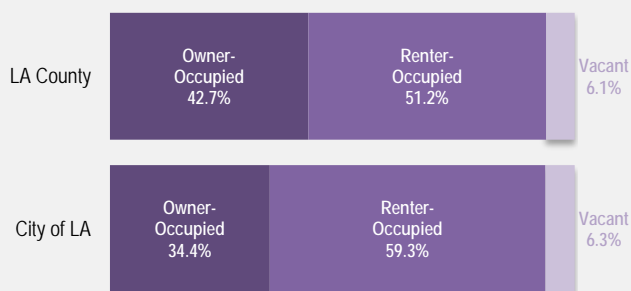
Households by Size 2014



Source: 2014 ACS 1-year estimates

Exhibit 2-19

Housing Units Occupancy and Tenure 2014

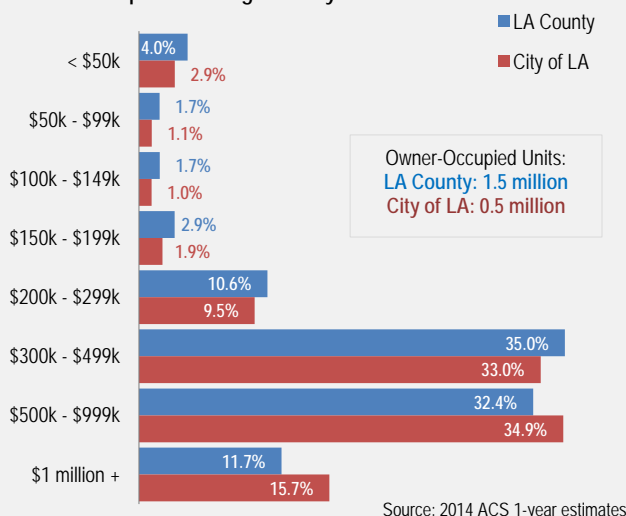


Total Units:

LA County: 3.5 million
City of LA: 1.4 million

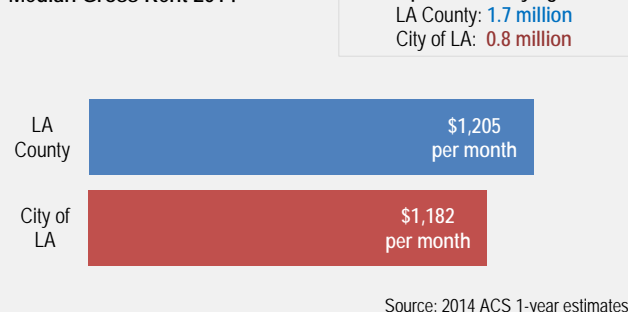
Source: 2014 ACS 1-year estimates

Median home values are used to compare the price of real estate across different areas and over periods of time. The median is deemed a reliable estimate as it is not affected by the presence of extremely high or low valued transactions, and is therefore used to compare real estate prices across different areas. The median home value in Los Angeles County was \$464,400 in 2014, which was lower than the \$505,500 median in the City of Los Angeles, yet higher than the statewide median of \$412,700.

Exhibit 2-20**Owner-Occupied Housing Units by Value 2014****Owner-Occupied Units**

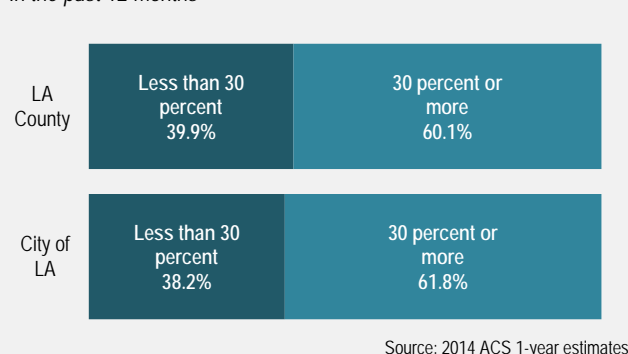
Approximately 43 percent of the housing stock in Los Angeles County and 34 percent of housing stock in the City of Los Angeles are owner-occupied. The value of these homes varies from less than \$50,000 to millions of dollars (Exhibit 2-20).

One third of the owner-occupied housing stock, or 35 percent and 33 percent in the county and city respectively, falls within the price range of \$300,000 to \$499,000, with close to another third, 32 percent in the county and 35 percent in the city, valued between \$500,000 and \$999,000. An additional 12 percent of units in the county are valued at \$1 million and above, while the share of high valued units in the city is even higher with 16 percent. Housing units valued below \$200,000 account for ten percent of total housing stock in Los Angeles County, and only seven percent in the City of Los Angeles.

Exhibit 2-21**Median Gross Rent 2014****Renter-Occupied Units**

More than half (51 percent) of the housing stock in Los Angeles County and 60 percent of housing stock in the City of Los Angeles are occupied by renters (Exhibit 2-20). Exhibit 2-21 displays the median gross rent of occupied housing units paying rent in Los Angeles County and the City of Los Angeles in 2014.

As shown in the following section, money spent on housing is typically the largest expenditure made in a household budget, on average comprising more than one-third of household expenditures. A common guideline is that housing account for only about 30 percent of the total household budget to assure affordability, leaving the remaining 70 percent available for other personal and household expenses.

Exhibit 2-22**Gross Rent as a Share of Household Income 2014
In the past 12 months**

Residents in the county and city appear to have a difficult time adhering to this guideline. In both the city and the county, only about 40 percent of occupied units paying rent in 2014 paid rent that equaled less than 30 percent of their income, while approximately 60 percent paid a higher percentage of household income on rent (Exhibit 2-22).

This can be interpreted as a high cost of living relative to other areas, or, alternatively, as a large portion of the resident population with lower annual earnings. ❖

2.6 Income and Poverty

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population's standard of living. This is an indicator of the earning potential of the residents, as differentiated from household income which aggregates the overall income (including non-job-related incomes) for all members of the household. It can help identify areas that may need targeted services or programs.

Detailed (individual) information for job-related earnings is not available in order to protect confidentiality; however, aggregated data is available. Exhibit 2-23 shows the job-related earnings for working residents in Los Angeles County and in the City of Los Angeles for 2014. Note that these are earnings from jobs regardless of where the jobs are located.

Approximately 29 percent of working residents in Los Angeles County earn more than \$65,000 per year. The majority of working residents earn between \$15,000 and \$65,000 annually. Residents earning between \$15,000 and \$35,000 and between \$35,000 and \$65,000 account for 33 percent and 30 percent respectively. Residents who earned less than \$15,000 per year represented close to eight percent of the total.

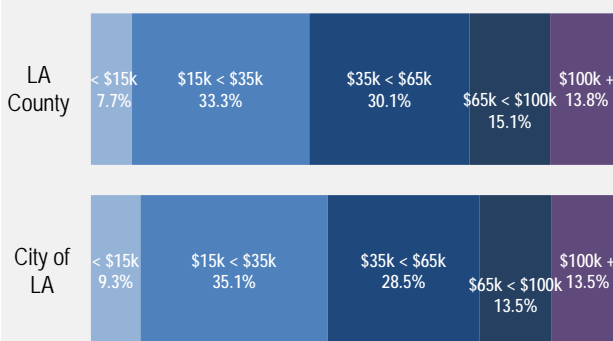
In the City of Los Angeles, exactly 27 percent of working residents earn more than \$65,000 per year and residents who earned less than \$15,000 per year represented a little over nine percent of the total. As at the county level, the majority of working residents of the city earn between \$15,000 and \$65,000 annually. Working residents earning \$100,000 or more annually account for just less than 14 percent of all employed residents in both geographies.

Per capita income is the aggregation of all sources of income within an area (including job earnings, transfer payments and other sources of income) divided by the total population, resulting in the average income per person.

Per capita income in the City of Los Angeles is estimated at \$29,195 in 2014, while countywide it is slightly lower at \$28,373 (Exhibit 2-24). The projected change from 2014 to 2020 is expected be 6.5 percent in the city and 10.6 percent in the county, raising nominal per capita income to \$31,083 and \$31,376 respectively by 2020.

Exhibit 2-23

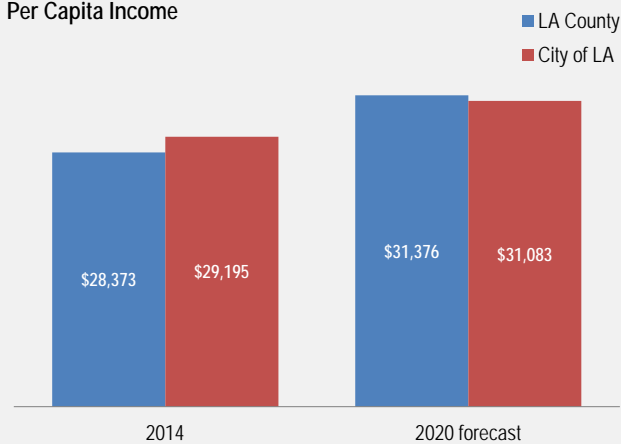
Residents Annual Job Earnings 2014



Source: 2014 ACS 1-year estimates

Exhibit 2-24

Per Capita Income



Sources: 2014 ACS 1-year estimates; ESRI

Exhibit 2-25
Households by Income 2014

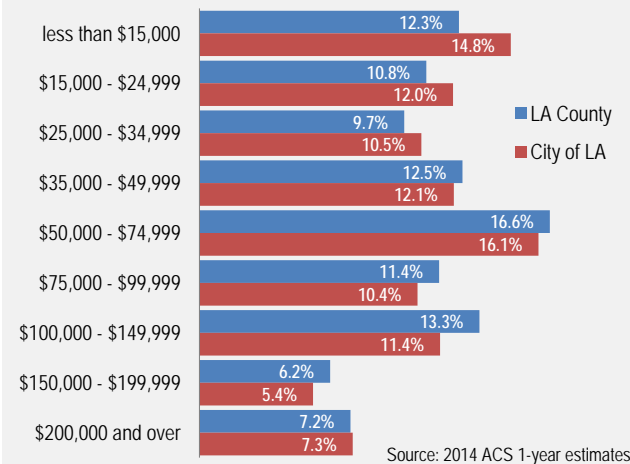
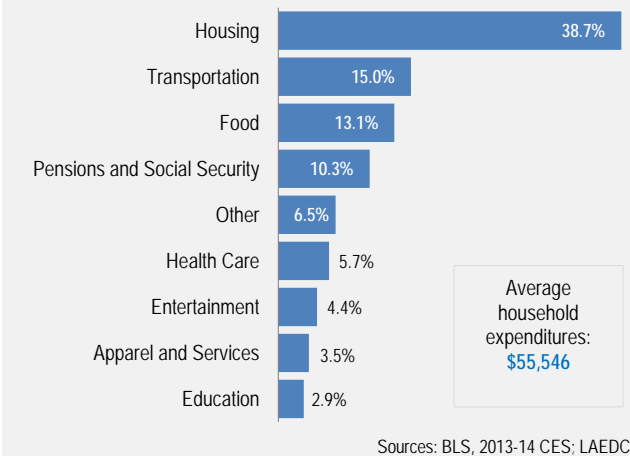


Exhibit 2-26
Household Budget Expenditures
Los Angeles MSA 2013-14



Median household income is the midpoint value of all household income levels within an area, dividing them into two equal groups. Where average income figures can be skewed by the presence of a few extremely high or low values, the median income figure is not, and therefore is viewed as more representative of an area's income. Median household income in Los Angeles County in 2014 was estimated to be \$55,746 while in the City of Los Angeles it was slightly lower with \$50,544.

Almost half (45 percent) of households in Los Angeles County earn less than \$50,000 per year, and 13 percent earn over \$150,000 per year (Exhibit 2-25). In the City of Los Angeles, 49 percent of households earn less than

\$50,000 per year, and 13 percent earn over \$150,000 per year.

Household expenditures are related to household incomes, not only in magnitude but also in composition. Households with lower incomes tend to spend a larger percentage on necessities such as food and rent and have less disposable income for luxury items such as travel and leisure activities, especially relevant for regions with much higher average household incomes.

In 2013-2014, household expenditures in Los Angeles Metropolitan Statistical Area, which includes Los Angeles County, averaged \$55,546. Exhibit 2-26 displays a breakdown of these expenditures by broad category. (This data is not available at the city level.)

As noted above, on average, nearly 39 percent of household expenditures were allocated to housing, with another 15.0 percent paid towards transportation and 13.1 percent for food. The category "Other" includes personal care products, insurance, apparel and other services not previously listed.

Poverty Status

Poverty is a relative measure of income inequality. The poverty status of an individual, household or family is determined using a set of thresholds established by the Census Bureau, typically a level of income proportional to the area's median and incorporating the number of individuals in the unit being measured (i.e. household, family). The established thresholds do not vary geographically. They are revised annually to reflect changes in inflation.

Those who live below poverty level face additional challenges as they lack the resources necessary to maintain a certain quality of life; they do not have the same choices and options in regards to nutrition, health care, housing, education, safety, transportation and such.

There are several ways to look at poverty, including poverty in households, individual poverty and poverty in families.

It was noted above that of the 3.2 million households in LA County, 1.3 million of which were located in the City of Los Angeles, the share of those households whose income fell below the poverty level within the prior twelve months were 16.9 percent and 20.2 percent respectively.

Families and Poverty

Poverty for families takes into account the number of people in a family unit and the total income that that unit earns. A family unit consists of two or more people living in the same housing unit that are related by birth, marriage or adoption. This is distinct from households in that households include all persons living in a housing unit regardless of relatedness.

Of the 2.19 million families in Los Angeles County in 2014, approximately 323,300 have had their incomes fall below the poverty level in the 12 months prior; in the City of Los Angeles 147,000 of the almost 806,000 total families had their incomes fall below the poverty level within the prior year.

Exhibit 2-27 shows the distribution by family type of those whose income has fallen below the poverty level in Los Angeles County and the City of Los Angeles. Of all families living below the poverty level, single mothers with children under the age of 18 years head the largest segment, with 41 percent in the city and 38 percent in the county as a whole. Families headed by a married couple account for 39 percent and 42 percent of all families living under the poverty level in the city and county, respectively, the majority of whom have children under the age of 18 years. Single father families with related children under the age of 18 years account for just less than ten percent of all families whose income has fallen below poverty level in the previous year.

Poverty of Individuals

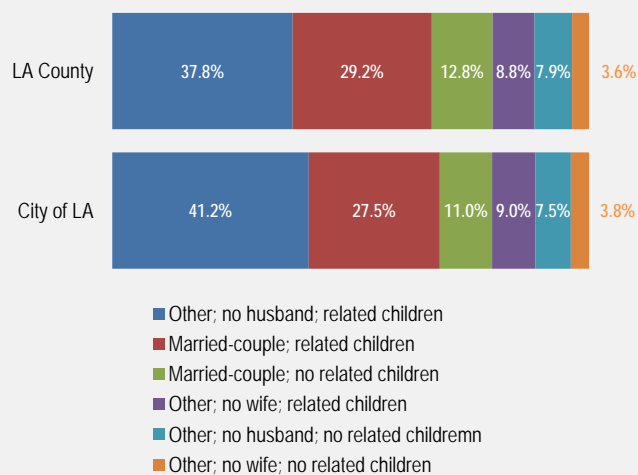
If a family's total income is under the dollar value of the appropriate poverty threshold, then all individual members of that family are considered to be in poverty. If the total income of an individual or unrelated persons living in a household falls below the value of the threshold, all of those individuals are also considered to be in poverty. The total number of individuals living below the poverty level is the sum of people in families and the number of unrelated individuals with incomes in the prior year below the threshold. This is the basis of the individual poverty rate.

The individual poverty rate varies by age group (Exhibit 2-28). The individual poverty rate for all age groups is higher in the City of Los Angeles than in the county as a whole. In both geographies, the highest individual poverty rates are visible in the youngest age groups: under 16 years, 16 to 17 years and 18 to 24 years. Each has a rate in excess of 24 percent of its cohort. ❖

Exhibit 2-27

Families and Poverty 2014
Income in the past 12 months
below poverty level

Families below level
LA County: 323,256
(14.8% all families)
City of LA: 147,002
(18.2% all families)

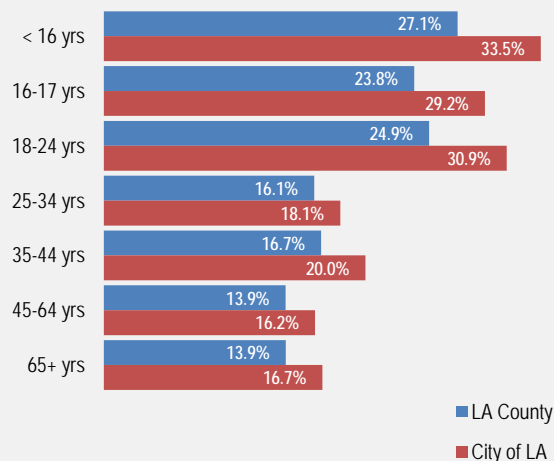


* Children are under 18 years of age

Source: 2014 ACS 1-year estimates

Exhibit 2-28

Individuals Poverty Status by Age Group 2014
Income in the past 12 months below poverty level



Source: 2014 ACS 1-year estimates

2.7 Population Aged 16 to 24 Years

Exhibit 2-29

Working Age Population by Age Group 2014

Population 16 years and over



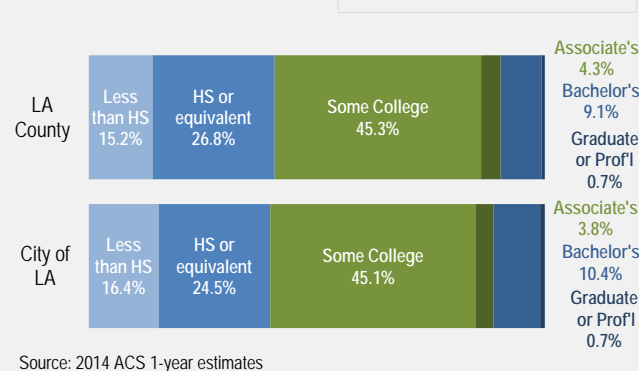
As new entrants into the job market, the population aged 16 to 24 years may lack knowledge on what is required to be successful in their job search, they may lack workforce experience in general, and they may lack skills that are easily obtained through training that can increase employment opportunities.

A significant portion of the working aged population in the City of Los Angeles and the County of Los Angeles as a whole are young working-aged individuals between the ages of 16 years to 24 years. They represent 17.2 percent of the total working aged population of 16 years and older in the City and 16.9 percent countywide (Exhibit 2-29).

Exhibit 2-30

Educational Attainment 2014

Population 18 to 24 years



Educational Attainment and Enrollment

The educational attainment for the population ages 16 to 24 years are predominantly low levels as individuals are still in the process of completing their education, whether that be secondary school or postsecondary education (Exhibit 2-30). Individuals aged 16 to 17 years are most likely still in the process of completing their high school education. The most predominant level of educational attainment in the 16 to 24 years of age group was some college without a degree, with its share in the city and the county both at 45 percent.

Young adults ages 18 to 22 are typically in the process of obtaining their college degree, therefore, it is reasonable to assume that there would be a low representation of higher levels of educational attainment in the population for which it is being examined here (ages 18 to 24 years). Only 11.2 percent of this cohort in 2014 had the education level of a bachelor's degree or higher in the City of Los Angeles and 9.7 percent in Los Angeles County as a whole.

Exhibit 2-31

College/ Graduate School Enrollment by Type 2014

Population 18 to 24 years

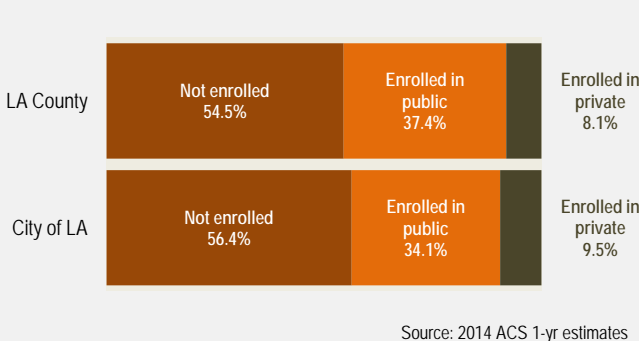


Exhibit 2-31 shows the percentage of the population ages 18 to 24 years that were enrolled in school at a college, university or graduate school in 2014 in the City of Los Angeles and the County as a whole.

Approximately half of this cohort is currently enrolled in school and in the process of obtaining a higher level of education in both geographies.

Poverty Status

As seen above, lower levels of educational attainment are associated with low earnings and increased rates of poverty. This applies to this younger cohort as well (Exhibit 2-32).

The share of individuals whose income has fallen below the poverty threshold in the previous twelve months is higher among children and young working age adults in both the City of Los Angeles and Los Angeles County as a whole. Individual poverty rates exceed 29 percent in all three of the youngest age groups in the city and roughly a quarter of all individuals in each respective age group have fallen below the poverty level in the county. The poverty rate in every age group is slightly higher in the City of Los Angeles compared to the rates countywide.

Poverty rates decline as the population gets older; more of these individuals have completed their education and have entered the workforce full-time.

Labor Force

Labor force participation for those aged 16 to 24 years varies greatly according with their age (Exhibit 2-33). Many younger individuals, age 16 to 19 years, have not completed high school and thus they are classified as not in labor force since fewer are seeking employment opportunities. The population aged 22 to 24 years has the highest share of employed in this population subset (ages 16 to 24 years), as many of these individuals have completed high school and the first levels of their postsecondary education and have entered into the workforce.

The civilian unemployment rate is the ratio of individuals classified as unemployed to the civilian labor force. The civilian unemployment rate in 2014 by age group for this population subset (ages 16 to 24 years) is displayed in Exhibit 2-34.

The youngest of this population subset has the highest unemployment rate in both the city and the county, most likely attributable to the large portion of these individuals (about three fourths of the cohort) classified as not in labor force. Unemployment rates decline significantly in the next two groups, ages 20 to 21 years and ages 22 to 24 years, as more of these individuals have completed their education and are entering the workforce. ❖

Exhibit 2-32

Individual Poverty Status by Age Group 2014
Income in the past 12 months below poverty level

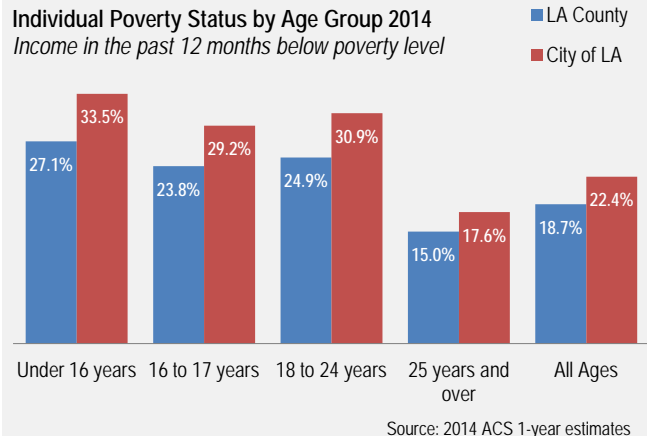
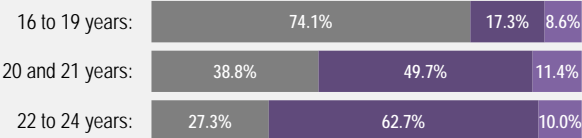


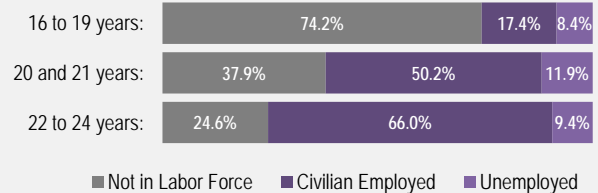
Exhibit 2-33

Labor Force Statistics by Age Group 2014

Los Angeles County



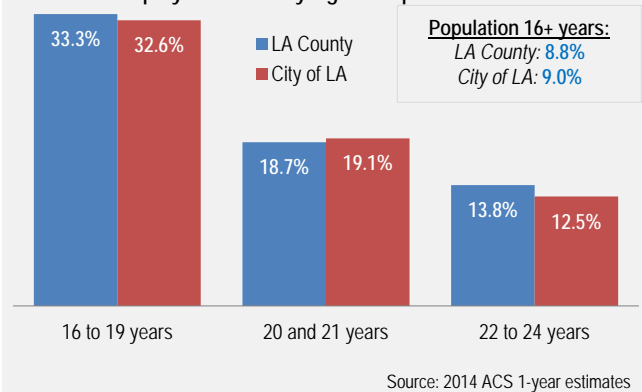
City of Los Angeles



Source: 2014 ACS 1-year estimates

Exhibit 2-34

Civilian Unemployment Rate by Age Group 2014



3 EMPLOYMENT, INDUSTRY AND JOBS

Labor market analysis provides an understanding of the resident population, its participation in the job market, and how well workers are matched to the jobs needed by firms in regional industries.

3.1 Labor Force

Employment and employment growth are fundamentally based on labor force growth, which is a consequence of both changes in population and in labor force participation rates. Population levels and growth were reviewed above; here, the focus is on the component of the population that is able, willing and looking for work.

The labor force is defined as the population of working-aged individuals (16 years and older) in an area who are currently employed or who are unemployed but still actively seeking work. Individuals not actively looking for work are excluded from the count, including students, retirees, stay-at-home parents and workers who have stopped seeking employment.

From 2007 through 2012, the labor force in Los Angeles County has hovered around 4.9 million, increasing to 5.0 million in 2013 through 2015. The labor force in the City of Los Angeles hovered around 1.9 million from 2002 through 2009, increasing to 2.0 million in 2010 through 2015 (Exhibit 3-1).

The labor force participation rate is the ratio of the labor force (both those employed and those unemployed) to the total working-age population in a specified area. This is estimated to be 64.3 percent in Los Angeles County in 2014 (the most recent year that this data is available), compared to 66.5 percent in the City of Los Angeles.

Participation rates of older workers (aged 55 and over), while lower than average, has been rising since 1980. This is expected to continue increasing as future boomers remain in the labor force rather than retiring.

Unemployment

The unemployment rate measures the number of individuals who are unemployed and actively seeking work as a share of the total labor force.

Exhibit 3-1

Civilian Labor Force
(in millions)

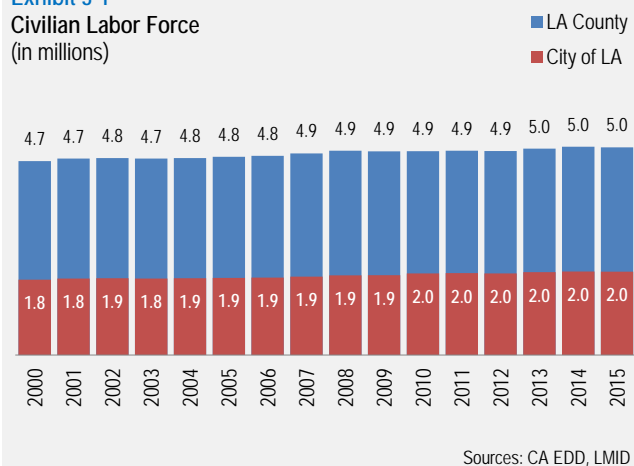
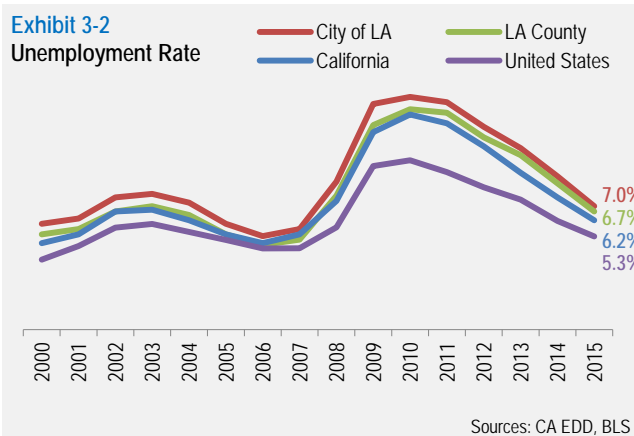


Exhibit 3-2

Unemployment Rate



From 4.8 percent in 2006 (the lowest rate in more than 30 years), unemployment in Los Angeles County reached a peak of 12.5 percent in 2010, improving since and currently standing at 6.7 percent (Exhibit 3-2).

The unemployment rate in the City has been consistently higher than in the county as a whole, from its lowest level of 5.3 in 2006 to a peak of 13.2 percent in 2010—almost one percentage point higher than the county. The unemployment rate in the City currently stands at 7.0 percent, just 0.3 percentage points above the county rate. ❖

3.2 Current Employment by Industry

To investigate the potential for employment opportunities in the county, an understanding of existing employment is needed. Here, we consider employment opportunities provided by firms in the region.

In general, both Los Angeles County and the City of Los Angeles reflect the national pattern of being largely service-oriented, with services accounting for about three-fourths of all nonfarm employment (Exhibit 3-3). Government employment (including local, state and federal government employment) accounts for 13 percent of nonfarm county employment and more than 19 percent of all city employment.

Among the service industries, educational and health services is the largest, accounting for over 17 percent of employment, followed by professional and business services, leisure and hospitality, and retail trade.

Los Angeles County

At a more disaggregated level, the largest private sector industry in terms of employment in Los Angeles County in 2013 was food services and drinking places, providing 340,490 jobs (Exhibit 3-4). This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services and drinking establishments—and is consistently the largest single industry by employment in the county. Close to 93 percent of this industry's employment was in restaurants.

The second largest industry was professional and technical services, providing 275,660 jobs. This industry is large and diverse, and includes a variety of professions such as legal, accounting, architectural, engineering, computer design, advertising, environmental consulting, commercial photography, veterinary services and more.

Other significant industries in the county include administrative and support services (which includes temporary employment), social assistance, ambulatory health care services such as doctors' and dentists' offices, motion pictures and sound recording industries and hospitals, together providing more than 900,000 jobs.

Exhibit 3-3

Industrial Profile 2014 (% of Total Employment)

	LA County	City of LA
Total Nonfarm Payroll Employment	100.0%	100.0%
Good Producing Industries:	11.8%	8.6%
Natural Resources and Mining	0.2%	0.1%
Construction	2.9%	2.4%
Manufacturing – Durable Goods	4.9%	2.8%
Manufacturing – Nondurable Goods	3.9%	3.3%
Service Providing Industries	75.3%	72.9%
Wholesale Trade	5.3%	4.4%
Retail Trade	9.9%	8.8%
Transportation, Warehousing, Utilities	3.8%	3.4%
Information	4.8%	4.0%
Financial Activities	5.0%	5.8%
Professional and Business Services	14.5%	14.7%
Educational and Health Services	17.3%	17.2%
Leisure and Hospitality	11.2%	11.2%
Other Services	3.5%	3.4%
Government	12.9%	18.5%

Sources: California Employment Development Department (QCEW); LAEDC

Exhibit 3-4

Top 20 Private Sector Industries by Employment Los Angeles County 2014

NAICS	Industry	Employment	% of total
722	Food services and drinking places	340,490	9.4
541	Professional and technical services	275,660	7.6
561	Administrative and support services	255,250	7.0
624	Social assistance	228,020	6.3
621	Ambulatory health care services	194,040	5.4
512	Motion picture and sound recording	121,760	3.4
622	Hospitals	110,730	3.1
611	Educational services	104,710	2.9
423	Wholesale: Durable goods	100,260	2.8
424	Wholesale: Nondurable goods	99,760	2.8
445	Retail: Food and beverage stores	91,700	2.5
623	Nursing and residential care facilities	77,320	2.1
238	Specialty trade contractors	76,680	2.1
452	Retail: General merchandise stores	72,970	2.0
522	Credit intermediation	63,660	1.8
551	Management of companies	58,830	1.6
531	Real estate	56,080	1.5
448	Retail: Clothing and accessories	52,870	1.5
812	Personal and laundry services	52,170	1.4
336	Manufacturing: Transportation equipment	46,120	1.3

Sources: California Employment Development Department (QCEW); LAEDC

City of Los Angeles

This distribution of jobs across industries is broadly similar at the city level.

The largest private sector industry in terms of employment in the City of Los Angeles in 2014 was also food services and drinking places, providing 128,490 jobs and the second largest industry was professional and technical services, providing 118,460 jobs (Exhibit 3-5).

Other significant industries in the city include social assistance, administrative and support services (which includes temporary employment), ambulatory health care services such as doctors' and dentists' offices, private education services, establishments involved in the wholesale of nondurable goods (such as paper products, apparel, grocery items, and chemical and petroleum products) and hospitals, together providing just under 370,000 jobs.

A complete list of employment by industry for the county and the city is provided in Exhibits A-1 and A-2 in the appendix. ❖

Exhibit 3-5

Top 20 Private Sector Industries by Employment City of Los Angeles

NAICS	Industry	Employment	% of total
722	Food services and drinking places	128,490	10.0
541	Professional and technical services	118,460	9.2
624	Social assistance	96,840	7.5
561	Administrative and support services	91,300	7.1
621	Ambulatory health care services	70,810	5.5
611	Educational services	39,500	3.1
424	Wholesale: Nondurable goods	37,370	2.9
622	Hospitals	33,620	2.6
445	Retail: Food and beverage stores	32,980	2.6
623	Nursing and residential care facilities	29,640	2.3
512	Motion picture and sound recording	29,570	2.3
423	Wholesale: Durable goods	24,920	1.9
531	Real estate	24,890	1.9
238	Specialty trade contractors	24,890	1.9
522	Credit intermediation	23,740	1.8
812	Personal and laundry services	21,410	1.7
452	Retail: General merchandise stores	20,950	1.6
524	Insurance carriers and related	20,590	1.6
813	Membership associations and orgs	20,180	1.6
551	Management of companies	19,250	1.5

Sources: California Employment Development Department (QCEW); LAEDC

3.3 Industry Competitiveness

While large employing industries are valuable in their ability to provide job opportunities for local residents, other industries, while still small in terms of employment, may be important for promoting economic growth. These industries are likely to be exposed to the larger global market, and if they are competitive with their counterparts elsewhere, they can gain market share by growing their companies and creating jobs.

Competitiveness in this sense is measured using relative employment shares. An industry with a presence in Los Angeles that is larger (as a percentage of total employment in the county) than its presence elsewhere would indicate that Los Angeles has a concentration of this industry and is evidence of the region having a competitive advantage.

For example, if 4 percent of employment in the county is in the motion picture industry, while across the United States only 1 percent is employed in that industry, then the location quotient for the motion picture industry in Los Angeles is 4. A location quotient of 1.2 or higher is considered a threshold for demonstrating competitiveness.

The industry with the highest location quotient in Los Angeles County in 2014 was motion picture and sound recording industries, with a location quotient of 10.4 compared to the national average (Exhibit 3-6). Apparel manufacturing is a close second with a location quotient of 10.3. These industries are undeniably those in which the region has a competitive advantage.

Competitive industries include manufacturing industries. Although manufacturing employment is on a sectoral decline across the nation, Los Angeles remains a relatively concentrated center of manufacturing across many product lines, including leather products, textiles, petroleum and coal products, furniture, computer and electronic products and other miscellaneous manufacturing.

The City of Los Angeles exhibits competitive strength across most of the same industries at the county level, but there are some differences. Industries in which the city is competitive but the County is not are shown in italics at the bottom of the exhibit. These include: religious, grantmaking and civic organizations and securities, contracts and investments.

Exhibit 3-6
Top Competitive Industries 2014
(Location Quotients v. US)

NAICS	Industry	LA County	City of LA
512	Motion picture and sound recording	10.4	6.6
315	Manufacturing: Apparel	10.3	11.4
711	Performing arts and spectator sports	2.7	3.3
525	Funds, trusts, and other financial	2.4	0.6
488	Support activities for transportation	2.3	1.9
515	Broadcasting (except internet)	2.3	4.4
624	Social assistance	2.3	2.5
316	Manufacturing: Leather products	2.2	1.2
313	Manufacturing: Textile mills	1.8	1.9
483	Water transportation	1.7	1.2
424	Wholesale: Nondurable goods	1.6	1.6
519	Other information services	1.6	1.3
481	Air transportation	1.5	3.3
324	Manufacturing: Petroleum and coal products	1.4	1.1
611	Educational services (private)	1.3	1.3
448	Retail: Clothing and accessories	1.3	1.2
337	Manufacturing: Furniture	1.3	0.9
812	Personal and laundry services	1.3	1.3
314	Manufacturing: Textile product mills	1.3	1.0
531	Real estate	1.2	1.4
334	Manufacturing: Computer / electronic prods	1.2	0.9
532	Rental and leasing services	1.2	1.4
443	Retail: Electronics and appliance	1.1	1.0
423	Wholesale: Durable goods	1.1	0.7
492	Couriers and messengers	1.1	1.5
712	Museums, historical sites, zoos and parks	1.1	2.1
541	Professional and technical services	1.1	1.2
339	Miscellaneous manufacturing	1.1	0.9
323	Printing and related support activities	1.1	0.8
453	Retail: Miscellaneous stores	1.1	1.2
722	Food services and drinking places	1.1	1.0
813	<i>Religious/grantmaking/civic/professional orgs</i>	1.0	1.3
523	<i>Securities, contracts and investments</i>	0.9	1.3

Sources: California Employment Development Department; LAEDC

A complete list of all industries is provided in Exhibit A-3 in the appendix. ❖

3.4 Industry Clusters

An alternate method of viewing the industrial makeup of the region is through industry clusters. Clusters are geographic concentrations of firms in similar industries that are more likely to compete and collaborate more efficiently, driving demand for their supplier industries and encouraging the growth of specialized labor and local infrastructure.

Industries are classified into two types of clusters using definitions developed by Professor Michael Porter of the Institute for Strategy and Competitiveness at Harvard Business School and now published by the Cluster Mapping project (CMP). These are: (1) *Local industry clusters*, which provide goods and services to the resident population, and have limited exposure to other markets; and (2) *Traded industry clusters*, which are more highly-concentrated in a few regions, and provide the potential for economic growth and wealth generation through exports to external markets.

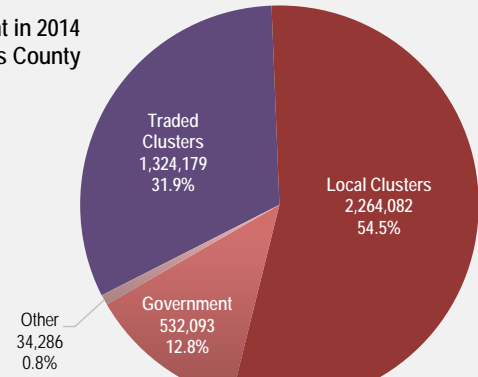
Approximately 55 percent of all employment in Los Angeles County is in local industry clusters, such as health services, local commercial services and local hospitality establishments (Exhibit 3-7). Almost 32 percent is in traded industry clusters, such as trade, entertainment, business services and fashion.

The largest traded industry cluster in Los Angeles County in 2014 was trade, employing approximately 270,400 workers, followed by business services, with just over 235,700 workers, and entertainment, with close to 149,800 employed (Exhibit 3-8). Overall, more than 1.3 million jobs were involved in traded industry clusters.

Of the fifteen largest traded industry clusters in the county, seven have location quotients greater than one, reflecting the county's competitive strength in a wide variety of industries.

Local industry clusters provide just over 70 percent more jobs than traded industry clusters (Exhibit 3-9). The largest clusters in Los Angeles County are health services, with almost 405,000 jobs, local hospitality establishments with close to 370,000 jobs, and local commercial services, with just over 288,000 jobs. ❖

Exhibit 3-7
Employment in 2014
Los Angeles County



Sources: CMP; Estimates by LAEDC

Exhibit 3-8
Largest Traded Industry Clusters in Los Angeles County in 2014
(By employment)

	Employment	LQ
Trade ¹	270,350	1.2
Business Services	235,740	1.0
Entertainment	149,750	8.7
Education and Knowledge Creation	83,680	1.2
Hospitality and Tourism	79,990	0.9
Fashion	58,390	4.2
Marketing, Design and Publishing	57,870	1.4
Aerospace Vehicles and Defense	54,160	2.9
Financial Services	53,390	0.9
Food Processing and Manufacturing	28,750	0.9
IT and Analytical Instruments	26,370	0.7
All Other Traded Clusters	225,750	
Total Traded Cluster Employment	1,324,180	1.1

¹ Includes Transportation and Logistics, Distribution and Electronic Commerce and Water Transportation ² Includes Music and Sound Recording, Performing Arts and Video Production and Distribution ³ Includes Apparel, Footwear, Jewelry and Precious Metals, Leather and Related Products, and Textiles

Sources: CMP; CA EDD; BLS; Estimates by LAEDC

Exhibit 3-9
Largest Local Industry Clusters in Los Angeles County in 2014
(By employment)

	Employment
Health Services	404,880
Local Hospitality Establishments	369,470
Local Commercial Services	288,430
Community and Civic Organizations	245,430
Real Estate, Const. and Development	200,790
All Other Local Clusters	755,090
Total Local Cluster Employment	2,264,080

Sources: CMP; CA EDD; BLS; Estimates by LAEDC

3.5 Regional Industry Employment Forecast

Employment opportunities for residents of Los Angeles County and in the City of Los Angeles will depend on the health of the regional economy. Here we present the industry employment forecast for the City of Los Angeles and Los Angeles County as a whole.

Los Angeles County

Recovery from the Great Recession has been disappointing (Exhibit 3-10). Instead of robust job growth after the devastating decline of 2009 and 2010, anemic employment growth began in 2011 with a year-over-year gain of 0.6 percent. Employment growth has continued its recovery through 2015, but remains modest.

Recovery of all jobs lost during the recession did not occur until 2015. Still, this does not take into account the job growth needed to accommodate population and labor force growth.

Many industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry's decline during the recession. For example, construction employment fell steeply in 2008, 2009 and 2010. Its recovery in the near term is expected to be much stronger than the average, as it recovers from these deep losses.

The expected employment growth in individual sectors at the county level is shown in Exhibit 3-11. While these growth rates are expected to apply at the city level as well, the projected job creation will differ given the different mix of industries in the two regions.

Exhibit 3-10
Nonfarm Employment in Los Angeles County
(millions of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-11
Industry Employment Growth 2015-2020
(Los Angeles County)

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.5%	346.1
Good Producing Industries:	1.0%	26.3
Natural Resources and Mining	0.7	0.2
Construction	3.1	20.9
Manufacturing – Durable Goods	0.3	3.3
Manufacturing – Nondurable Goods	0.2	2.0
Service Providing Industries	1.8%	312.3
Wholesale Trade	1.0	11.3
Retail Trade	0.4	9.4
Transportation, Warehousing, Utilities	0.5	4.2
Information	0.8	8.4
Financial Activities	1.7	18.5
Professional and Business Services	3.0	98.6
Educational and Health Services	2.5	99.8
Leisure and Hospitality	2.0	49.1
Other Services	1.6	12.9
Government	0.3%	7.5

Sources: California Employment Development Department; LAEDC

City of Los Angeles

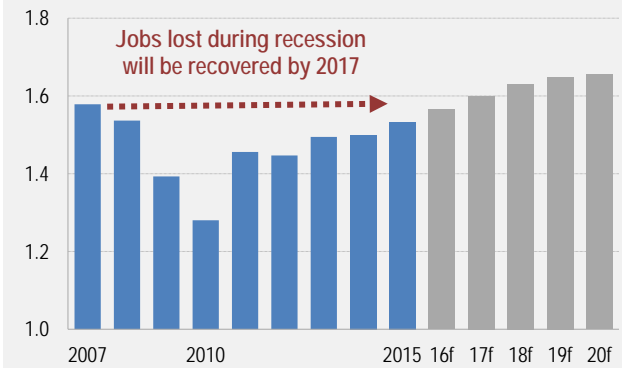
Employment in the City of Los Angeles has experienced the same general trend post-recession as the county as a whole, although the recovery of jobs in 2011 was much steeper. However, jobs lost during the recession will not be recovered until late 2016 (Exhibit 3-12). Still, this does not take into account the job *growth* needed to accommodate labor force growth.

Again, most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry's decline during the recession.

The expected employment growth in individual sectors at the city level is shown in Exhibit 3-13. The projected job creation differs from the county given the different mix of industries in the two regions. ❖

Exhibit 3-12

Nonfarm Employment in Los Angeles City
(millions of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-13

Industry Employment Growth 2015-2020
(City of Los Angeles)

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.5%	122.7
Good Producing Industries:	1.0%	8.1
Natural Resources and Mining	0.7	0.0
Construction	3.1	6.7
Manufacturing – Durable Goods	0.3	0.8
Manufacturing – Nondurable Goods	0.2	0.6
Service Providing Industries	1.8%	105.5
Wholesale Trade	1.0	3.5
Retail Trade	0.4	3.1
Transportation, Warehousing, Utilities	0.5	1.4
Information	0.8	2.7
Financial Activities	1.7	8.1
Professional and Business Services	3.0	37.4
Educational and Health Services	2.5	26.0
Leisure and Hospitality	2.0	18.6
Other Services	1.6	4.6
Government	0.3%	3.9

Sources: California Employment Development Department; LAEDC

3.6 Job Creation Potential

Projected growth rates of industries and their current size together determine the potential for an industry's job creation. A small industry growing quickly may add jobs but the absolute number of jobs added will be smaller than a large industry growing slowly.

Between 2015 and 2020, the economy is expected to add 346,000 new jobs in nonfarm industries across the county, and 122,700 new jobs in the City of Los Angeles (Exhibit 3-14).

The industry with the largest expected new job creation potential is the administrative and support services industry, expected to add 57,560 jobs between 2015 and 2020 in the county and 20,640 jobs in the city. This is largely a result of the increase in temporary employment services, which accounts for 40 percent of the industry. Other large segments include security services and janitorial/landscape services.

The industry with the second largest expected employment gains is food services and drinking places, projected to add 39,510 jobs between 2015 and 2020 in the county and 14,900 in the city. This is a very large industry that includes restaurants of all service types, including fast food, full service, catering and mobile food service, as well as bars and nightclubs.

Combined health care services provided by hospitals, ambulatory health care services, nursing and residential care facilities and social assistance are together projected to add 91,770 jobs from 2015 to 2020 in the county and 34,730 in the city. As noted above, these are expected to continue growing, although more than one third of the additional jobs are in social assistance.

Fourth on the list is professional and technical services, a large and diverse industry with relatively high growth potential.

Also on the list are specialty trade contractors, credit intermediation, motion pictures and sound recording, personal and laundry services and wholesalers.

Taken together, these thirty industries are expected to add more than 320,000 new jobs during the period from 2015 to 2020 in Los Angeles County and more than 120,000 new jobs in the City of Los Angeles, approximately 96 percent of all jobs forecasted to be added in each region.

Exhibit 3-14

Projected New Job Creation 2015-2020

NAICS	Industry	LA County	LA City
561	Administrative and support services	57,560	20,640
722	Food services and drinking places	39,510	14,900
624	Social assistance	34,300	14,560
541	Professional and technical services	33,300	14,310
621	Ambulatory health care services	29,190	10,650
622	Hospitals	16,650	5,060
238	Specialty trade contractors	13,650	4,420
623	Nursing and residential care facilities	11,630	4,460
522	Credit intermediation	5,950	2,220
512	Motion pictures and sound recording	5,630	1,370
812	Personal and laundry services	5,610	2,300
424	Wholesale: Nondurable goods	5,490	2,060
721	Accommodation	5,160	2,050
611	Educational services	4,860	1,830
236	Construction of buildings	4,560	1,620
531	Real estate	4,440	1,970
452	Retail: General merchandise	4,340	1,250
524	Insurance carriers	4,090	1,930
551	Management of companies	3,990	1,310
445	Retail: Food and beverage stores	3,980	1,430
519	Other information services	3,920	1,210
811	Repair and maintenance	3,090	1,020
423	Wholesale: Durable goods	2,890	720
813	Membership associations and orgs	2,890	1,370
425	Wholesale electronic markets	2,690	980
237	Heavy / civil engineering construction	2,450	620
523	Securities, contracts, investments	2,250	1,250
562	Waste management and remediation	2,220	430
92	State government	2,090	1,590
713	Amusements, gambling and recreation	2,040	510
TOTAL JOB CREATION		346,100	122,700

Source: Estimates by LAEDC

A complete list of job creation in all industries in the county and the city is provided in Exhibit A-4 in the appendix. ❖

3.7 Identifying Target Industries

Economic development efforts are organized around several priorities. Among these are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries which may drive economic growth and prosperity, population-serving industries will provide the largest number of jobs in terms of job creation, since although they may grow slowly they are large.

Our criteria for choosing target industries thus include (1) industry growth rate – those demonstrating high rates of growth are preferred to those growing slowly; (2) potential job creation – the numbers of jobs projected to be added is also an important metric; (3) industry competitiveness – in light of regional economic development goals, industries that are competitive against other regions are preferred; and (4) prevailing wages – higher wages benefit workers and are preferred to industries that pay lower wages.

Using these sometimes overlapping, sometimes competing goals, the following industries are identified as targets for specific economic and workforce development interventions (in order of relevant NAICS):

- ▶ Construction industries (NAICS 236, 237, 238)
- ▶ Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339)
- ▶ Trade and logistics (NAICS 42x, 48x, 49x)
- ▶ Entertainment and infotech (NAICS 511, 512, 515, 518, 519)
- ▶ Health services (NAICS 621, 622, 623)
- ▶ Leisure and hospitality (NAICS 721, 722)

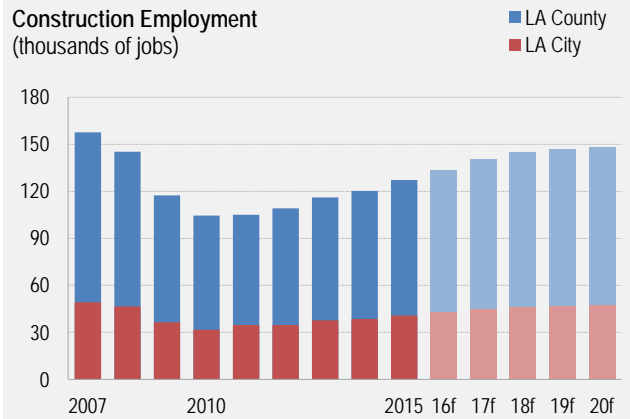
These industries are discussed individually below, including employment projections at the industry level and the types of occupations that they are most likely to employ.

Construction Industries

As the housing market recovers, construction industries are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years, and will be needed to meet pent-up demand. In addition, many of the existing infrastructure projects currently planned will come on line, employing thousands of workers in highway, transit, infrastructure and other projects. Finally, continuing incentives and mandates related to energy efficiency and greening of existing buildings have the potential to drive employment in retrofitting and energy efficient implementations. Together, the sector is projected to add more than 20,000 jobs between 2015 and 2020 in Los Angeles County and almost 7,000 jobs in the City of Los Angeles.

Exhibit 3-15

Construction Employment
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-16

Top Occupations in Construction Industry
(by % of Industry Employment)

SOC	Occupational Title
47-2061	Construction laborers
47-2031	Carpenters
47-2111	Electricians
47-1011	First-line sups of const trades and extraction workers
47-2152	Plumbers, pipefitters and steamfitters
47-2141	Painters, construction and maintenance
11-9021	Construction managers
47-2081	Drywall and ceiling tile installers
47-2051	Cement masons and concrete finishers
11-1021	General and operations managers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Manufacturing (Selected Products)

Employment in manufacturing as a whole has been on a long term decline over the past two decades, but is expected to show some improvement from current levels. The distinction must be made between durable goods and nondurable goods manufacturing. Overall, *durable goods manufacturing* will experience anemic growth as labor substitution and replacement by capital increases output at the expense of employment gains. *Nondurable goods manufacturing* will continue to be challenged as low-cost competition from lower income countries will drive these industries from the area.

Nevertheless, several manufacturing industries continue to be promising targets for employment growth in the county based on upon their linkage to important traded industry clusters. These clusters include Fashion, Aerospace, Information Technology and Analytical instruments and Biomedical Devices. Fabricated metals manufacturing is also a component industry of these important clusters and an important regional industry.

Many of these jobs are highly-skilled jobs that are highly-compensated, but many include positions that require workers with community college degrees or technical training. In addition, the expected retirement of aging skilled craftsman in some specialized manufacturing industries presents opportunities for apprenticeships, new entrants, and those moving up the career ladder.

Exhibit 3-17

Manufacturing Employment (thousands of jobs)

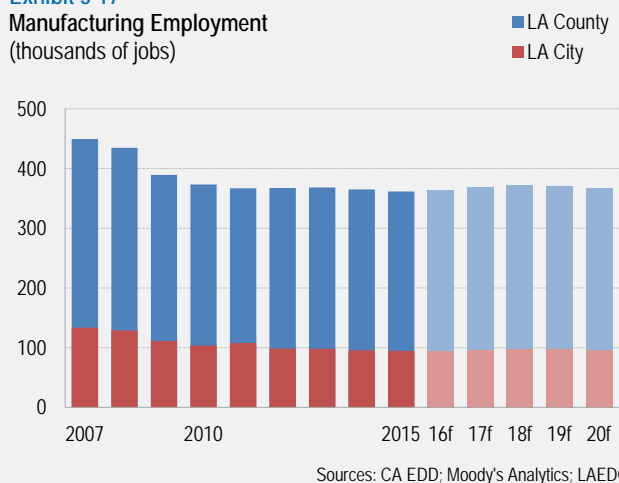


Exhibit 3-18

Top Occupations in Fashion (NAICS 313, 314, 315, 316) (by % of Industry Employment)

SOC	Occupational Title
51-6031	Sewing machine operators
51-6061	Textile bleaching and dyeing machine operators and tenders
51-6062	Textile cutting machine setters, operators and tenders
43-5071	Shipping, receiving, and traffic clerks
51-9031	Cutters and trimmers, hand
51-1011	First-line supervisors of production and operating workers
11-1021	General and operations managers
53-7064	Packers and packagers, hand
51-9061	Inspectors, testers, sorters, samplers and weighers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Exhibit 3-19

Top Occupations in Other Manufacturing (NAICS 334, 336, 339) (by % of Industry Employment)

SOC	Occupational Title
15-1133	Software developers, systems software
51-2092	Team assemblers
51-2022	Electrical and electronic equipment assemblers
51-9061	Inspectors, testers, sorters, samplers and weighers
15-1132	Software developers, applications
17-2072	Electronics engineers, except computer
17-2061	Computer hardware engineers
17-2112	Industrial engineers
11-9041	Architectural and engineering managers
11-1021	General and operations managers
17-2071	Electrical engineers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Trade and Logistics

Trade-related employment is the region's largest traded industry cluster, one in which the region has competitive advantage, and one that will continue to dominate our export-oriented economic activity.

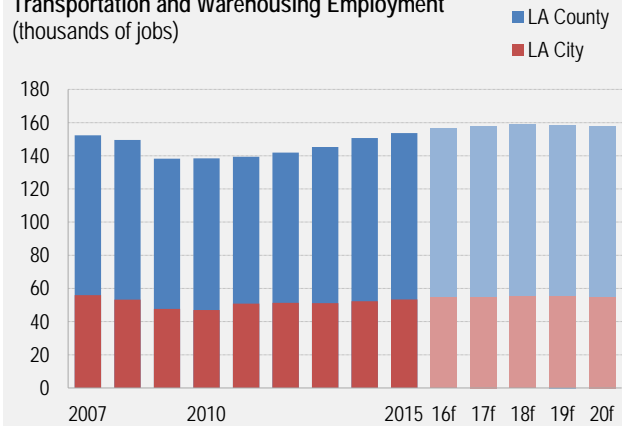
However, challenges exist to continued employment growth. The warehousing industry has become increasingly efficient and centralized and requires extremely large parcels of land, which are not available in Los Angeles County—expansion is moving to the Inland Empire. Transportation, however, will continue to grow as the ports of San Pedro Bay handle increasing trade volumes and as goods are delivered to inland warehouses.

Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly.

The sector will add approximately 15,250 jobs from 2015 to 2020 in Los Angeles County, of which 5,270 will be in the City of Los Angeles. Many of these jobs can be filled by workers with lower levels of education and little work experience.

Exhibit 3-20

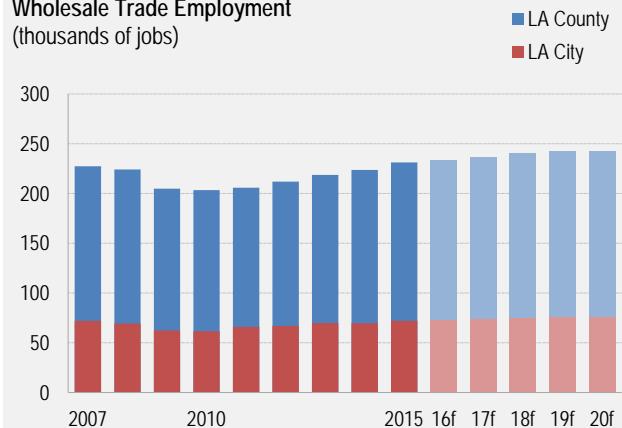
Transportation and Warehousing Employment
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-21

Wholesale Trade Employment
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-22

Top Occupations in Transportation / Warehousing (NAICS 48, 49)
(by % of Industry Employment)

SOC	Occupational Title
53-3032	Heavy and tractor-trailer truck drivers
53-7062	Laborers and freight, stock and material movers, hand
43-5052	Postal service mail carriers
53-3033	Light truck or delivery services drivers
53-7051	Industrial truck and tractor operators
53-3022	Bus drivers, school or special client
43-4181	Reservation and transportation ticket agents and travel clerks
43-5053	Postal service mail sorters/processors/processing machine ops
53-2031	Flight attendants
43-5011	Cargo and freight agents
43-5081	Stock clerks and order fillers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Exhibit 3-23

Top Occupations in Wholesale Trade (NAICS 42)
(by % of Industry Employment)

SOC	Occupational Title
41-4012	Sales representatives, wholesale and manufacturing
53-7062	Laborers and freight, stock and material movers, hand
11-1021	General and operations managers
43-5071	Shipping, receiving and traffic clerks
43-5081	Stock clerks and order fillers
41-4011	Sales representatives, technical and scientific products
43-4051	Customer service representatives
43-9061	Office clerks, general
53-3033	Light truck or delivery services drivers
43-3031	Bookkeeping, accounting and auditing clerks

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Entertainment Industry and InfoTech

As the region's signature traded industry cluster, the entertainment industry continues to generate employment opportunities for a range of occupations. This industry includes not only motion picture and television production, but also sound recording industries, pre- and post-production work, performing arts, and independent artists and performers, and has a variety of workforce needs in its direct supply chain as well.

This industry has connections across a spectrum of others, including marketing, publishing, information technology, software publishers (including video gaming) and online publishing and services. Together, these form a critical mass of creative industries and workers, which become a magnet for firms engaged in supporting and encouraging these activities. This is evidenced by these industries' high location quotients.

The broader industry sector known as Information (NAICS 51) includes not only the motion picture production, broadcasting, publishing and new media industries. This sector will grow at an average annual of 0.8 percent per year, at almost the same rate as the overall nonfarm economy. The motion picture industry has recovered since the recession, assisted by incentives received through the California Film and Television Tax Credit Program. Traditional publishing industries will continue to decline as internet publishing and broadcasting will continue to grow, bringing new employment opportunities. Overall, the information sector is forecast to add 8,460 new jobs between 2015 and 2020 in the county and 2,050 in the city.

Exhibit 3-27

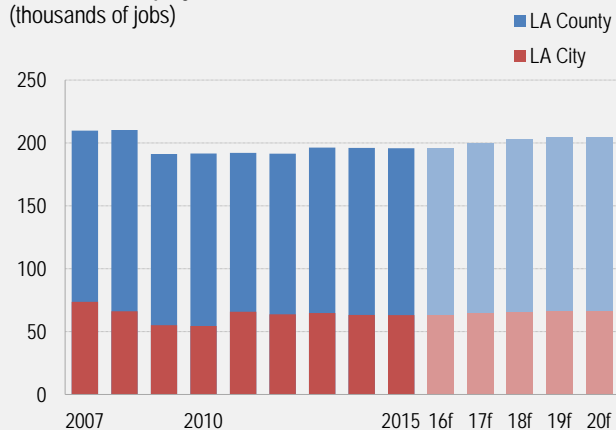
Top Occupations in Information (NAICS 51) (by % of Industry Employment)

SOC	Occupational Title
15-1132	Software developers, applications
27-2012	Producers and directors
49-2022	Telecommunications equip installers/repairers, not line installers
41-3099	Sales representatives, services, all other
27-2011	Actors
27-4032	Film and video editors
43-4051	Customer service representatives
13-1199	Business operations specialists, all other
11-3021	Computer and information systems managers
43-9061	Office clerks, general
11-1021	General and operations managers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Exhibit 3-24

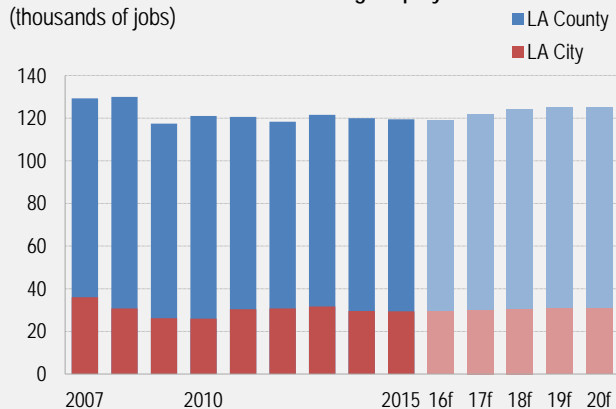
Information Employment (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-25

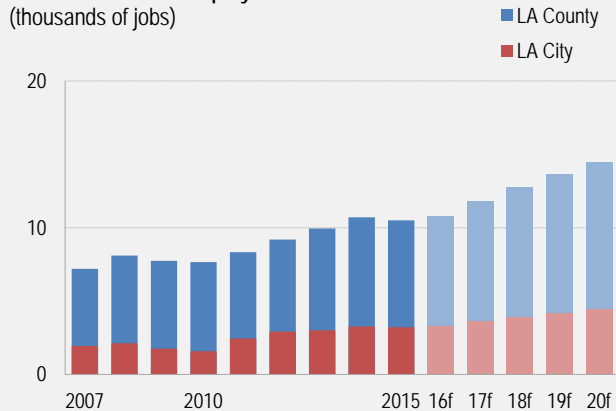
Motion Pictures and Sound Recording Employment (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-26

Other Information Employment (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Professional and Business Services

The professional and business services sector is a large, diverse sector which includes professional, scientific and technical services, company management (headquarters locations), and administrative, support and waste services industries. Most of these firms provide services to other businesses in Los Angeles County.

These activities typically require a high degree of expertise and training, and can be highly-compensated. However, there is a wide range of occupations within these industries that can be filled by workers with some college training, some technical training, or on-the-job experience, such as clerical positions, receptionists, draftsmen, legal assistants, bookkeepers, accounting clerks, and so on.

Employment in the sector is forecast to grow at an average annual rate of 3.0 percent, assisted in large part by the rapid growth in administrative services (which includes temporary employment).

Overall, the sector will add more than 97,000 new jobs between 2015 and 2020, of which 36,680 will be in the City of Los Angeles.

Exhibit 3-28

Professional and Technical Services Employment
(thousands of jobs)

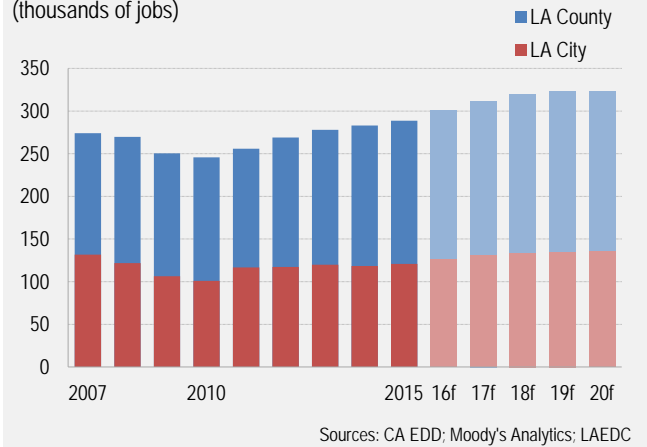


Exhibit 3-29

Administrative and Support Services Employment
(thousands of jobs)

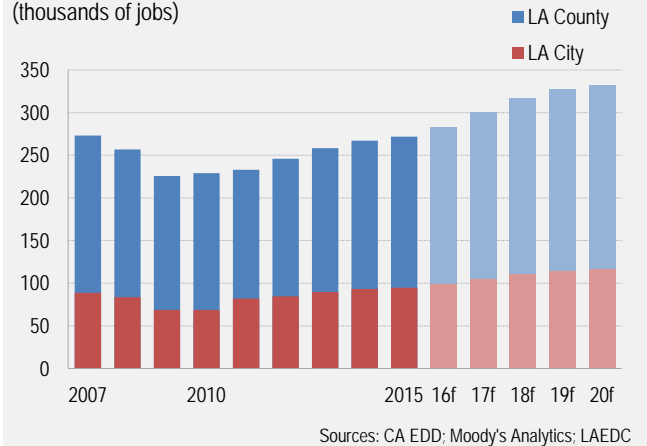


Exhibit 3-30

Top Occupations in Professional / Technical Services (NAICS 54)
(by % of Industry Employment)

SOC	Occupational Title
13-2011	Accountants and auditors
15-1132	Software developers, applications
23-1011	Lawyers
15-1133	Software developers, systems software
11-1021	General and operations managers
13-1111	Management analysts
13-1161	Market research analysts and marketing specialists
43-9061	Office clerks, general
15-1121	Computer systems analysts
43-3031	Bookkeeping, accounting and auditing clerks
43-6014	Secretaries and admin assistants, not legal/medical/executive

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Exhibit 3-31

Top Occupations in Administrative Services (NAICS 561)
(by % of Industry Employment)

SOC	Occupational Title
33-9032	Security guards
37-2011	Janitors and cleaners, not maids/ housekeeping cleaners
53-7062	Laborers and freight, stock and material movers, hand
37-3011	Landscaping and groundskeeping workers
43-9061	Office clerks, general
43-4051	Customer service representatives
53-7064	Packers and packagers, hand
43-6014	Secretaries and admin assistants, not legal/medical/ executive
11-1021	General and operations managers
41-3099	Sales representatives, services, all other

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Health Services

This is a large and growing industry sector which includes establishments providing health care, including: ambulatory health care services such as doctors' offices, dentistry practices, medical laboratories and home health care services; hospitals; nursing and residential care facilities; and social assistance. These are large industries with high growth potential given the ongoing demographic shift, the advancement of medical technology and increased coverage through the American Care Act. The industry employs workers with a variety of skills and educational requirements, with career pathways that are achievable through stackable certificates. This sector is expected to add almost 92,000 new jobs from 2015 to 2020 in Los Angeles County and almost 35,000 in the City of Los Angeles.

Exhibit 3-32
Health Care Services Employment
(thousands of jobs)

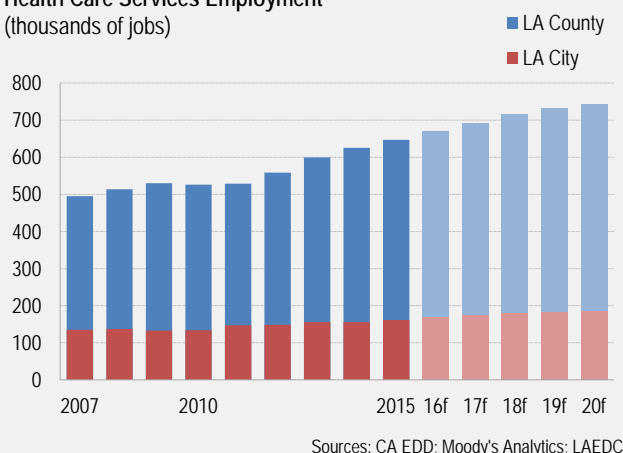


Exhibit 3-33
Top Occupations in Health Services (NAICS 62)
(by % of Industry Employment)

SOC	Occupational Title
29-1141	Registered nurses
39-9021	Personal care aides
31-1014	Nursing assistants
31-9092	Medical assistants
43-6013	Medical secretaries
29-2061	Licensed practical and licensed vocational nurses
31-9091	Dental assistants
43-4171	Receptionists and information clerks
43-9061	Office clerks, general
25-2011	Preschool teachers, not special education

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Leisure and Hospitality

One of the region's major industry clusters, hospitality and tourism will continue to provide employment opportunities for a wide range of job entrants and incumbent workers. Food services is a large industry with a wide range of establishments serving food and beverages to customers. They include full-service restaurants, limited-service eating places, food service contractors (such as caterers), mobile food services, and drinking places. It is projected to add more than 49,000 new jobs from 2015 to 2020 in the county and almost 19,000 in the City of Los Angeles.

Exhibit 3-34
Leisure and Hospitality Employment
(thousands of jobs)

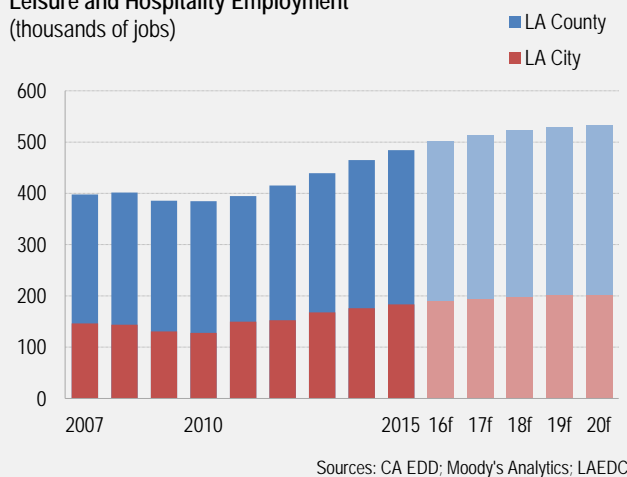


Exhibit 3-35
Top Occupations in Leisure and Hospitality (NAICS 71-72)
(by % of Industry Employment)

SOC	Occupational Title
35-3021	Combined food prep and serving workers, including fast food
35-3031	Waiters and waitresses
35-2014	Cooks, restaurant
35-2011	Cooks, fast food
35-2021	Food preparation workers
35-9021	Dishwashers
35-1012	First-Line supervisors of food prep and serving workers
35-9011	Dining room and cafeteria attendants/ bartender helpers
37-2012	Maids and housekeeping cleaners
35-3011	Bartenders
41-2011	Cashiers
35-9031	Hosts and hostesses, restaurant, lounge and coffee shop

Sources: BLS: Occupational Employment Statistics Survey, May 2015

4 OCCUPATIONAL ANALYSIS

Understanding how industries are expected to grow or decline and estimating their job creation potential provides one aspect of the overall workforce needs. The more important aspect, however, is the composition of those expected jobs and their educational attainment and skills needs. In this section, we convert industry job creation projections into occupational projections.

4.1 Current Occupational Profile

Occupations are commonly classified using the Standard Occupational Classification (SOC) system, developed by the Bureau of Labor Statistics. This system classifies all workers into one of 840 detailed occupations with similar job duties, skills, education and training. These detailed occupations are not generally industry-specific but are common to many industries. For example, retail salespersons are employed in a full spectrum of industries.

Detailed occupations are aggregated into 23 major groups, which include broad descriptive categories such as production occupations, management occupations and business and financial operations occupations.

The occupational profile of Los Angeles County is shown in Exhibit 4-1. These are the occupations of the jobs that are located in Los Angeles County. (This data is not available at the City level.)

There is a diversity of occupations, as would be expected from such a large economy. The largest occupational group is office and administrative support, accounting for 17.7 percent of all jobs in the region. This is followed by sales occupations, accounting for just over ten percent. These two occupational groups represent a variety of detailed occupations that are employed across many industries. The third largest occupational group, food preparation and serving occupations, accounted for 9.2 percent of all jobs. These are more likely to be found in restaurants and other food services establishments.

Healthcare occupations, including both practitioners and support occupations, account for 7.4 percent of jobs in Los Angeles County.

Exhibit 4-1
Occupational Profile 2015
(% of Employment)

SOC	Occupational Group	
11-0000	Management occupations	5.7%
13-0000	Business and financial operations	5.6%
15-0000	Computer and mathematical science	2.4%
17-0000	Architecture and engineering	1.7%
19-0000	Life, physical and social science	0.9%
21-0000	Community and social services	1.6%
23-0000	Legal occupations	1.0%
25-0000	Education, training and library	5.7%
27-0000	Arts, design, entertainment, sports, media	3.6%
29-0000	Healthcare practitioners and technical	5.0%
31-0000	Healthcare support	2.4%
33-0000	Protective services	2.7%
35-0000	Food preparation and serving	9.2%
37-0000	Building/grounds cleaning and maintenance	2.7%
39-0000	Personal care and service	2.7%
41-0000	Sales and related	10.4%
43-0000	Office and administrative support	17.7%
45-0000	Farming, fishing and forestry	0.1%
47-0000	Construction and extraction	2.5%
49-0000	Installation, maintenance and repair	3.0%
51-0000	Production	6.5%
53-0000	Transportation/material moving	7.2%
Total		100.0%

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Blue-collar occupations, such as those in construction, protective services, maintenance production and transportation account for almost 22 percent of all jobs, a measure of how important these sectors are to the region's economy. ❖

4.2 Projected Occupational Needs

The growth of industries in the region will precipitate the growth of particular occupations. The overall net growth of an occupation is a consequence of its contribution to industries that are growing and to industries that are declining. This may result in an occupation experiencing no or little growth as workers that had been employed in a failing industry shift to similar roles in industries that are growing, or as workers in certain occupations are replaced with improved technologies or processes.

In addition to the growth and decline of industries, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of replacement. Replacement rates depend on several factors. The age profile of the existing workforce can portend high replacement rates, such as occurs in many manufacturing industries as highly-skilled craftsmen are reaching retirement age and younger workers have not been trained or received apprenticeships to replace them. Occupations that enable current workers to gain valuable skills through on-the-job training will encourage them to move into higher-skilled occupations and leave jobs opening for those with less experience. Industries that are undergoing technological change may find that new processes require fewer workers, leaving fewer openings available as workers retire or leave for other positions.

The Census Bureau estimates replacement needs by industry and occupation through detailed surveys of employers and households. These take into account industry changes, the age of the current workforce within each industry and occupation, and the nature of the career path. These estimates are an important component of occupational job openings and workforce development needs, since the retirement and promotion of individuals leave openings for newer entrants and those moving up the career ladder to assume.

Projected new openings are calculated by applying the industry occupational composition to the detailed industry employment forecast, and occupational forecasts are aggregated across industries.

Projected job openings by major occupational group in Los Angeles County are presented in Exhibit 4-2, and in the City of Los Angeles in Exhibit 4-3.

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support). Other occupations that will provide large number of openings are personal care occupations, sales occupations, education and training occupations, and transportation and material moving occupations.

Data do not sum to estimated industry job creation shown in Section 3 due to non-disclosed data and rounding across all detailed occupations.

Exhibit 4-2**Occupational Growth in Los Angeles County 2015-2020**

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	15,420	18,490	33,910
13-0000	Business and financial	15,720	18,210	33,930
15-0000	Computer and mathematical	10,050	8,540	18,580
17-0000	Architecture and engineering	4,700	7,320	12,020
19-0000	Life, physical, social science	2,180	3,250	5,430
21-0000	Community and social services	7,840	7,320	15,160
23-0000	Legal occupations	2,970	2,290	5,260
25-0000	Education, training and library	8,980	11,420	20,400
27-0000	Arts, entertainment, sports	5,440	10,280	15,720
29-0000	Healthcare practitioners	24,660	18,470	43,130
31-0000	Healthcare support	15,720	10,560	26,270
33-0000	Protective services	6,690	7,800	14,490
35-0000	Food preparation and serving	40,750	73,930	114,680
37-0000	Building/grounds maintenance	17,550	11,630	29,180
39-0000	Personal care and service	20,380	19,150	39,530
41-0000	Sales and related	17,990	63,010	81,000
43-0000	Office and administrative	52,360	63,410	115,770
45-0000	Farming, fishing and forestry	220	560	780
47-0000	Construction and extraction	14,440	8,190	22,620
49-0000	Installation, maint / repair	8,400	15,130	23,540
51-0000	Production	11,470	24,190	35,660
53-0000	Transportation/material moving	17,190	29,260	46,450
Total*		321,100	432,400	750,500

* May not sum due to rounding

Source: Estimates by LAEDC

Exhibit 4-3**Occupational Growth in City of Los Angeles 2015-2020**

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	6,030	8,290	14,310
13-0000	Business and financial	6,590	9,490	16,080
15-0000	Computer and mathematical	4,000	3,790	7,790
17-0000	Architecture and engineering	1,980	3,260	5,240
19-0000	Life, physical, social science	980	2,270	3,260
21-0000	Community and social services	3,350	4,440	7,790
23-0000	Legal occupations	1,350	1,510	2,860
25-0000	Education, training and library	3,700	5,180	8,880
27-0000	Arts, entertainment, sports	1,840	4,020	5,870
29-0000	Healthcare practitioners	8,720	7,720	16,440
31-0000	Healthcare support	5,880	4,250	10,130
33-0000	Protective services	3,090	10,150	13,240
35-0000	Food preparation and serving	15,300	27,600	42,900
37-0000	Building/grounds maintenance	6,490	4,860	11,360
39-0000	Personal care and service	8,270	7,810	16,080
41-0000	Sales and related	6,550	22,280	28,830
43-0000	Office and administrative	20,100	27,270	47,370
45-0000	Farming, fishing and forestry	80	240	320
47-0000	Construction and extraction	4,820	3,590	8,410
49-0000	Installation, maint / repair	3,070	6,140	9,210
51-0000	Production	3,930	7,560	11,490
53-0000	Transportation/material moving	6,030	10,850	16,880
Total*		122,160	182,590	304,750

* May not sum due to rounding

Source: Estimates by LAEDC

Within each occupational group are 840 detailed occupations. Detailed occupations are differentiated according to jobs skills, abilities and work experience required. They are not generally industry specific but are common to several industries. For example, retail salespersons are employed in a full spectrum of industries.

Exhibit 4-4 presents the top 25 detailed occupations by projected job openings (new jobs and replacement jobs) between 2015 and 2020 in Los Angeles County and in the City of Los Angeles. These twenty-five occupations will account for almost 42 percent of all job openings in all occupations.

The largest number of openings will be found in occupations related to the largest major occupational groups: combined food preparation and serving workers and waiters and waitresses, which are both in the food preparation and serving occupational group; cashiers and retail salespersons, which are in the sales occupational group; and customer service representatives and office clerks, which are in office and administrative support occupational group.

Other occupations with large numbers of openings expected over the next five years are registered nurses, laborers and freight movers, janitors and cleaners, and personal care aides.

A complete list of all occupational projections for Los Angeles County is in Exhibit A-5 in the appendix.

Exhibit 4-4

Occupational Growth in Los Angeles County 2015-2020 Top 25 Detailed Occupations

SOC	Detailed Occupation	LA County	LA City
35-3021	Combined food preparation and serving workers	28,700	10,840
35-3031	Waiters and waitresses	27,120	10,200
41-2011	Cashiers	24,480	8,650
41-2031	Retail salespersons	23,170	7,810
43-4051	Customer service representatives	16,690	6,750
53-7062	Laborers and freight, stock, and material movers, hand	16,350	6,370
43-9061	Office clerks, general	16,110	5,620
29-1111	Registered nurses	14,120	5,150
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	13,380	5,150
39-9021	Personal care aides	11,440	4,720
43-5081	Stock clerks and order fillers	10,840	4,230
11-1021	General and operations managers	10,740	3,770
43-6014	Secretaries and administrative assistants	8,960	3,710
35-3022	Counter attendants, cafeteria, food concession and coffee shop	8,810	3,710
39-9011	Childcare workers	8,520	3,620
13-2011	Accountants and auditors	8,360	3,300
31-1014	Nursing assistants	8,270	3,280
43-1011	First-line supervisors of office and administrative support workers	7,980	3,200
33-9032	Security guards	7,790	2,920
43-4171	Receptionists and information clerks	7,420	2,900
35-2014	Cooks, restaurant	7,280	2,870
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	7,200	2,870
31-1011	Home health aides	7,170	2,850
37-3011	Landscaping and groundskeeping workers	7,100	2,740
35-1012	First-line supervisors of food preparation and serving workers	6,650	2,680
Total*		314,650	119,900

* May not sum due to rounding

Source: Estimates by LAEDC

Education and Skills Requirements

Careful examination of the detailed occupations that will provide the most job openings in the next five years as shown in Exhibit 4-4 reveal that many of these occupations require lower levels of education and training. The expected openings for these job market participants are especially important to understand given the capabilities of the local labor supply.

The education and work experience needed for an entry level position in each of the top twenty-five occupations is shown in Exhibit 4-5.

Entry level education requirements are as follows: 3=Bachelor's degree; 4=Associate's degree; 5=Post-secondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; and 8=Less than high school. Short-term on-the-job training is training of less than one month. Moderate on-the-job training is training from 1 to 12 months.

Most occupations in the exhibit require a high school diploma or less and no work experience. The median wages shown for each occupation reflect the degree of preparation and skills levels needed, as most of them are below the average wage paid to workers in Los Angeles County.

A complete list of all occupational projections for Los Angeles County and the City of Los Angeles, along with their entry level educational and work experience requirements are provided in Exhibit A-5 in the appendix. ❖

Exhibit 4-5

Median Wage and Entry Level Requirements for Top 25 Detailed Occupations 2015-2020

SOC	Detailed Occupation	Median Annual Wage	Entry Level		
			Educ	Work Exp	OJT
35-3021	Combined food preparation and serving workers	\$ 19,650	8	None	ST
35-3031	Waiters and waitresses	22,540	8	None	ST
41-2011	Cashiers	19,890	8	None	ST
41-2031	Retail salespersons	23,020	8	None	ST
43-4051	Customer service representatives	35,510	7	None	ST
53-7062	Laborers and freight, stock, and material movers, hand	24,330	8	None	ST
43-9061	Office clerks, general	30,840	7	None	ST
29-1111	Registered nurses	98,380	4	None	None
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	26,560	8	None	ST
39-9021	Personal care aides	20,790	8	None	ST
43-5081	Stock clerks and order fillers	22,880	8	None	ST
11-1021	General and operations managers	105,530	3	<5 yrs	None
43-6014	Secretaries and administrative assistants	38,240	7	None	ST
35-3022	Counter attendants, cafeteria, food concession and coffee shop	19,780	8	None	ST
39-9011	Childcare workers	23,600	7	None	ST
13-2011	Accountants and auditors	72,090	3	None	None
31-1014	Nursing assistants	28,870	5	None	None
43-1011	First-line supervisors of office and administrative support workers	56,510	7	<5 yrs	None
33-9032	Security guards	23,730	7	None	ST
43-4171	Receptionists and information clerks	28,380	7	None	ST
35-2014	Cooks, restaurant	23,880	8	<5 yrs	MT
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	47,970	7	None	MT
31-1011	Home health aides	23,540	8	None	ST
37-3011	Landscaping and groundskeeping workers	25,680	8	None	ST
35-1012	First-line supervisors of food preparation and serving workers	31,590	7	<5 yrs	None

ST=short term; MT=moderate-term

Source: Estimates by LAEDC

5 LOS ANGELES IN THE CALIFORNIA CONTEXT

The discussion has focused on Los Angeles County and the City of Los Angeles. Workforce development planning is intended to be a regional effort, in recognition of the integration of cities and counties into functioning, inter-related economic regions. The California Annual Plan contains its own state-level labor market analysis. In addition to an overview of economic and demographic conditions, it provides projections of employment and occupational growth over the period from 2012 to 2022.

In this section, the identification of target industries above is compared to the findings of the California labor market analysis produced by the Employment Development Department.

5.1 California's Labor Market Analysis

The labor market analysis in the California Annual Plan identifies “target” industries using three metrics: (1) the absolute number of jobs projected to be added in each industry; (2) the growth rate of industries over the forecast period; and (3) middle-skilled occupations.

High Job Creation Potential

Large industries, such as those that are population-serving industries, in general are those that generate the largest number of jobs in absolute terms—even though they may be quite slow growing. The largest industries in California are those that are expected to add the highest absolute number of jobs, including:

- Social assistance;
- Ambulatory health care services; and
- Educational services.

Industries with Highest Growth Rate

The labor market analysis identifies those super sectors that are projected to have the fastest growth rate, regardless of size, including:

- Construction;
- Education and health care services;
- Professional and business services; and
- Leisure and hospitality.

Individual industries that have grown the most quickly over the past three years include several information technology industries, professional services industries and industries associated with California’s housing and construction sector.

Middle-Skilled Occupations with Highest Needs

Middle-skilled jobs are those that require candidates with an educational attainment of more than high school credential but less than a bachelor’s degree. Many projected job openings fall into this category. It is expected that these occupations will pay higher wages than occupations requiring lower levels of education. Middle-skilled occupations projected to have the highest number of job openings (generated through both job growth and through replacement needs of existing workers) over the forecast period include:

- Registered nurses;
- Teacher assistants;
- Heavy and tractor-trailer truck drivers;
- Nursing assistants;
- Medical assistants; and
- Licensed practical / licensed vocational nurses.

The state-level labor market analysis also identifies the sub-regions of the state and notes that these are differentiated according to prevailing wages, occupational distribution and industry make-up.

Employment and occupational projections are based on the ten-year period from 2012 through 2022. This period encapsulates in its first few years a somewhat faster job growth out of the recession than is expected to persist beyond 2015. As the projections are based on a ten-year period rather than a five-year period as used in this report, the absolute numbers of job creation estimates are based on ten years of growth. Furthermore, the projections are based on statewide industry and employment growth. ❖

5.2 The Los Angeles Region

The findings in this report are based on the industry and occupational structure of the Los Angeles region. As noted in the sections above, this region is more specialized in a number of industries that the area is competitive in.

As such, its growth industries and those which are identified as targets differ somewhat from the state level findings. These include:

- Entertainment-related industries;
- Aerospace and analytical instruments;
- Trade and logistics; and
- Hospitality and tourism.

Still, large population-serving industries that are projected to add significant numbers of jobs are consistent across all regions. These include:

- Health care services;
- Social assistance;
- Construction; and
- Professional and business services.

Several fast-growing industries identified in the California analysis are associated with industries concentrated in the Bay area, such as computer systems design and other information services. While the latter is an industry showing potential growth in the Los Angeles region, it is still quite small.

Projections for middle-skilled occupations are similar across regions as most of these emanate from population-serving industries.

The projections in this report are based on the five-year period from 2015 to 2020. This period reflects a somewhat slower growth rate than the years immediately following the recession as the business cycle is now more mature, hence the annual projections of job growth are similarly proportionately smaller. ❖

APPENDIX

Exhibit A-1

Private Sector Industry Employment
Los Angeles County 2014

NAICS	Industry	Employment	% of total
211	Oil and gas extraction	2,227	0.1%
212	Mining, except oil and gas	357	0.0%
213	Support activities for mining	2,058	0.1%
221	Utilities	12,019	0.3%
236	Construction of buildings	28,802	0.8%
237	Heavy and civil engineering construction	13,237	0.4%
238	Specialty trade contractors	76,684	2.1%
311	Food manufacturing	38,463	1.1%
312	Beverage and tobacco prod manufacturing	5,336	0.1%
313	Textile mills	6,400	0.2%
314	Textile product mills	4,354	0.1%
315	Apparel manufacturing	43,831	1.2%
316	Leather and allied product manufacturing	1,908	0.1%
321	Wood product manufacturing	2,907	0.1%
322	Paper manufacturing	6,718	0.2%
323	Printing and related support activities	14,743	0.4%
324	Petroleum and coal prods manufacturing	4,726	0.1%
325	Chemical manufacturing	20,229	0.6%
326	Plastics and rubber prods manufacturing	13,413	0.4%
327	Nonmetallic mineral prod manufacturing	5,460	0.2%
331	Primary metal manufacturing	6,827	0.2%
332	Fabricated metal product manufacturing	43,719	1.2%
333	Machinery manufacturing	15,198	0.4%
334	Computer / electronic prod manufacturing	38,453	1.1%
335	Electrical equipment and appliance mfg.	9,206	0.3%
336	Transportation equipment manufacturing	46,116	1.3%
337	Furniture and related prod manufacturing	14,123	0.4%
339	Miscellaneous manufacturing	19,061	0.5%
423	Merchant wholesalers, durable goods	100,258	2.8%
424	Merchant wholesalers, nondurable goods	99,759	2.8%
425	Electronic markets and agents	20,341	0.6%
441	Motor vehicle and parts dealers	43,992	1.2%
442	Furniture and home furnishings stores	13,292	0.4%
443	Electronics and appliance stores	16,953	0.5%
444	Building material and garden supply stores	23,973	0.7%
445	Food and beverage stores	91,697	2.5%
446	Health and personal care stores	30,061	0.8%
447	Gasoline stations	11,418	0.3%
448	Clothing and clothing accessories stores	52,875	1.5%
451	Sporting, hobby, book / music stores	15,980	0.4%
452	General merchandise stores	72,968	2.0%
453	Miscellaneous store retailers	26,332	0.7%
454	Nonstore retailers	11,054	0.3%
481	Air transportation	19,772	0.5%
482	Rail transportation	20	0.0%
483	Water transportation	3,482	0.1%

Exhibit A-1 (cont'd)

NAICS	Industry	Employment	% of total
484	Truck transportation	27,826	0.8%
485	Transit and ground passenger transport	12,815	0.4%
486	Pipeline transportation	595	0.0%
487	Scenic and sightseeing transportation	727	0.0%
488	Support activities for transportation	44,104	1.2%
491	Postal service	165	0.0%
492	Couriers and messengers	19,087	0.5%
493	Warehousing and storage	14,891	0.4%
511	Publishing industries, except internet	14,206	0.4%
512	Motion picture and sound recording	121,758	3.4%
515	Broadcasting, except internet	20,051	0.6%
517	Telecommunications	24,918	0.7%
518	Data processing, hosting, related services	5,581	0.2%
519	Other information services	10,583	0.3%
521	Monetary authorities - central bank	223	0.0%
522	Credit intermediation and related activities	63,657	1.8%
523	Securities, commodities, investments	23,976	0.7%
524	Insurance carriers and related activities	43,697	1.2%
525	Funds, trusts, and other financial vehicles	417	0.0%
531	Real estate	56,076	1.5%
532	Rental and leasing services	19,055	0.5%
533	Lessors of nonfinancial intangible assets	746	0.0%
541	Professional and technical services	275,655	7.6%
551	Management of companies / enterprises	58,826	1.6%
561	Administrative and support services	255,251	7.0%
562	Waste mgmt and remediation services	9,841	0.3%
611	Educational services	104,705	2.9%
621	Ambulatory health care services	194,045	5.4%
622	Hospitals	110,731	3.1%
623	Nursing and residential care facilities	77,322	2.1%
624	Social assistance	228,018	6.3%
711	Performing arts and spectator sports	36,676	1.0%
712	Museums, historical sites, zoos, and parks	4,830	0.1%
713	Amusements, gambling, and recreation	37,934	1.0%
721	Accommodation	44,421	1.2%
722	Food services and drinking places	340,493	9.4%
811	Repair and maintenance	37,508	1.0%
812	Personal and laundry services	52,168	1.4%
813	Membership associations and orgs	42,442	1.2%

Sources: California Employment Development Department; LAEDC

Exhibit A-2**Private Sector Industry Employment
City of Los Angeles 2014**

NAICS	Industry	Employment	% of total
211	Oil and gas extraction	509	0.0%
212	Mining, except oil and gas	100	0.0%
213	Support activities for mining	400	0.0%
221	Utilities	1,401	0.1%
236	Construction of buildings	10,219	0.8%
237	Heavy and civil engineering construction	3,367	0.3%
238	Specialty trade contractors	24,886	1.9%
311	Food manufacturing	9,474	0.7%
312	Beverage and tobacco prod manufacturing	2,260	0.2%
313	Textile mills	2,561	0.2%
314	Textile product mills	1,271	0.1%
315	Apparel manufacturing	18,420	1.4%
316	Leather and allied product manufacturing	404	0.0%
321	Wood product manufacturing	714	0.1%
322	Paper manufacturing	553	0.0%
323	Printing and related support activities	4,411	0.3%
324	Petroleum and coal prods manufacturing	1,387	0.1%
325	Chemical manufacturing	8,512	0.7%
326	Plastics and rubber prods manufacturing	2,485	0.2%
327	Nonmetallic mineral prod manufacturing	1,768	0.1%
331	Primary metal manufacturing	602	0.0%
332	Fabricated metal product manufacturing	10,552	0.8%
333	Machinery manufacturing	2,358	0.2%
334	Computer / electronic prod manufacturing	10,967	0.8%
335	Electrical equipment and appliance mfg.	1,782	0.1%
336	Transportation equipment manufacturing	5,023	0.4%
337	Furniture and related prod manufacturing	3,716	0.3%
339	Miscellaneous manufacturing	6,384	0.5%
423	Merchant wholesalers, durable goods	24,923	1.9%
424	Merchant wholesalers, nondurable goods	37,372	2.9%
425	Electronic markets and agents	7,368	0.6%
441	Motor vehicle and parts dealers	11,696	0.9%
442	Furniture and home furnishings stores	4,624	0.4%
443	Electronics and appliance stores	5,702	0.4%
444	Building material and garden supply stores	8,786	0.7%
445	Food and beverage stores	32,977	2.5%
446	Health and personal care stores	10,879	0.8%
447	Gasoline stations	4,133	0.3%
448	Clothing and clothing accessories stores	18,649	1.4%
451	Sporting, hobby, book / music stores	4,631	0.4%
452	General merchandise stores	20,948	1.6%
453	Miscellaneous store retailers	11,669	0.9%
454	Nonstore retailers	3,778	0.3%
481	Air transportation	16,861	1.3%
482	Rail transportation	-	-
483	Water transportation	959	0.1%

Exhibit A-2 (cont'd)

NAICS	Industry	Employment	% of total
484	Truck transportation	4,956	0.4%
485	Transit and ground passenger transport	4,721	0.4%
486	Pipeline transportation	189	0.0%
487	Scenic and sightseeing transportation	300	0.0%
488	Support activities for transportation	13,402	1.0%
491	Postal service	68	0.0%
492	Couriers and messengers	9,512	0.7%
493	Warehousing and storage	1,324	0.1%
511	Publishing industries, except internet	6,438	0.5%
512	Motion picture and sound recording	29,571	2.3%
515	Broadcasting, except internet	14,309	1.1%
517	Telecommunications	8,254	0.6%
518	Data processing, hosting, related services	1,305	0.1%
519	Other information services	3,272	0.3%
521	Monetary authorities - central bank	223	0.0%
522	Credit intermediation and related activities	23,736	1.8%
523	Securities, commodities, investments	13,405	1.0%
524	Insurance carriers and related activities	20,590	1.6%
525	Funds, trusts, and other financial vehicles	43	0.0%
531	Real estate	24,888	1.9%
532	Rental and leasing services	8,458	0.7%
533	Lessors of nonfinancial intangible assets	269	0.0%
541	Professional and technical services	118,458	9.1%
551	Management of companies / enterprises	19,251	1.5%
561	Administrative and support services	91,301	7.1%
562	Waste mgmt and remediation services	1,879	0.1%
611	Educational services	39,503	3.1%
621	Ambulatory health care services	70,807	5.5%
622	Hospitals	33,624	2.6%
623	Nursing and residential care facilities	29,635	2.3%
624	Social assistance	96,838	7.5%
711	Performing arts and spectator sports	16,840	1.3%
712	Museums, historical sites, zoos, and parks	3,588	0.3%
713	Amusements, gambling, and recreation	9,451	0.7%
721	Accommodation	17,682	1.4%
722	Food services and drinking places	128,493	9.9%
811	Repair and maintenance	12,392	1.0%
812	Personal and laundry services	21,414	1.7%
813	Membership associations and orgs	20,176	1.6%

Sources: California Employment Development Department; LAEDC

Exhibit A-3**Competitiveness of Private Sector Industries 2014
(Location Quotients v. US)**

NAICS	Industry	LA County	LA City
211	Oil and gas extraction	0.4	-
212	Mining, except oil and gas	0.1	-
213	Support activities for mining	0.2	-
221	Utilities	0.7	0.2
236	Construction of buildings	0.7	0.7
237	Heavy and civil engineering construction	0.5	0.3
238	Specialty trade contractors	0.7	0.6
311	Food manufacturing	0.9	0.5
312	Beverage and tobacco prod manufacturing	0.8	0.9
313	Textile mills	1.8	1.9
314	Textile product mills	1.3	1.0
315	Apparel manufacturing	10.3	11.4
316	Leather and allied product manufacturing	2.2	1.2
321	Wood product manufacturing	0.3	0.2
322	Paper manufacturing	0.6	0.1
323	Printing and related support activities	1.1	0.8
324	Petroleum and coal prods manufacturing	1.4	1.1
325	Chemical manufacturing	0.8	0.9
326	Plastics and rubber prods manufacturing	0.7	0.3
327	Nonmetallic mineral prod manufacturing	0.5	0.4
331	Primary metal manufacturing	0.6	0.1
332	Fabricated metal product manufacturing	1.0	0.6
333	Machinery manufacturing	0.4	0.2
334	Computer / electronic prod manufacturing	1.2	0.9
335	Electrical equipment and appliance mfg.	0.8	0.4
336	Transportation equipment manufacturing	1.0	0.3
337	Furniture and related prod manufacturing	1.3	0.9
339	Miscellaneous manufacturing	1.1	0.9
423	Merchant wholesalers, durable goods	1.1	0.7
424	Merchant wholesalers, nondurable goods	1.6	1.6
425	Electronic markets and agents	0.7	0.7
441	Motor vehicle and parts dealers	0.8	0.5
442	Furniture and home furnishings stores	1.0	0.9
443	Electronics and appliance stores	1.1	1.0
444	Building material and garden supply stores	0.6	0.6
445	Food and beverage stores	1.0	0.9
446	Health and personal care stores	1.0	0.9
447	Gasoline stations	0.4	0.4
448	Clothing and clothing accessories stores	1.3	1.2
451	Sporting, hobby, book / music stores	0.9	0.6
452	General merchandise stores	0.8	0.6
453	Miscellaneous store retailers	1.1	1.2
454	Nonstore retailers	0.7	0.7
481	Air transportation	1.5	3.3
482	Rail transportation	0.9	-
483	Water transportation	1.7	1.2

Exhibit A-3 (cont'd)

NAICS	Industry	LA County	LA City
484	Truck transportation	0.6	0.3
485	Transit and ground passenger transport	0.9	0.9
486	Pipeline transportation	0.4	0.3
487	Scenic and sightseeing transportation	0.8	-
488	Support activities for transportation	2.3	1.9
491	Postal service	1.0	1.0
492	Couriers and messengers	1.1	1.5
493	Warehousing and storage	0.7	0.2
511	Publishing industries, except internet	0.6	0.8
512	Motion picture and sound recording	10.4	6.6
515	Broadcasting, except internet	2.3	4.4
517	Telecommunications	1.0	0.8
518	Data processing, hosting, related services	0.7	0.4
519	Other information services	1.6	1.3
521	Monetary authorities - central bank	0.4	1.0
522	Credit intermediation and related activities	0.8	0.8
523	Securities, commodities, investments	0.9	1.3
524	Insurance carriers and related activities	0.7	0.8
525	Funds, trusts, and other financial vehicles	2.4	0.6
531	Real estate	1.2	1.4
532	Rental and leasing services	1.2	1.4
533	Lessors of nonfinancial intangible assets	1.0	1.0
541	Professional and technical services	1.1	1.2
551	Management of companies / enterprises	0.9	0.8
561	Administrative and support services	1.0	1.0
562	Waste mgmt and remediation services	0.8	0.4
611	Educational services	1.3	1.3
621	Ambulatory health care services	1.0	0.9
622	Hospitals	0.8	0.6
623	Nursing and residential care facilities	0.8	0.8
624	Social assistance	2.3	2.5
711	Performing arts and spectator sports	2.7	3.3
712	Museums, historical sites, zoos, and parks	1.1	2.1
713	Amusements, gambling, and recreation	0.8	0.5
721	Accommodation	0.8	0.8
722	Food services and drinking places	1.1	1.0
811	Repair and maintenance	1.0	0.9
812	Personal and laundry services	1.3	1.3
813	Membership associations and orgs	1.0	1.3

Sources: California Employment Development Department; estimates by LAEDC

Exhibit A-4**Projected New Job Creation 2015-2020**

NAICS	Industry	Annual Average Percent Change	Number of New Jobs in LA County	Number of New Jobs in LA City
211	Oil and gas extraction	(0.2)	78	18
212	Mining, except oil and gas	(0.2)	12	3
213	Support activities for mining	(0.2)	72	14
221	Utilities	0.1	(153)	(18)
236	Construction of buildings	3.6	4,557	1,617
237	Heavy and civil engineering construction	2.7	2,449	622
238	Specialty trade contractors	3.7	13,648	4,424
311	Food manufacturing	0.1	393	97
312	Beverage and tobacco prod manufacturing	(0.6)	(54)	(23)
313	Textile mills	(1.9)	(361)	(144)
314	Textile product mills	(1.8)	(77)	(23)
315	Apparel manufacturing	0.4	348	146
316	Leather and allied product manufacturing	(0.5)	226	48
321	Wood product manufacturing	1.4	322	79
322	Paper manufacturing	(0.8)	19	2
323	Printing and related support activities	0.1	575	172
324	Petroleum and coal prods manufacturing	0.0	(13)	(4)
325	Chemical manufacturing	0.6	593	249
326	Plastics and rubber prods manufacturing	0.2	339	63
327	Nonmetallic mineral prod manufacturing	0.7	485	157
331	Primary metal manufacturing	0.2	192	17
332	Fabricated metal product manufacturing	(0.2)	152	37
333	Machinery manufacturing	(0.5)	(58)	(9)
334	Computer / electronic prod manufacturing	(0.0)	830	237
335	Electrical equipment and appliance mfg.	(0.6)	(312)	(60)
336	Transportation equipment manufacturing	0.0	608	66
337	Furniture and related prod manufacturing	1.8	1,238	326
339	Miscellaneous manufacturing	0.0	(226)	(76)
423	Merchant wholesalers, durable goods	1.0	2,892	718
424	Merchant wholesalers, nondurable goods	1.4	5,495	2,058
425	Electronic markets and agents	2.6	2,694	976
441	Motor vehicle and parts dealers	1.1	1,565	416
442	Furniture and home furnishings stores	(0.9)	(949)	(330)
443	Electronics and appliance stores	(0.5)	(829)	(279)
444	Building material and garden supply stores	0.4	398	146
445	Food and beverage stores	0.9	3,978	1,431
446	Health and personal care stores	0.5	789	285
447	Gasoline stations	0.9	384	139
448	Clothing and clothing accessories stores	(0.2)	(1,297)	(457)
451	Sporting, hobby, book / music stores	0.7	(306)	(89)
452	General merchandise stores	1.3	4,344	1,247
453	Miscellaneous store retailers	(0.2)	(630)	(280)
454	Nonstore retailers	2.8	1,936	660
481	Air transportation	0.8	575	490
482	Rail transportation	0.8	2	-
483	Water transportation	0.8	101	28

Exhibit A-4 (Cont'd)

NAICS	Industry	Annual Average Percent Change	Number of New Jobs in LA County	Number of New Jobs in LA City
484	Truck transportation	0.8	810	144
485	Transit and ground passenger transport	0.8	373	137
486	Pipeline transportation	0.8	17	5
487	Scenic and sightseeing transportation	0.8	21	9
488	Support activities for transportation	0.8	1,282	389
491	Postal service	0.1	(2)	(1)
492	Couriers and messengers	0.8	557	276
493	Warehousing and storage	0.8	433	38
511	Publishing industries, except internet	(0.7)	(787)	(357)
512	Motion picture and sound recording	0.7	5,634	1,374
515	Broadcasting, except internet	0.6	(35)	(25)
517	Telecommunications	(1.0)	(908)	(301)
518	Data processing, hosting, related services	2.3	635	148
519	Other information services	5.1	3,921	1,212
521	Monetary authorities - central bank	1.4	8	21
522	Credit intermediation and related activities	1.4	5,954	2,220
523	Securities, commodities, investments	1.4	2,249	1,254
524	Insurance carriers and related activities	1.4	4,088	1,926
525	Funds, trusts, and other financial vehicles	1.4	29	4
531	Real estate	1.6	4,435	1,969
532	Rental and leasing services	1.6	1,508	669
533	Lessors of nonfinancial intangible assets	1.6	59	21
541	Professional and technical services	2.2	33,303	14,307
551	Management of companies / enterprises	1.5	3,991	1,306
561	Administrative and support services	3.7	57,556	20,645
562	Waste mgmt and remediation services	3.7	2,225	425
611	Educational services	1.2	4,863	1,834
621	Ambulatory health care services	2.9	29,194	10,649
622	Hospitals	2.9	16,652	5,057
623	Nursing and residential care facilities	2.9	11,625	4,457
624	Social assistance	2.9	34,298	14,565
711	Performing arts and spectator sports	1.5	1,975	906
712	Museums, historical sites, zoos, and parks	1.5	260	193
713	Amusements, gambling, and recreation	1.5	2,039	508
721	Accommodation	2.5	5,157	2,050
722	Food services and drinking places	2.5	39,506	14,900
811	Repair and maintenance	1.5	3,087	1,019
812	Personal and laundry services	2.4	5,614	2,304
813	Membership associations and orgs	1.4	2,886	1,366

Source: Estimates by LAEDC

Exhibit A-5

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
11-1011	Chief Executives	1,308	571	3	≥5 years	None	N/A
11-1021	General and Operations Managers	10,736	4,226	3	<5 years	None	107,557
11-1031	Legislators	85	206	3	<5 years	None	N/A
11-2011	Advertising and Promotions Managers	248	106	3	<5 years	None	126,568
11-2021	Marketing Managers	1,070	403	3	≥5 years	None	139,984
11-2022	Sales Managers	1,845	659	3	<5 years	None	109,845
11-2031	Public Relations and Fundraising Managers	318	147	3	≥5 years	None	96,866
11-3011	Administrative Services Managers	1,166	519	3	<5 years	None	89,960
11-3021	Computer and Information Systems Managers	1,489	617	3	≥5 years	None	140,816
11-3031	Financial Managers	2,464	1,054	3	≥5 years	None	138,653
11-3051	Industrial Production Managers	520	150	3	≥5 years	None	96,054
11-3061	Purchasing Managers	311	128	3	≥5 years	None	102,710
11-3071	Transportation, Storage, and Distribution Managers	460	197	7	≥5 years	None	83,678
11-3111	Compensation and Benefits Managers	93	40	3	≥5 years	None	112,403
11-3121	Human Resources Managers	671	290	3	≥5 years	None	116,646
11-3131	Training and Development Managers	173	71	3	≥5 years	None	116,522
11-9013	Farmers, Ranchers, and Other Agricultural Managers	7	3	7	≥5 years	None	100,027
11-9021	Construction Managers	1,048	381	3	None	MT OJT	49,566
11-9031	Education Administrators, Preschool and Childcare	799	342	3	<5 years	None	N/A
11-9032	Education Administrators, Elementary and Secondary School	361	144	2	≥5 years	None	98,114
11-9033	Education Administrators, Postsecondary	200	76	2	≥5 years	None	98,384
11-9039	Education Administrators, All Other	86	63	3	<5 years	None	150,842
11-9041	Architectural and Engineering Managers	942	396	3	≥5 years	None	46,363
11-9051	Food Service Managers	1,197	453	7	<5 years	None	57,970
11-9061	Funeral Service Managers	74	30	4	<5 years	None	84,053
11-9071	Gaming Managers	7	2	7	≥5 years	MT OJT	50,128
11-9081	Lodging Managers	194	77	7	<5 years	None	117,291
11-9111	Medical and Health Services Managers	1,910	765	3	None	None	141,981
11-9121	Natural Sciences Managers	249	148	3	≥5 years	None	88,754
11-9141	Property, Real Estate, and Community Association Managers	1,146	528	7	<5 years	None	61,693
11-9151	Social and Community Service Managers	1,217	586	3	≥5 years	None	75,421
11-9161	Emergency Management Directors	20	21	3	≥5 years	None	112,694
11-9199	Managers, All Other	1,496	914	7	<5 years	None	120,744
13-1011	Agents and Business Managers of Artists, Performers, and	170	73	3	<5 years	None	89,877
13-1021	Buyers and Purchasing Agents, Farm Products	56	20	7	None	LT OJT	65,458
13-1022	Wholesale and Retail Buyers, Except Farm Products	601	199	7	None	LT OJT	50,461
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm	1,090	496	7	None	LT OJT	66,934
13-1031	Claims Adjusters, Examiners, and Investigators	1,006	636	7	None	LT OJT	67,808
13-1032	Insurance Appraisers, Auto Damage	58	27	5	None	MT OJT	69,909
13-1041	Compliance Officers	848	642	3	None	MT OJT	75,338
13-1051	Cost Estimators	1,341	437	3	None	None	64,314
13-1071	Human Resources Specialists	2,564	1,117	3	None	None	63,232
13-1075	Labor Relations Specialists	380	182	3	None	None	87,339
13-1081	Logisticians	378	182	3	None	None	83,304
13-1111	Management Analysts	2,726	1,343	3	<5 years	None	87,194
13-1121	Meeting, Convention, and Event Planners	408	172	3	None	None	52,915
13-1131	Fundraisers	350	155	3	None	None	67,330
13-1141	Compensation, Benefits, and Job Analysis Specialists	352	172	3	None	None	68,515

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
13-1151	Training and Development Specialists	1,250	527	3	<5 years	None	58,614
13-1161	Market Research Analysts and Marketing Specialists	2,326	915	3	None	None	64,750
13-1199	Business Operations Specialists, All Other	3,312	1,797	7	None	None	74,006
13-2011	Accountants and Auditors	8,359	3,714	3	None	None	71,531
13-2021	Appraisers and Assessors of Real Estate	172	118	3	None	LT OJT	84,510
13-2031	Budget Analysts	306	242	3	None	None	82,971
13-2041	Credit Analysts	386	146	3	None	None	70,845
13-2051	Financial Analysts	1,455	642	3	None	None	92,456
13-2052	Personal Financial Advisors	908	455	3	None	None	83,117
13-2053	Insurance Underwriters	428	198	3	None	MT OJT	68,952
13-2061	Financial Examiners	150	104	3	None	MT OJT	76,877
13-2071	Credit Counselors	123	50	3	None	MT OJT	44,907
13-2072	Loan Officers	1,372	525	3	None	MT OJT	84,282
13-2081	Tax Examiners and Collectors, and Revenue Agents	150	364	3	None	MT OJT	76,336
13-2082	Tax Preparers	493	212	7	None	MT OJT	40,394
13-2099	Financial Specialists, All Other	412	222	3	None	MT OJT	61,110
15-1121	Computer Systems Analysts	2,527	1,076	3	None	None	92,664
15-1122	Information Security Analysts	389	160	3	<5 years	None	101,109
15-1131	Computer Programmers	2,048	859	3	None	None	89,440
15-1132	Software Developers, Applications	3,447	1,355	3	None	None	103,750
15-1133	Software Developers, Systems Software	1,752	679	3	None	None	120,286
15-1134	Web Developers	739	284	4	None	None	67,142
15-1141	Database Administrators	560	234	3	<5 years	None	91,270
15-1142	Network and Computer Systems Administrators	1,702	695	3	None	None	80,974
15-1143	Computer Network Architects	638	269	3	≥5 years	None	113,298
15-1151	Computer User Support Specialists	2,649	1,064	6	None	MT OJT	53,248
15-1152	Computer Network Support Specialists	738	306	4	None	None	69,722
15-1199	Computer Occupations, All Other	652	445	3	None	None	79,123
15-2011	Actuaries	119	56	3	None	LT OJT	97,053
15-2021	Mathematicians	4	2	2	None	None	113,214
15-2031	Operations Research Analysts	425	197	3	None	None	83,262
15-2041	Statisticians	142	86	2	None	None	83,720
17-1011	Architects, Except Landscape and Naval	658	292	3	None	I/R	82,202
17-1012	Landscape Architects	128	58	3	None	I/R	93,995
17-1021	Cartographers and Photogrammetrists	53	34	3	None	None	71,822
17-1022	Surveyors	267	127	3	<5 years	None	88,150
17-2011	Aerospace Engineers	348	142	3	None	None	125,362
17-2031	Biomedical Engineers	104	41	3	None	None	87,838
17-2041	Chemical Engineers	167	69	3	None	None	84,136
17-2051	Civil Engineers	1,521	876	3	None	None	97,656
17-2061	Computer Hardware Engineers	165	65	3	None	None	107,349
17-2071	Electrical Engineers	862	329	3	None	None	108,930
17-2072	Electronics Engineers, Except Computer	603	269	3	None	None	104,790
17-2081	Environmental Engineers	304	173	3	None	None	105,165
17-2111	Health and Safety Engineers, Except Mining Safety Engineers	132	57	3	None	None	100,547
17-2112	Industrial Engineers	1,205	353	3	None	None	98,946
17-2121	Marine Engineers and Naval Architects	16	7	3	None	None	N/A
17-2131	Materials Engineers	135	50	3	None	None	101,858
17-2141	Mechanical Engineers	1,708	633	3	None	None	95,472

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
17-2151	Mining and Geological Engineers, Including Mining	12	5	3	None	None	N/A
17-2161	Nuclear Engineers	21	10	3	None	None	N/A
17-2171	Petroleum Engineers	102	34	3	None	None	119,309
17-2199	Engineers, All Other	508	269	3	None	None	101,837
17-3011	Architectural and Civil Drafters	511	218	4	None	None	60,133
17-3012	Electrical and Electronics Drafters	129	49	4	None	None	56,181
17-3013	Mechanical Drafters	220	74	4	None	None	50,523
17-3019	Drafters, All Other	66	25	4	None	None	54,995
17-3021	Aerospace Engineering and Operations Technicians	58	21	4	None	None	73,840
17-3022	Civil Engineering Technicians	319	232	4	None	None	72,571
17-3023	Electrical and Electronics Engineering Technicians	598	241	4	None	None	62,192
17-3024	Electro-Mechanical Technicians	59	21	4	None	None	44,262
17-3025	Environmental Engineering Technicians	102	48	4	None	None	57,075
17-3026	Industrial Engineering Technicians	241	72	4	None	None	61,610
17-3027	Mechanical Engineering Technicians	220	77	4	None	None	59,259
17-3029	Engineering Technicians, Except Drafters, All Other	216	136	4	None	None	65,603
17-3031	Surveying and Mapping Technicians	259	132	7	None	MT OJT	74,090
19-1011	Animal Scientists	4	2	3	None	None	N/A
19-1012	Food Scientists and Technologists	78	28	3	None	None	64,626
19-1013	Soil and Plant Scientists	32	14	3	None	None	74,568
19-1021	Biochemists and Biophysicists	207	88	1	None	None	95,306
19-1022	Microbiologists	109	63	3	None	None	81,536
19-1023	Zoologists and Wildlife Biologists	71	79	3	None	None	56,264
19-1029	Biological Scientists, All Other	40	22	3	None	None	79,165
19-1031	Conservation Scientists	13	11	3	None	None	85,134
19-1032	Foresters	6	4	3	None	None	64,750
19-1041	Epidemiologists	7	4	3	None	None	48,069
19-1042	Medical Scientists, Except Epidemiologists	522	212	1	None	None	91,853
19-1099	Life Scientists, All Other	37	20	3	None	None	88,358
19-2011	Astronomers	3	1	3	None	None	137,176
19-2012	Physicists	82	45	1	None	None	109,637
19-2021	Atmospheric and Space Scientists	20	10	3	None	None	109,138
19-2031	Chemists	471	226	3	None	None	63,898
19-2032	Materials Scientists	36	14	3	None	None	93,850
19-2041	Environmental Scientists and Specialists, Including Health	474	346	3	None	None	84,053
19-2042	Geoscientists, Except Hydrologists and Geographers	169	88	3	None	None	105,414
19-2043	Hydrologists	12	6	3	None	None	N/A
19-2099	Physical Scientists, All Other	67	57	3	None	None	106,163
19-3011	Economists	96	71	2	None	None	102,835
19-3022	Survey Researchers	84	37	2	None	None	59,509
19-3031	Clinical, Counseling, and School Psychologists	554	245	1	None	I/R	69,659
19-3039	Psychologists, All Other	50	49	2	None	I/R	102,690
19-3041	Sociologists	12	7	2	None	None	74,547
19-3051	Urban and Regional Planners	168	243	2	None	None	72,675
19-3091	Anthropologists and Archeologists	36	21	2	None	None	65,062
19-3092	Geographers	1	1	3	None	None	N/A
19-3093	Historians	4	2	3	None	None	48,630
19-3094	Political Scientists	7	4	3	None	None	81,141
19-3099	Social Scientists and Related Workers, All Other	74	81	3	None	None	85,155

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
19-4011	Agricultural and Food Science Technicians	110	46	4	None	MT OJT	31,470
19-4021	Biological Technicians	380	207	3	None	None	47,944
19-4031	Chemical Technicians	350	147	4	None	MT OJT	42,266
19-4041	Geological and Petroleum Technicians	67	26	4	None	MT OJT	55,224
19-4051	Nuclear Technicians	3	1	4	None	MT OJT	N/A
19-4061	Social Science Research Assistants	193	90	4	None	None	39,354
19-4091	Environmental Science and Protection Technicians, Including Health	249	148	4	None	None	47,091
19-4092	Forensic Science Technicians	45	82	3	None	MT OJT	84,531
19-4093	Forest and Conservation Technicians	90	193	4	None	None	38,397
19-4099	Life, Physical, and Social Science Technicians, All Other	399	213	4	None	None	44,242
21-1011	Substance Abuse and Behavioral Disorder Counselors	682	293	7	None	MT OJT	33,509
21-1012	Educational, Guidance, School, and Vocational Counselors	753	332	2	None	None	63,461
21-1013	Marriage and Family Therapists	314	150	2	None	I/R	45,947
21-1014	Mental Health Counselors	1,120	480	2	None	I/R	42,162
21-1015	Rehabilitation Counselors	1,248	589	2	None	None	28,912
21-1019	Counselors, All Other	200	102	2	None	None	41,454
21-1021	Child, Family, and School Social Workers	2,166	1,268	3	None	None	49,317
21-1022	Healthcare Social Workers	1,084	458	2	None	None	63,253
21-1023	Mental Health and Substance Abuse Social Workers	898	405	3	None	None	53,290
21-1029	Social Workers, All Other	295	247	3	None	None	62,442
21-1091	Health Educators	377	195	3	None	None	48,506
21-1092	Probation Officers and Correctional Treatment Specialists	192	391	3	None	ST OJT	73,549
21-1093	Social and Human Service Assistants	4,154	2,004	7	None	ST OJT	32,365
21-1094	Community Health Workers	482	227	7	None	ST OJT	38,459
21-1099	Community and Social Service Specialists, All Other	764	452	2	None	None	49,234
21-2011	Clergy	253	114	3	None	MT OJT	53,414
21-2021	Directors, Religious Activities and Education	136	64	3	<5 years	None	44,824
21-2099	Religious Workers, All Other	41	19	3	None	None	63,960
23-1011	Lawyers	3,153	1,636	1	None	None	160,368
23-1012	Judicial Law Clerks	14	34	1	None	None	69,930
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	17	41	1	<5 years	ST OJT	89,856
23-1022	Arbitrators, Mediators, and Conciliators	17	8	1	<5 years	MT OJT	57,054
23-1023	Judges, Magistrate Judges, and Magistrates	34	83	1	≥5 years	ST OJT	N/A
23-2011	Paralegals and Legal Assistants	1,539	748	4	None	None	61,922
23-2091	Court Reporters	73	57	5	None	ST OJT	99,403
23-2093	Title Examiners, Abstractors, and Searchers	279	123	7	None	ST OJT	43,597
23-2099	Legal Support Workers, All Other	138	127	7	None	ST OJT	55,286
25-1011	Business Teachers, Postsecondary	85	32	1	None	None	N/A
25-1021	Computer Science Teachers, Postsecondary	36	14	1	None	None	N/A
25-1022	Mathematical Science Teachers, Postsecondary	54	21	1	None	None	N/A
25-1031	Architecture Teachers, Postsecondary	3	1	1	None	None	N/A
25-1032	Engineering Teachers, Postsecondary	36	14	1	None	None	N/A
25-1041	Agricultural Sciences Teachers, Postsecondary	11	4	1	None	None	N/A
25-1042	Biological Science Teachers, Postsecondary	55	21	1	None	None	N/A
25-1043	Forestry and Conservation Science Teachers, Postsecondary	1	0	1	None	None	N/A
25-1051	Atmospheric, Earth, Marine, and Space Sciences Teachers,	11	4	1	None	None	N/A
25-1052	Chemistry Teachers, Postsecondary	22	8	1	None	None	N/A
25-1053	Environmental Science Teachers, Postsecondary	2	1	1	None	None	N/A
25-1054	Physics Teachers, Postsecondary	14	5	1	None	None	N/A

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
25-1061	Anthropology and Archeology Teachers, Postsecondary	5	2	1	None	None	N/A
25-1062	Area, Ethnic, and Cultural Studies Teachers, Postsecondary	9	3	1	None	None	N/A
25-1063	Economics Teachers, Postsecondary	14	5	1	None	None	N/A
25-1064	Geography Teachers, Postsecondary	2	1	1	None	None	N/A
25-1065	Political Science Teachers, Postsecondary	18	7	1	None	None	N/A
25-1066	Psychology Teachers, Postsecondary	38	14	1	None	None	N/A
25-1067	Sociology Teachers, Postsecondary	16	6	1	None	None	N/A
25-1069	Social Sciences Teachers, Postsecondary, All Other	11	4	1	None	None	N/A
25-1071	Health Specialties Teachers, Postsecondary	195	72	1	<5 years	None	N/A
25-1072	Nursing Instructors and Teachers, Postsecondary	68	25	2	<5 years	None	N/A
25-1081	Education Teachers, Postsecondary	61	23	1	None	None	N/A
25-1082	Library Science Teachers, Postsecondary	2	1	1	None	None	N/A
25-1111	Criminal Justice and Law Enforcement Teachers, Postsecondary	16	6	1	None	None	N/A
25-1112	Law Teachers, Postsecondary	6	2	1	None	None	N/A
25-1113	Social Work Teachers, Postsecondary	4	2	2	None	None	N/A
25-1121	Art, Drama, and Music Teachers, Postsecondary	99	38	2	None	None	N/A
25-1122	Communications Teachers, Postsecondary	30	11	1	None	None	N/A
25-1123	English Language and Literature Teachers, Postsecondary	76	29	1	None	None	N/A
25-1124	Foreign Language and Literature Teachers, Postsecondary	31	12	1	None	None	N/A
25-1125	History Teachers, Postsecondary	25	9	1	None	None	N/A
25-1126	Philosophy and Religion Teachers, Postsecondary	23	9	1	None	None	N/A
25-1191	Graduate Teaching Assistants	128	48	3	None	None	N/A
25-1192	Home Economics Teachers, Postsecondary	3	1	2	None	None	N/A
25-1193	Recreation and Fitness Studies Teachers, Postsecondary	18	7	1	None	None	N/A
25-1194	Vocational Education Teachers, Postsecondary	150	67	3	<5 years	None	53,061
25-1199	Postsecondary Teachers, All Other	73	27	2	None	None	N/A
25-2011	Preschool Teachers, Except Special Education	5,977	2,559	4	None	None	29,869
25-2012	Kindergarten Teachers, Except Special Education	391	155	3	None	I/R	N/A
25-2021	Elementary School Teachers, Except Special Education	1,827	693	3	None	I/R	N/A
25-2022	Middle School Teachers, Except Special and Career/Technical Education	864	327	3	None	I/R	N/A
25-2023	Career/Technical Education Teachers, Middle School	5	2	3	None	I/R	N/A
25-2031	Secondary School Teachers, Except Special and Career/Technical	1,467	564	3	None	I/R	N/A
25-2032	Career/Technical Education Teachers, Secondary School	126	55	3	<5 years	I/R	N/A
25-2051	Special Education Teachers, Preschool	144	61	3	None	I/R	N/A
25-2052	Special Education Teachers, Kindergarten and Elementary School	298	117	3	None	I/R	N/A
25-2053	Special Education Teachers, Middle School	104	40	3	None	I/R	N/A
25-2054	Special Education Teachers, Secondary School	163	64	3	None	I/R	N/A
25-2059	Special Education Teachers, All Other	49	20	3	None	I/R	N/A
25-3011	Adult Basic and Secondary Education and Literacy Teachers and	162	74	3	None	I/R	76,877
25-3021	Self-Enrichment Education Teachers	627	278	7	<5 years	None	34,778
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	266	117	3	None	I/R	N/A
25-3098	Substitute Teachers	999	381	3	None	I/R	42,370
25-4011	Archivists	30	16	2	None	None	47,403
25-4012	Curators	44	36	2	None	None	64,480
25-4013	Museum Technicians and Conservators	40	35	3	None	None	50,003
25-4021	Librarians	370	271	2	None	None	72,925
25-4031	Library Technicians	472	550	5	None	None	44,138
25-9011	Audio-Visual and Multimedia Collections Specialists	7	3	3	<5 years	None	43,888
25-9021	Farm and Home Management Advisors	5	3	2	≥5 years	None	N/A

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
25-9031	Instructional Coordinators	246	120	2	≥5 years	None	77,126
25-9041	Teacher Assistants	4,183	1,753	6	None	None	N/A
25-9099	Education, Training, and Library Workers, All Other	78	34	6	None	None	29,723
27-1011	Art Directors	326	117	3	≥5 years	None	110,344
27-1012	Craft Artists	51	20	7	None	LT OJT	68,619
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	123	46	7	None	LT OJT	59,509
27-1014	Multimedia Artists and Animators	565	165	3	None	MT OJT	81,640
27-1019	Artists and Related Workers, All Other	36	25	7	None	LT OJT	66,186
27-1021	Commercial and Industrial Designers	166	58	3	None	None	60,133
27-1022	Fashion Designers	307	114	3	None	None	68,016
27-1023	Floral Designers	181	74	7	None	MT OJT	28,350
27-1024	Graphic Designers	1,427	554	3	None	None	52,104
27-1025	Interior Designers	295	120	3	None	None	53,976
27-1026	Merchandise Displayers and Window Trimmers	519	191	7	None	MT OJT	31,637
27-1027	Set and Exhibit Designers	194	67	3	None	None	58,448
27-1029	Designers, All Other	74	24	3	None	None	51,605
27-2011	Actors	536	148	7	None	None	N/A
27-2012	Producers and Directors	2,963	962	3	<5 years	None	102,898
27-2021	Athletes and Sports Competitors	151	67	7	None	LT OJT	N/A
27-2022	Coaches and Scouts	661	263	3	None	None	N/A
27-2023	Umpires, Referees, and Other Sports Officials	90	59	7	None	MT OJT	N/A
27-2031	Dancers	120	52	7	None	LT OJT	20779.2
27-2032	Choreographers	27	11	7	≥5 years	LT OJT	N/A
27-2041	Music Directors and Composers	121	51	3	<5 years	None	57,845
27-2042	Musicians and Singers	460	207	7	None	LT OJT	77084.8
27-2099	Entertainers and Performers, Sports and Related Workers, All Other	220	63	7	None	None	37377.6
27-3011	Radio and Television Announcers	227	153	3	None	None	37,586
27-3012	Public Address System and Other Announcers	61	27	7	None	ST OJT	25,792
27-3021	Broadcast News Analysts	49	35	3	None	None	74,131
27-3022	Reporters and Correspondents	308	161	3	None	None	37,710
27-3031	Public Relations Specialists	993	459	3	None	None	65,728
27-3041	Editors	573	215	3	<5 years	None	63,045
27-3042	Technical Writers	364	148	3	<5 years	ST OJT	72,571
27-3043	Writers and Authors	404	154	3	None	MT OJT	N/A
27-3091	Interpreters and Translators	208	94	3	None	ST OJT	65,624
27-3099	Media and Communication Workers, All Other	444	123	7	None	ST OJT	47,070
27-4011	Audio and Video Equipment Technicians	715	247	5	None	ST OJT	48,214
27-4012	Broadcast Technicians	197	116	4	None	ST OJT	53,893
27-4013	Radio Operators	0	0	4	None	ST OJT	N/A
27-4014	Sound Engineering Technicians	329	94	5	None	ST OJT	58,594
27-4021	Photographers	273	115	7	None	LT OJT	58,115
27-4031	Camera Operators, Television, Video, and Motion Picture	234	69	3	None	None	59,134
27-4032	Film and Video Editors	471	122	3	None	None	86,778
27-4099	Media and Communication Equipment Workers, All Other	252	77	7	None	ST OJT	70,928
29-1011	Chiropractors	213	77	1	None	None	128,502
29-1021	Dentists, General	758	282	1	None	None	130,437
29-1022	Oral and Maxillofacial Surgeons	22	8	1	None	None	N/A
29-1023	Orthodontists	47	17	1	None	I/R	186,098
29-1024	Prosthodontists	3	1	1	None	None	N/A

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
29-1029	Dentists, All Other Specialists	27	16	1	None	I/R	124,467
29-1031	Dietitians and Nutritionists	272	115	3	None	I/R	73,278
29-1041	Optometrists	256	93	1	None	None	106,413
29-1051	Pharmacists	1,395	506	1	None	None	137,114
29-1061	Anesthesiologists	122	44	1	None	None	N/A
29-1062	Family and General Practitioners	467	167	1	None	None	N/A
29-1063	Internists, General	345	123	1	None	I/R	179,733
29-1064	Obstetricians and Gynecologists	161	58	1	None	I/R	N/A
29-1065	Pediatricians, General	229	82	1	None	I/R	183,414
29-1066	Psychiatrists	166	69	1	None	I/R	183,706
29-1067	Surgeons	300	109	1	None	I/R	N/A
29-1069	Physicians and Surgeons, All Other	1,936	802	1	None	I/R	N/A
29-1071	Physician Assistants	332	119	1	None	I/R	95,222
29-1081	Podiatrists	60	24	1	None	I/R	57,034
29-1122	Occupational Therapists	570	212	2	None	None	91,333
29-1123	Physical Therapists	1,387	504	1	None	None	90,771
29-1124	Radiation Therapists	94	31	4	None	None	95,306
29-1125	Recreational Therapists	98	45	3	None	None	55,931
29-1126	Respiratory Therapists	543	176	4	None	None	75,920
29-1127	Speech-Language Pathologists	475	183	2	None	None	79,830
29-1128	Exercise Physiologists	28	10	3	None	None	73,528
29-1129	Therapists, All Other	65	25	3	None	None	35,506
29-1131	Veterinarians	553	247	1	None	None	101,234
29-1141	Registered Nurses	14,118	5,149	4	None	None	96,366
29-1151	Nurse Anesthetists	230	83	2	None	None	177,070
29-1161	Nurse Midwives	19	7	2	None	None	129,854
29-1171	Nurse Practitioners	763	278	2	None	None	116,563
29-1181	Audiologists	37	13	2	None	None	89,024
29-1199	Health Diagnosing and Treating Practitioners, All Other	142	94	2	None	None	61,797
29-2011	Medical and Clinical Laboratory Technologists	986	355	3	None	None	81,182
29-2012	Medical and Clinical Laboratory Technicians	1,059	385	4	None	None	42,224
29-2021	Dental Hygienists	1,579	582	4	None	None	106,746
29-2031	Cardiovascular Technologists and Technicians	241	77	4	None	None	64,605
29-2032	Diagnostic Medical Sonographers	303	101	4	None	None	87,506
29-2033	Nuclear Medicine Technologists	100	33	4	None	None	99,070
29-2034	Radiologic Technologists	957	331	4	None	None	71,573
29-2035	Magnetic Resonance Imaging Technologists	172	58	4	<5 years	None	87,339
29-2041	Emergency Medical Technicians and Paramedics	1,429	774	5	None	None	27,997
29-2051	Dietetic Technicians	115	44	4	None	None	31,262
29-2052	Pharmacy Technicians	1,051	372	7	None	MT OJT	36,941
29-2053	Psychiatric Technicians	226	99	5	None	ST OJT	54,371
29-2054	Respiratory Therapy Technicians	41	13	4	None	MT OJT	73,778
29-2055	Surgical Technologists	437	143	5	None	None	53,955
29-2056	Veterinary Technologists and Technicians	499	216	4	None	None	36,608
29-2057	Ophthalmic Medical Technicians	201	73	5	None	None	43,867
29-2061	Licensed Practical and Licensed Vocational Nurses	4,623	1,859	5	None	None	50,814
29-2071	Medical Records and Health Information Technicians	1,238	468	5	None	None	41,475
29-2081	Opticians, Dispensing	489	173	7	None	LT OJT	37,544
29-2091	Orthotists and Prosthetists	18	7	2	None	I/R	58,032

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
29-2092	Hearing Aid Specialists	11	4	3	None	ST OJT	54,891
29-2099	Health Technologists and Technicians, All Other	425	152	7	None	None	41,995
29-9011	Occupational Health and Safety Specialists	273	168	3	None	ST OJT	73,299
29-9012	Occupational Health and Safety Technicians	64	33	7	None	MT OJT	38,397
29-9091	Athletic Trainers	121	44	3	None	None	N/A
29-9092	Genetic Counselors	7	2	3	None	None	91,811
29-9099	Healthcare Practitioners and Technical Workers, All Other	230	101	3	None	None	56,306
31-1011	Home Health Aides	7,173	2,850	8	None	ST OJT	23,150
31-1013	Psychiatric Aides	316	168	7	None	ST OJT	28,038
31-1014	Nursing Assistants	8,273	3,204	5	None	None	28,434
31-1015	Orderlies	251	88	7	None	ST OJT	33,675
31-2011	Occupational Therapy Assistants	236	88	4	None	None	70,138
31-2012	Occupational Therapy Aides	64	24	7	None	ST OJT	28,954
31-2021	Physical Therapist Assistants	519	187	4	None	None	69,243
31-2022	Physical Therapist Aides	331	123	7	None	ST OJT	28,101
31-9011	Massage Therapists	470	183	5	None	None	38,709
31-9091	Dental Assistants	2,262	845	5	None	None	36,858
31-9092	Medical Assistants	3,897	1,413	5	None	None	32,635
31-9093	Medical Equipment Preparers	267	88	7	None	MT OJT	38,626
31-9094	Medical Transcriptionists	417	147	5	None	None	53,581
31-9095	Pharmacy Aides	162	58	7	None	ST OJT	23,400
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	472	204	7	None	ST OJT	28,184
31-9097	Phlebotomists	703	245	5	None	None	36,733
31-9099	Healthcare Support Workers, All Other	456	212	7	None	None	38,272
33-1011	First-Line Supervisors of Correctional Officers	127	248	7	<5 years	MT OJT	90,043
33-1012	First-Line Supervisors of Police and Detectives	206	491	7	<5 years	MT OJT	135,928
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	183	419	5	<5 years	MT OJT	167,378
33-1099	First-Line Supervisors of Protective Service Workers, All Other	418	188	7	<5 years	None	43,430
33-2011	Firefighters	700	1,420	5	None	LT OJT	81,910
33-2021	Fire Inspectors and Investigators	27	54	7	≥5 years	MT OJT	105,726
33-3011	Bailiffs	3	7	7	None	MT OJT	N/A
33-3012	Correctional Officers and Jailers	1,024	1,946	7	None	MT OJT	56,243
33-3021	Detectives and Criminal Investigators	170	413	7	<5 years	MT OJT	109,990
33-3031	Fish and Game Wardens	1	2	7	None	MT OJT	N/A
33-3041	Parking Enforcement Workers	18	37	7	None	ST OJT	46,093
33-3051	Police and Sheriff's Patrol Officers	1,382	3,279	7	None	MT OJT	89,544
33-3052	Transit and Railroad Police	6	14	7	None	ST OJT	N/A
33-9011	Animal Control Workers	27	52	7	None	MT OJT	50,669
33-9021	Private Detectives and Investigators	204	86	7	<5 years	MT OJT	55,245
33-9031	Gaming Surveillance Officers and Gaming Investigators	35	16	7	None	ST OJT	31,574
33-9032	Security Guards	7,788	2,917	7	None	ST OJT	24,128
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service	1,152	846	7	None	ST OJT	28,933
33-9093	Transportation Security Screeners	82	171	7	None	ST OJT	39,645
33-9099	Protective Service Workers, All Other	858	586	7	None	ST OJT	36,358
35-1011	Chefs and Head Cooks	656	251	7	≥5 years	None	38,584
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	6,655	2,513	7	<5 years	None	31,346
35-2011	Cooks, Fast Food	3,466	1,307	8	None	ST OJT	19,302
35-2012	Cooks, Institution and Cafeteria	2,071	862	8	None	ST OJT	29,390
35-2014	Cooks, Restaurant	7,281	2,739	8	<5 years	MT OJT	23,317

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
35-2015	Cooks, Short Order	1,116	417	8	None	ST OJT	22,630
35-2019	Cooks, All Other	116	44	8	None	MT OJT	28,870
35-2021	Food Preparation Workers	6,103	2,315	8	None	ST OJT	19,781
35-3011	Bartenders	5,309	2,031	8	None	ST OJT	19,906
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	28,702	10,841	8	None	ST OJT	19,302
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	8,809	2,868	8	None	ST OJT	19,594
35-3031	Waiters and Waitresses	27,117	10,202	8	None	ST OJT	19,926
35-3041	Food Servers, Nonrestaurant	1,790	672	8	None	ST OJT	23,130
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	4,086	1,535	8	None	ST OJT	19,240
35-9021	Dishwashers	5,143	1,937	8	None	ST OJT	19,157
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	5,772	2,178	8	None	None	19,469
35-9099	Food Preparation and Serving Related Workers, All Other	488	186	8	None	ST OJT	21,154
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,132	446	7	<5 years	None	42,286
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and	623	244	7	<5 years	None	41,808
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,379	5,152	8	None	ST OJT	24,835
37-2012	Maids and Housekeeping Cleaners	5,625	2,144	8	None	ST OJT	23,504
37-2019	Building Cleaning Workers, All Other	124	47	8	None	ST OJT	28,974
37-2021	Pest Control Workers	717	262	7	None	MT OJT	29,827
37-3011	Landscaping and Groundskeeping Workers	7,097	2,871	8	None	ST OJT	24,586
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	184	81	7	None	MT OJT	29,827
37-3013	Tree Trimmers and Pruners	235	86	7	None	MT OJT	32,448
37-3019	Grounds Maintenance Workers, All Other	65	26	8	None	ST OJT	31,304
39-1011	Gaming Supervisors	105	39	7	<5 years	None	43,534
39-1021	First-Line Supervisors of Personal Service Workers	1,478	604	7	<5 years	None	41,122
39-2011	Animal Trainers	117	50	7	None	MT OJT	41,933
39-2021	Nonfarm Animal Caretakers	796	351	8	None	ST OJT	22,069
39-3011	Gaming Dealers	387	136	7	None	ST OJT	19,136
39-3012	Gaming and Sports Book Writers and Runners	81	34	7	None	ST OJT	20,758
39-3019	Gaming Service Workers, All Other	20	7	7	None	ST OJT	28,475
39-3021	Motion Picture Projectionists	437	108	8	None	ST OJT	21,590
39-3031	Ushers, Lobby Attendants, and Ticket Takers	5,031	1,505	8	None	ST OJT	19,302
39-3091	Amusement and Recreation Attendants	2,121	978	8	None	ST OJT	23,962
39-3092	Costume Attendants	214	66	7	None	ST OJT	50,565
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	166	62	7	None	ST OJT	24,003
39-3099	Entertainment Attendants and Related Workers, All Other	9	3	7	None	ST OJT	22,152
39-4011	Embalmers	31	13	5	None	ST OJT	52,291
39-4021	Funeral Attendants	285	117	7	None	ST OJT	29,141
39-4031	Morticians, Undertakers, and Funeral Directors	198	82	4	None	LT OJT	38,626
39-5011	Barbers	122	50	5	None	None	20,634
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2,801	1,140	5	None	None	22,672
39-5091	Makeup Artists, Theatrical and Performance	40	10	5	None	None	64,314
39-5092	Manicurists and Pedicurists	437	179	5	None	None	19,115
39-5093	Shampoosers	66	27	5	None	None	21,674
39-5094	Skincare Specialists	193	77	5	None	None	32,989
39-6011	Baggage Porters and Bellhops	290	111	7	None	ST OJT	22,755
39-6012	Concierges	213	89	7	None	MT OJT	31,970
39-7011	Tour Guides and Escorts	319	182	7	None	MT OJT	26,229
39-7012	Travel Guides	30	11	7	None	MT OJT	35,714
39-9011	Childcare Workers	8,519	3,620	7	None	ST OJT	22,422

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Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Education	Work Exp		
39-9021	Personal Care Aides	11,444	4,722	8	None	ST OJT	21,174
39-9031	Fitness Trainers and Aerobics Instructors	721	254	7	None	ST OJT	46,530
39-9032	Recreation Workers	1,297	733	3	None	None	24,606
39-9041	Residential Advisors	1,178	512	7	None	ST OJT	32,698
39-9099	Personal Care and Service Workers, All Other	368	207	7	None	ST OJT	27,269
41-1011	First-Line Supervisors of Retail Sales Workers	4,346	1,498	7	<5 years	None	40,414
41-1012	First-Line Supervisors of Non-Retail Sales Workers	1,069	391	7	<5 years	None	59,259
41-2011	Cashiers	24,475	8,646	8	None	ST OJT	20,197
41-2012	Gaming Change Persons and Booth Cashiers	37	13	8	None	ST OJT	N/A
41-2021	Counter and Rental Clerks	2,971	1,192	8	None	ST OJT	24,190
41-2022	Parts Salespersons	1,001	270	8	None	MT OJT	29,203
41-2031	Retail Salespersons	23,170	7,814	8	None	ST OJT	23,130
41-3011	Advertising Sales Agents	1,349	632	7	None	MT OJT	68,910
41-3021	Insurance Sales Agents	1,591	744	7	None	MT OJT	54,018
41-3031	Securities, Commodities, and Financial Services Sales Agents	1,724	805	3	None	MT OJT	68,848
41-3041	Travel Agents	571	206	7	None	MT OJT	34,694
41-3099	Sales Representatives, Services, All Other	5,975	2,226	7	None	ST OJT	54,995
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and	1,665	564	3	None	MT OJT	77,230
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical	7,204	2,355	7	None	MT OJT	52,562
41-9011	Demonstrators and Product Promoters	271	107	8	None	ST OJT	26,853
41-9012	Models	15	5	8	None	None	46,405
41-9021	Real Estate Brokers	174	77	7	<5 years	None	69,742
41-9022	Real Estate Sales Agents	707	315	7	None	LT OJT	54,205
41-9031	Sales Engineers	299	103	3	None	MT OJT	102,170
41-9041	Telemarketers	1,920	700	8	None	ST OJT	28,059
41-9091	Door-to-Door Sales Workers, News and Street Vendors, and Related	17	7	7	None	ST OJT	23,026
41-9099	Sales and Related Workers, All Other	452	163	7	None	None	33,904
43-1011	First-Line Supervisors of Office and Administrative Support Workers	7,976	3,297	7	<5 years	None	56,888
43-2011	Switchboard Operators, Including Answering Service	631	242	7	None	ST OJT	30,451
43-2021	Telephone Operators	38	16	7	None	ST OJT	19,698
43-3011	Bill and Account Collectors	2,746	1,017	7	None	MT OJT	37,898
43-3021	Billing and Posting Clerks	2,907	1,103	7	None	ST OJT	36,150
43-3031	Bookkeeping, Accounting, and Auditing Clerks	5,973	2,386	7	None	MT OJT	40,747
43-3041	Gaming Cage Workers	73	28	7	None	ST OJT	30,576
43-3051	Payroll and Timekeeping Clerks	933	376	7	None	MT OJT	45,011
43-3061	Procurement Clerks	404	221	7	None	MT OJT	41,350
43-3071	Tellers	4,216	1,576	7	None	ST OJT	27,394
43-3099	Financial Clerks, All Other	217	93	7	None	ST OJT	43,389
43-4011	Brokerage Clerks	335	174	7	None	MT OJT	50,482
43-4021	Correspondence Clerks	20	8	7	None	MT OJT	40,976
43-4031	Court, Municipal, and License Clerks	164	356	7	None	MT OJT	43,950
43-4041	Credit Authorizers, Checkers, and Clerks	183	66	7	None	ST OJT	40,165
43-4051	Customer Service Representatives	16,693	6,368	7	None	ST OJT	35,838
43-4061	Eligibility Interviewers, Government Programs	250	436	7	None	MT OJT	44,907
43-4071	File Clerks	902	404	7	None	ST OJT	30,867
43-4081	Hotel, Motel, and Resort Desk Clerks	2,001	798	7	None	ST OJT	23,858
43-4111	Interviewers, Except Eligibility and Loan	1,072	408	7	None	ST OJT	35,963
43-4121	Library Assistants, Clerical	473	530	7	None	ST OJT	24,461
43-4131	Loan Interviewers and Clerks	714	269	7	None	ST OJT	44,013

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Education	Work Exp		
43-4141	New Accounts Clerks	287	108	7	None	MT OJT	39,666
43-4151	Order Clerks	1,169	391	7	None	ST OJT	31,283
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	751	348	7	None	ST OJT	42,578
43-4171	Receptionists and Information Clerks	7,422	2,896	7	None	ST OJT	29,078
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	679	409	7	None	ST OJT	39,874
43-4199	Information and Record Clerks, All Other	532	465	7	None	ST OJT	41,787
43-5011	Cargo and Freight Agents	725	262	7	None	ST OJT	45,240
43-5021	Couriers and Messengers	326	135	7	None	ST OJT	31,470
43-5031	Police, Fire, and Ambulance Dispatchers	257	436	7	None	MT OJT	54,746
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,101	414	7	None	MT OJT	35,859
43-5041	Meter Readers, Utilities	125	93	7	None	ST OJT	45,760
43-5051	Postal Service Clerks	1	1	7	None	ST OJT	56,410
43-5052	Postal Service Mail Carriers	11	6	7	None	ST OJT	58,053
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine	1	0	7	None	ST OJT	55,328
43-5061	Production, Planning, and Expediting Clerks	1,780	618	7	None	MT OJT	45,739
43-5071	Shipping, Receiving, and Traffic Clerks	3,706	1,201	7	None	ST OJT	28,725
43-5081	Stock Clerks and Order Fillers	10,837	3,711	8	None	ST OJT	23,171
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	388	131	7	None	ST OJT	24,731
43-6011	Executive Secretaries and Executive Administrative Assistants	2,762	1,260	7	<5 years	None	57,574
43-6012	Legal Secretaries	1,148	528	7	None	MT OJT	56,618
43-6013	Medical Secretaries	2,844	1,012	7	None	MT OJT	35,672
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and	8,963	3,773	7	None	ST OJT	37,565
43-9011	Computer Operators	212	85	7	None	MT OJT	43,638
43-9021	Data Entry Keyers	1,045	416	7	None	MT OJT	30,285
43-9022	Word Processors and Typists	128	87	7	None	ST OJT	39,291
43-9031	Desktop Publishers	47	18	4	None	ST OJT	47,528
43-9041	Insurance Claims and Policy Processing Clerks	1,173	538	7	None	MT OJT	39,499
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	632	270	7	None	ST OJT	31,470
43-9061	Office Clerks, General	16,108	6,748	7	None	ST OJT	30,680
43-9071	Office Machine Operators, Except Computer	447	171	7	None	ST OJT	32,531
43-9081	Proofreaders and Copy Markers	46	17	3	None	None	42,661
43-9111	Statistical Assistants	59	41	3	None	None	41,350
43-9199	Office and Administrative Support Workers, All Other	1,127	609	7	None	ST OJT	24,669
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	39	20	7	<5 years	None	50,918
45-2011	Agricultural Inspectors	40	59	3	None	MT OJT	49,878
45-2041	Graders and Sorters, Agricultural Products	94	34	8	None	ST OJT	22,027
45-2091	Agricultural Equipment Operators	23	8	7	None	MT OJT	N/A
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	407	119	8	None	ST OJT	20,197
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	141	55	8	None	ST OJT	30,347
45-2099	Agricultural Workers, All Other	8	3	8	None	ST OJT	44,450
45-4011	Forest and Conservation Workers	13	19	7	None	MT OJT	17,035
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,843	672	7	≥5 years	None	75,005
47-2011	Boilermakers	33	10	7	None	APP	86,632
47-2021	Brickmasons and Blockmasons	256	85	7	None	APP	62,358
47-2022	Stonemasons	36	12	7	None	APP	27,310
47-2031	Carpenters	2,814	974	7	None	APP	50,731
47-2041	Carpet Installers	45	14	8	None	ST OJT	23,712
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	20	6	8	None	MT OJT	52,666
47-2043	Floor Sanders and Finishers	13	4	8	None	MT OJT	37,731

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
47-2044	Tile and Marble Setters	152	50	8	None	LT OJT	38,106
47-2051	Cement Masons and Concrete Finishers	660	216	8	None	MT OJT	48,838
47-2053	Terrazzo Workers and Finishers	14	4	7	None	APP	51,958
47-2061	Construction Laborers	4,546	1,589	8	None	ST OJT	39,021
47-2071	Paving, Surfacing, and Tamping Equipment Operators	179	86	7	None	MT OJT	50,627
47-2072	Pile-Driver Operators	9	2	8	None	MT OJT	56,930
47-2073	Operating Engineers and Other Construction Equipment Operators	1,357	621	7	None	MT OJT	80,475
47-2081	Drywall and Ceiling Tile Installers	369	121	8	None	MT OJT	58,323
47-2082	Tapers	71	23	8	None	MT OJT	53,914
47-2111	Electricians	2,751	937	7	None	APP	61,006
47-2121	Glaziers	221	72	7	None	APP	58,198
47-2131	Insulation Workers, Floor, Ceiling, and Wall	81	26	8	None	ST OJT	35,568
47-2132	Insulation Workers, Mechanical	91	30	8	None	ST OJT	41,309
47-2141	Painters, Construction and Maintenance	984	348	8	None	MT OJT	44,096
47-2142	Paperhangers	12	5	8	None	ST OJT	N/A
47-2151	Pipelayers	120	58	8	None	ST OJT	61,318
47-2152	Plumbers, Pipefitters, and Steamfitters	1,559	531	7	None	APP	61,443
47-2161	Plasterers and Stucco Masons	77	26	8	None	LT OJT	39,021
47-2171	Reinforcing Iron and Rebar Workers	57	18	8	None	MT OJT	57,866
47-2181	Roofers	544	178	8	None	MT OJT	47,632
47-2211	Sheet Metal Workers	587	202	7	None	APP	61,152
47-2221	Structural Iron and Steel Workers	381	125	7	None	APP	75,691
47-2231	Solar Photovoltaic Installers	15	5	8	None	ST OJT	N/A
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble	114	37	8	None	ST OJT	24,024
47-3012	Helpers--Carpenters	184	64	8	None	ST OJT	30,534
47-3013	Helpers--Electricians	334	112	7	None	ST OJT	28,954
47-3014	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	56	18	8	None	ST OJT	29,120
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	244	80	7	None	ST OJT	29,578
47-3016	Helpers--Roofers	39	13	8	None	ST OJT	N/A
47-3019	Helpers, Construction Trades, All Other	78	27	8	None	ST OJT	33,072
47-4011	Construction and Building Inspectors	390	314	7	≥5 years	MT OJT	85,904
47-4021	Elevator Installers and Repairers	96	31	7	None	APP	87,651
47-4031	Fence Erectors	115	38	7	None	MT OJT	36,587
47-4041	Hazardous Materials Removal Workers	308	70	7	None	MT OJT	38,771
47-4051	Highway Maintenance Workers	178	364	7	None	MT OJT	50,149
47-4061	Rail-Track Laying and Maintenance Equipment Operators	8	3	7	None	MT OJT	N/A
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	144	52	8	None	MT OJT	35,298
47-4099	Construction and Related Workers, All Other	119	56	7	None	MT OJT	29,682
47-5011	Derrick Operators, Oil and Gas	4	1	8	None	ST OJT	50,918
47-5012	Rotary Drill Operators, Oil and Gas	42	10	8	None	MT OJT	78,125
47-5013	Service Unit Operators, Oil, Gas, and Mining	104	24	8	None	MT OJT	49,192
47-5021	Earth Drillers, Except Oil and Gas	36	11	8	None	MT OJT	67,122
47-5071	Roustabouts, Oil and Gas	101	24	8	None	MT OJT	46,010
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,156	910	7	<5 years	None	72,613
49-2011	Computer, Automated Teller, and Office Machine Repairers	433	148	6	None	None	41,995
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	29	12	4	None	MT OJT	65,770
49-2022	Telecommunications Equipment Installers and Repairers, Except Line	434	170	5	None	MT OJT	56,326
49-2091	Avionics Technicians	95	37	4	None	None	65,811
49-2092	Electric Motor, Power Tool, and Related Repairers	65	21	5	None	LT OJT	46,675

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Education	Work Exp		
49-2093	Electrical and Electronics Installers and Repairers, Transportation	35	16	5	None	LT OJT	69,035
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	230	108	5	None	LT OJT	54,101
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	54	23	5	None	LT OJT	75,546
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	19	5	5	None	ST OJT	35,110
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	161	55	5	None	None	32,885
49-2098	Security and Fire Alarm Systems Installers	492	172	7	None	MT OJT	44,990
49-3011	Aircraft Mechanics and Service Technicians	830	439	5	None	None	70,824
49-3021	Automotive Body and Related Repairers	648	210	7	None	MT OJT	37,190
49-3023	Automotive Service Technicians and Mechanics	3,014	1,024	7	None	LT OJT	34,507
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	952	363	7	None	LT OJT	54,309
49-3041	Farm Equipment Mechanics and Service Technicians	38	11	7	None	LT OJT	N/A
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	596	250	7	None	LT OJT	61,464
49-3043	Rail Car Repairers	69	26	7	None	LT OJT	41,558
49-3051	Motorboat Mechanics and Service Technicians	25	7	7	None	LT OJT	42,557
49-3052	Motorcycle Mechanics	53	15	7	None	LT OJT	46,093
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	108	39	7	None	MT OJT	43,118
49-3091	Bicycle Repairers	43	13	7	None	MT OJT	22,901
49-3092	Recreational Vehicle Service Technicians	12	4	7	None	LT OJT	N/A
49-3093	Tire Repairers and Changers	520	144	7	None	ST OJT	30,763
49-9011	Mechanical Door Repairers	42	14	7	None	ST OJT	39,229
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	169	82	7	None	MT OJT	67,392
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,463	507	5	None	LT OJT	51,896
49-9031	Home Appliance Repairers	21	7	7	None	ST OJT	36,587
49-9041	Industrial Machinery Mechanics	1,411	452	7	None	LT OJT	60,133
49-9043	Maintenance Workers, Machinery	219	72	7	None	MT OJT	39,666
49-9044	Millwrights	75	24	7	None	MT OJT	69,326
49-9051	Electrical Power-Line Installers and Repairers	461	176	7	None	LT OJT	101,795
49-9052	Telecommunications Line Installers and Repairers	447	160	7	None	LT OJT	67,766
49-9061	Camera and Photographic Equipment Repairers	6	2	7	None	MT OJT	43,950
49-9062	Medical Equipment Repairers	258	84	4	None	MT OJT	50,232
49-9063	Musical Instrument Repairers and Tuners	30	9	7	None	APP	N/A
49-9069	Precision Instrument and Equipment Repairers, All Other	54	28	7	None	LT OJT	68,453
49-9071	Maintenance and Repair Workers, General	5,998	2,682	7	None	LT OJT	40,352
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	120	43	7	None	ST OJT	35,506
49-9094	Locksmiths and Safe Repairers	164	63	7	None	LT OJT	46,821
49-9096	Riggers	91	32	7	None	ST OJT	60,008
49-9097	Signal and Track Switch Repairers	1	1	5	None	MT OJT	N/A
49-9098	Helpers--Installation, Maintenance, and Repair Workers	712	280	7	None	MT OJT	29,370
49-9099	Installation, Maintenance, and Repair Workers, All Other	639	259	7	None	MT OJT	32,531
51-1011	First-Line Supervisors of Production and Operating Workers	1,695	548	5	<5 years	None	52,707
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	126	20	7	None	MT OJT	46,862
51-2021	Coil Winders, Tapers, and Finishers	21	5	7	None	ST OJT	23,566
51-2022	Electrical and Electronic Equipment Assemblers	629	191	7	None	ST OJT	27,206
51-2023	Electromechanical Equipment Assemblers	98	27	7	None	ST OJT	27,394
51-2031	Engine and Other Machine Assemblers	15	5	7	None	ST OJT	36,234
51-2041	Structural Metal Fabricators and Filters	462	112	7	None	MT OJT	37,003
51-2091	Fiberglass Laminators and Fabricators	47	8	7	None	MT OJT	30,098
51-2092	Team Assemblers	4,285	1,218	7	None	MT OJT	24,752
51-2099	Assemblers and Fabricators, All Other	1,167	382	7	None	MT OJT	28,101

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Education	Work Exp		
51-3011	Bakers	867	291	8	None	LT OJT	23,733
51-3021	Butchers and Meat Cutters	685	245	8	None	LT OJT	25,043
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	600	172	8	None	ST OJT	20,467
51-3023	Slaughterers and Meat Packers	35	10	8	None	MT OJT	24,773
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and	78	22	8	None	MT OJT	25,230
51-3092	Food Batchmakers	607	170	7	None	MT OJT	22,256
51-3093	Food Cooking Machine Operators and Tenders	160	46	7	None	MT OJT	24,066
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	556	115	7	None	MT OJT	37,024
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and	98	23	7	None	LT OJT	61,318
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal	168	33	7	None	MT OJT	27,934
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	61	14	7	None	MT OJT	33,883
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	80	14	7	None	MT OJT	28,662
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders,	421	116	7	None	MT OJT	26,645
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal	42	9	7	None	MT OJT	27,643
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters,	207	43	7	None	MT OJT	29,203
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal	111	24	7	None	MT OJT	36,920
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and	58	12	7	None	MT OJT	40,539
51-4041	Machinists	1,429	382	7	None	LT OJT	34,674
51-4051	Metal-Refining Furnace Operators and Tenders	35	4	7	None	MT OJT	40,934
51-4052	Pourers and Casters, Metal	14	1	7	None	MT OJT	26,166
51-4071	Foundry Mold and Coremakers	17	2	7	None	MT OJT	33,862
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and	252	58	7	None	MT OJT	24,128
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	279	61	7	None	MT OJT	40,768
51-4111	Tool and Die Makers	85	18	7	None	LT OJT	52,790
51-4121	Welders, Cutters, Solderers, and Brazers	1,506	403	7	None	MT OJT	36,296
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	199	40	7	None	MT OJT	28,600
51-4191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and	57	12	7	None	MT OJT	34,944
51-4192	Layout Workers, Metal and Plastic	40	10	7	None	MT OJT	38,501
51-4193	Plating and Coating Machine Setters, Operators, and Tenders, Metal and	108	27	7	None	MT OJT	30,805
51-4199	Metal Workers and Plastic Workers, All Other	88	30	7	None	MT OJT	35,360
51-5111	Prepress Technicians and Workers	168	54	5	None	None	41,933
51-5112	Printing Press Operators	654	215	7	None	MT OJT	34,653
51-5113	Print Binding and Finishing Workers	207	66	7	None	ST OJT	27,539
51-6011	Laundry and Dry-Cleaning Workers	1,691	692	8	None	ST OJT	21,174
51-6021	Pressers, Textile, Garment, and Related Materials	326	133	8	None	ST OJT	21,133
51-6031	Sewing Machine Operators	792	312	8	None	ST OJT	19,240
51-6041	Shoe and Leather Workers and Repairers	38	9	7	None	MT OJT	23,192
51-6042	Shoe Machine Operators and Tenders	27	6	7	None	MT OJT	N/A
51-6051	Sewers, Hand	38	15	8	None	MT OJT	22,110
51-6052	Tailors, Dressmakers, and Custom Sewers	96	37	8	None	MT OJT	30,493
51-6061	Textile Bleaching and Dyeing Machine Operators and Tenders	32	12	7	None	ST OJT	21,882
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	159	62	7	None	MT OJT	24,586
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	118	48	7	None	MT OJT	22,776
51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators,	55	21	7	None	MT OJT	23,525
51-6091	Extruding and Forming Machine Setters, Operators, and Tenders,	37	12	7	None	MT OJT	32,032
51-6092	Fabric and Apparel Patternmakers	92	37	7	None	MT OJT	47,507
51-6093	Upholsterers	202	56	7	None	MT OJT	27,810
51-6099	Textile, Apparel, and Furnishings Workers, All Other	63	24	7	None	ST OJT	19,198
51-7011	Cabinetmakers and Bench Carpenters	363	100	7	None	MT OJT	36,046
51-7021	Furniture Finishers	79	22	7	None	ST OJT	26,936
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	136	35	7	None	ST OJT	31,034

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	143	38	7	None	ST OJT	27,102
51-7099	Woodworkers, All Other	31	9	7	None	MT OJT	20,114
51-8012	Power Distributors and Dispatchers	39	20	7	None	LT OJT	103,334
51-8013	Power Plant Operators	124	49	7	None	LT OJT	85,384
51-8021	Stationary Engineers and Boiler Operators	149	76	7	None	LT OJT	71,448
51-8031	Water and Wastewater Treatment Plant and System Operators	324	534	7	None	LT OJT	78,582
51-8091	Chemical Plant and System Operators	208	85	7	None	LT OJT	57,990
51-8092	Gas Plant Operators	54	14	7	None	LT OJT	73,278
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	236	76	7	None	LT OJT	77,043
51-8099	Plant and System Operators, All Other	12	4	7	None	LT OJT	59,259
51-9011	Chemical Equipment Operators and Tenders	349	136	7	None	MT OJT	39,978
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters,	212	74	7	None	MT OJT	45,802
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and	100	30	7	None	MT OJT	31,741
51-9022	Grinding and Polishing Workers, Hand	121	28	8	None	MT OJT	23,317
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	506	177	7	None	MT OJT	28,163
51-9031	Cutters and Trimmers, Hand	38	10	8	None	ST OJT	25,043
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	173	45	7	None	ST OJT	28,392
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters,	222	60	7	None	MT OJT	27,747
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	54	13	7	None	MT OJT	43,701
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,292	732	7	None	MT OJT	36,941
51-9071	Jewelers and Precious Stone and Metal Workers	82	27	7	None	LT OJT	35,443
51-9081	Dental Laboratory Technicians	201	72	7	None	MT OJT	38,418
51-9082	Medical Appliance Technicians	78	26	7	None	LT OJT	37,606
51-9083	Ophthalmic Laboratory Technicians	165	56	7	None	MT OJT	31,866
51-9111	Packaging and Filling Machine Operators and Tenders	2,000	665	7	None	MT OJT	23,192
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and	248	61	7	None	MT OJT	27,435
51-9122	Painters, Transportation Equipment	223	64	7	None	MT OJT	39,478
51-9123	Painting, Coating, and Decorating Workers	68	22	8	None	MT OJT	33,904
51-9141	Semiconductor Processors	120	35	4	None	MT OJT	31,699
51-9151	Photographic Process Workers and Processing Machine Operators	237	83	7	None	ST OJT	35,776
51-9191	Adhesive Bonding Machine Operators and Tenders	56	11	7	None	MT OJT	26,790
51-9192	Cleaning, Washing, and Metal Pickling Equipment Operators and	55	14	8	None	MT OJT	27,997
51-9193	Cooling and Freezing Equipment Operators and Tenders	27	7	7	None	MT OJT	26,936
51-9194	Etchers and Engravers	28	9	7	None	MT OJT	38,189
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	130	40	7	None	LT OJT	26,187
51-9196	Paper Goods Machine Setters, Operators, and Tenders	105	19	7	None	MT OJT	29,286
51-9197	Tire Builders	9	2	7	None	MT OJT	N/A
51-9198	Helpers--Production Workers	2,032	658	8	None	ST OJT	21,944
51-9199	Production Workers, All Other	1,494	497	7	None	MT OJT	24,586
53-1011	Aircraft Cargo Handling Supervisors	34	20	7	<5 years	None	51,043
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	928	302	7	<5 years	None	46,384
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine	1,042	398	7	<5 years	None	60,861
53-2011	Airline Pilots, Copilots, and Flight Engineers	539	460	3	<5 years	MT OJT	N/A
53-2012	Commercial Pilots	124	47	7	None	MT OJT	N/A
53-2021	Air Traffic Controllers	93	161	4	None	LT OJT	N/A
53-2022	Airfield Operations Specialists	37	39	7	None	LT OJT	60,362
53-2031	Flight Attendants	0	0	7	<5 years	MT OJT	N/A
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical	63	23	7	None	MT OJT	26,395
53-3021	Bus Drivers, Transit and Intercity	407	366	7	None	MT OJT	40,435
53-3022	Bus Drivers, School or Special Client	1,395	691	7	None	ST OJT	31,242
53-3031	Driver/Sales Workers	2,239	817	7	None	ST OJT	25,168

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
53-3032	Heavy and Tractor-Trailer Truck Drivers	5,373	1,523	5	None	ST OJT	40,165
53-3033	Light Truck or Delivery Services Drivers	3,298	1,223	7	None	ST OJT	28,787
53-3041	Taxi Drivers and Chauffeurs	787	309	8	None	ST OJT	26,083
53-3099	Motor Vehicle Operators, All Other	326	146	7	None	ST OJT	58,011
53-4011	Locomotive Engineers	9	3	7	<5 years	MT OJT	N/A
53-4031	Railroad Conductors and Yardmasters	12	16	7	None	MT OJT	N/A
53-4041	Subway and Streetcar Operators	2	4	7	None	MT OJT	48,693
53-4099	Rail Transportation Workers, All Other	6	5	7	None	MT OJT	36,858
53-5011	Sailors and Marine Oilers	38	13	5	None	ST OJT	37,482
53-5021	Captains, Mates, and Pilots of Water Vessels	370	127	3	None	None	65,728
53-5022	Motorboat Operators	5	2	7	None	MT OJT	N/A
53-5031	Ship Engineers	12	4	5	None	ST OJT	64,314
53-6011	Bridge and Lock Tenders	1	1	7	None	MT OJT	N/A
53-6021	Parking Lot Attendants	1,634	668	8	None	ST OJT	20,550
53-6031	Automotive and Watercraft Service Attendants	525	177	8	None	ST OJT	27,643
53-6041	Traffic Technicians	6	4	8	None	ST OJT	65,998
53-6051	Transportation Inspectors	104	94	7	None	MT OJT	73,944
53-6061	Transportation Attendants, Except Flight Attendants	54	22	7	None	ST OJT	28,392
53-6099	Transportation Workers, All Other	406	223	7	None	ST OJT	38,480
53-7011	Conveyor Operators and Tenders	162	50	8	None	ST OJT	31,450
53-7021	Crane and Tower Operators	79	24	5	None	ST OJT	83,782
53-7032	Excavating and Loading Machine and Dragline Operators	102	32	7	<5 years	MT OJT	43,139
53-7041	Hoist and Winch Operators	3	1	8	None	ST OJT	N/A
53-7051	Industrial Truck and Tractor Operators	2,555	762	8	None	ST OJT	39,437
53-7061	Cleaners of Vehicles and Equipment	1,852	602	8	None	ST OJT	20,758
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	16,353	5,620	8	None	ST OJT	24,294
53-7063	Machine Feeders and Offbearers	88	25	8	None	ST OJT	22,734
53-7064	Packers and Packagers, Hand	4,593	1,541	8	None	ST OJT	19,947
53-7072	Pump Operators, Except Wellhead Pumps	12	4	8	None	ST OJT	43,493
53-7073	Wellhead Pumps	4	1	8	None	ST OJT	71,469
53-7081	Refuse and Recyclable Material Collectors	654	276	8	None	ST OJT	45,760
53-7121	Tank Car, Truck, and Ship Loaders	18	5	8	None	ST OJT	58,635
53-7199	Material Moving Workers, All Other	101	42	8	None	ST OJT	53,165

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS



LAEDC

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DECEMBER 2016



Data Supplement



LOS ANGELES:

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Los Angeles County Economic Development Corporation



LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

Data Supplement



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This report was commissioned by the City of Los Angeles Workforce Development Board.

The LAEDC Institute for Applied Economics specializes in objective and unbiased economic and policy research in order to foster informed decision-making and guide strategic planning. In addition to commissioned research and analysis, the Institute conducts foundational research to ensure LAEDC's many programs for economic development are on target. The Institute focuses on economic impact studies, regional industry and cluster analysis and issue studies, particularly in workforce development and labor market analysis.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. This report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

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1 LABOR FORCE ANALYSIS FOR SELECT GROUPS

1.1 Indians and Alaska Natives

Exhibit 1-1

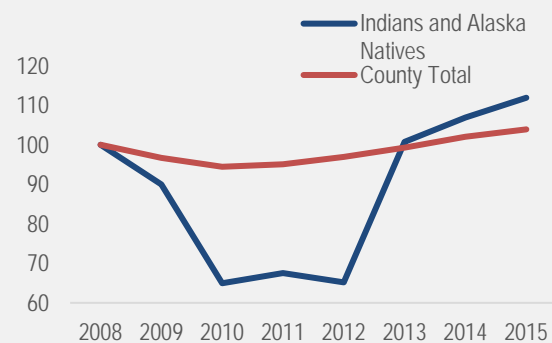
Select Education and Workforce Statistics for Indians and Alaska Natives in L.A. County.

Population	55,283
Share of County Population	0.5%
Population by Educational Attainment (25 and over)	
No High School Degree	36.3%
High School Degree	43.6
Associate's Degree	5.2
Bachelor's Degree	9.8
Master's Degree	5.0
Labor Force Statistics	
Labor Force	35,410
Labor Force Participation Rate	64.1%
Employment	32,189
Unemployment	3,221
Unemployment Rate	9.1%

Sources: California Employment Development Department; LAEDC

Exhibit 1-3

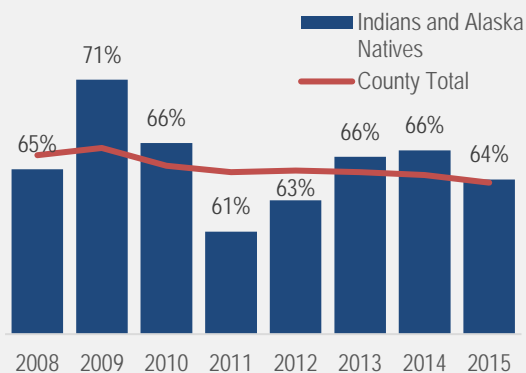
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-2

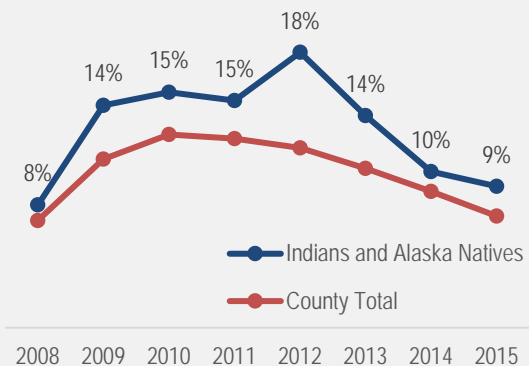
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-4

Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

1.2 Native Hawaiians and Other Pacific Islanders

Exhibit 1-5

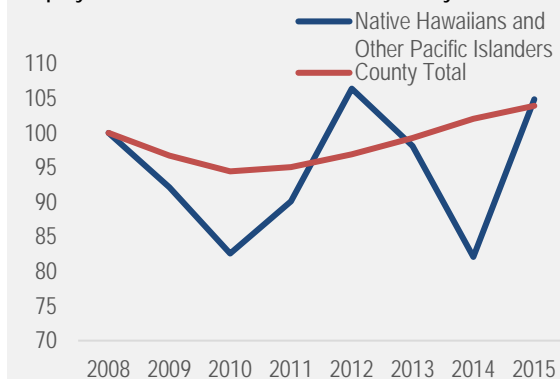
Select Education and Workforce Statistics for Native Hawaiians and Other Pacific Islanders in L.A. County.

Population	21,869
Share of County Population	0.2%
Population by Educational Attainment (25 and over)	
No High School Degree	10.7%
High School Degree	64.9
Associate's Degree	6.2
Bachelor's Degree	12.8
Master's Degree	5.4
Labor Force Statistics	
Labor Force	13,742
Labor Force Participation Rate	62.8%
Employment	12,437
Unemployment	1,305
Unemployment Rate	9.5%

Sources: California Employment Development Department; LAEDC

Exhibit 1-7

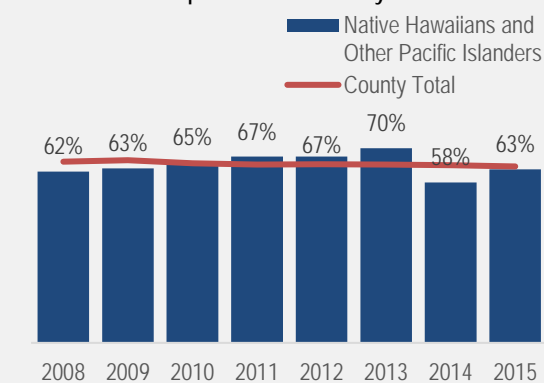
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-6

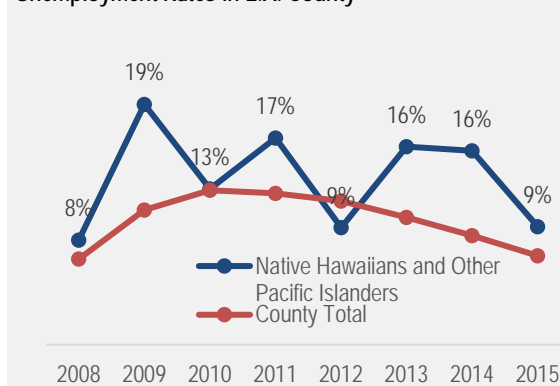
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-8

Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

1.3 Individuals with Disabilities and Youths with Disabilities

Exhibit 1-9

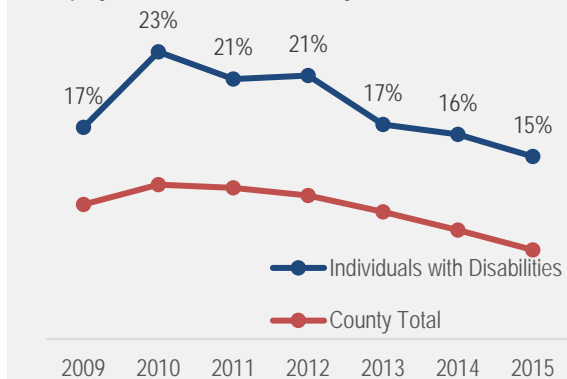
Select Education and Workforce Statistics for Individuals with Disabilities in L.A. County.

Population	483,754
Share of County Population	4.8%
Population by Educational Attainment (25 and over)	
No High School Degree	32.7%
High School Degree	43.8
Associate's Degree	5.9
Bachelor's Degree	11.2
Master's Degree	6.4
Labor Force Statistics	
Labor Force	192,709
Labor Force Participation Rate	39.8%
Employment	164,405
Unemployment	28,304
Unemployment Rate	14.7%

Sources: California Employment Development Department; LAEDC

Exhibit 1-12

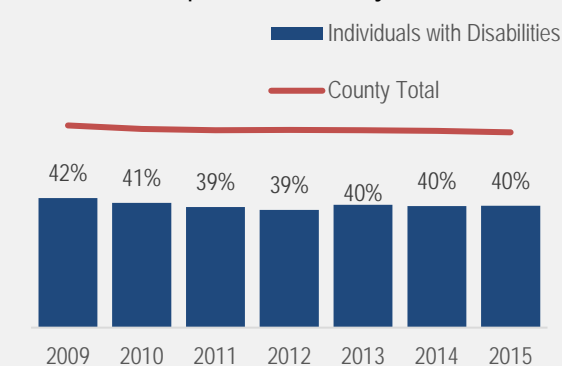
Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-10

Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-13

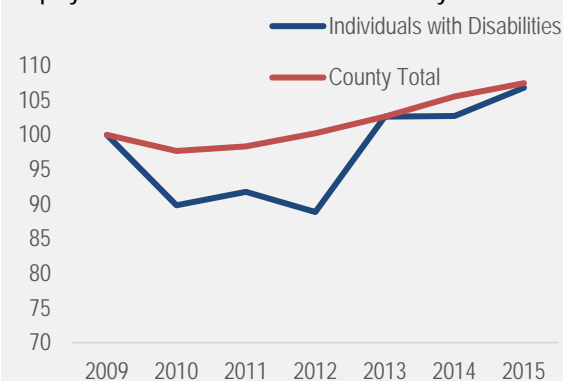
Select Education Statistics for Youths (Under 18) with Disabilities in L.A. County.

	With Disability	Total
Population	61,459	
Share of County Youth Population	2.7	
School Enrollment by Grade Level (3 to 17 Years of Age)		
Pre-K through 3 rd Grade	27.3%	36.4%
4 th Grade through 6 th Grade	22.2	20.7
7 th or 8 th Grade	13.6	13.9
High School	36.9	28.9

Sources: California Employment Development Department; LAEDC

Exhibit 1-11

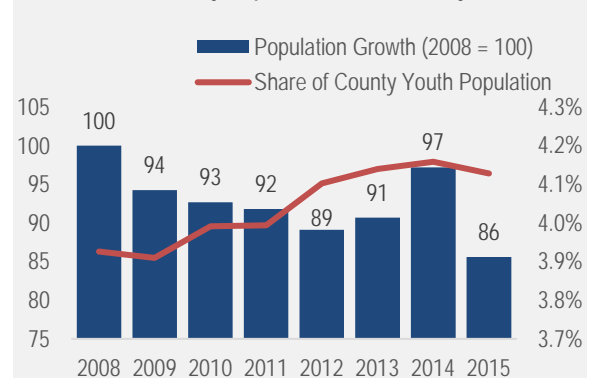
Employment Growth Since 2009 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-14

Youth with Disability Population in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

1.4 Older Individuals

Exhibit 1-15

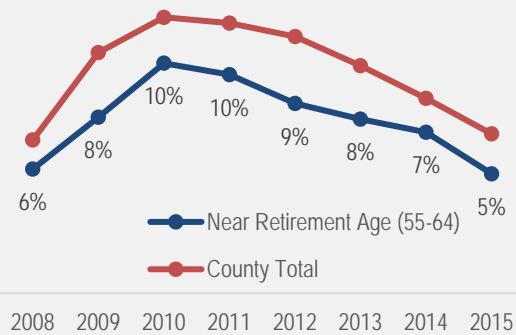
Select Education and Workforce Statistics for Individuals Near Retirement Age (55 to 64) in L.A. County.

Population	1,175,678
Share of County Population	11.6%
Population by Educational Attainment (25 and over)	
No High School Degree	23.8%
High School Degree	39.6
Associate's Degree	7.5
Bachelor's Degree	17.9
Master's Degree	11.5
Labor Force Statistics	
Labor Force	760,79
Labor Force Participation Rate	64.7%
Employment	719,850
Unemployment	40,929
Unemployment Rate	5.4%

Sources: California Employment Development Department; LAEDC

Exhibit 1-18

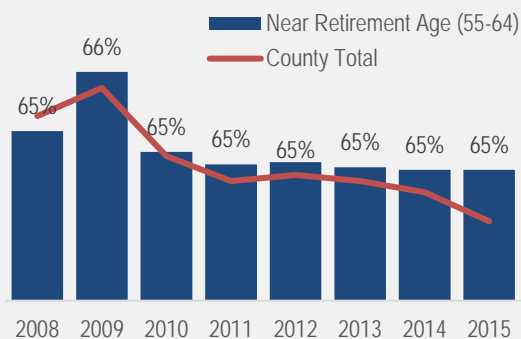
Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-16

Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-19

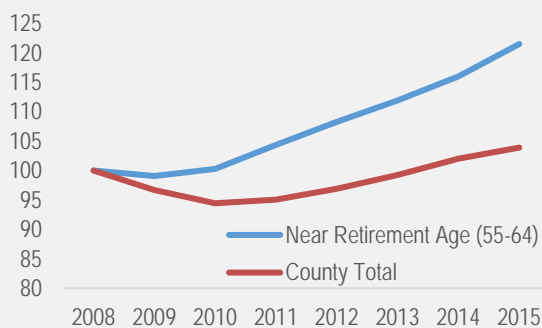
Select Education and Workforce Statistics for Individuals At Retirement Age (65 and Over) in L.A. County.

Population	1,277,334
Share of County Population	12.6%
Population by Educational Attainment (25 and over)	
No High School Degree	27.7%
High School Degree	39.0
Associate's Degree	6.0
Bachelor's Degree	15.3
Master's Degree	12.0
Labor Force Statistics	
Labor Force	233,035
Labor Force Participation Rate	18.2%
Employment	226,843
Unemployment	6,192
Unemployment Rate	2.7%

Sources: California Employment Development Department; LAEDC

Exhibit 1-17

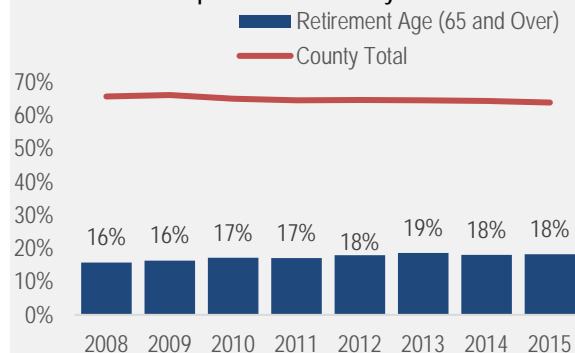
Employment Growth Since 2008 in L.A. County



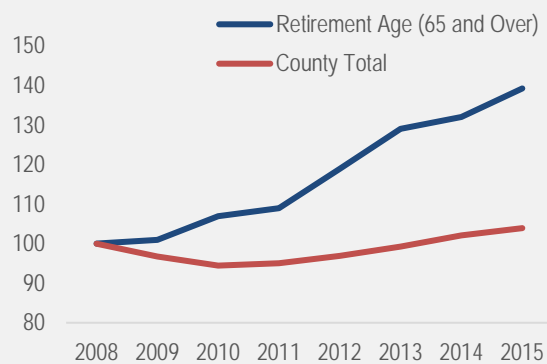
Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-20

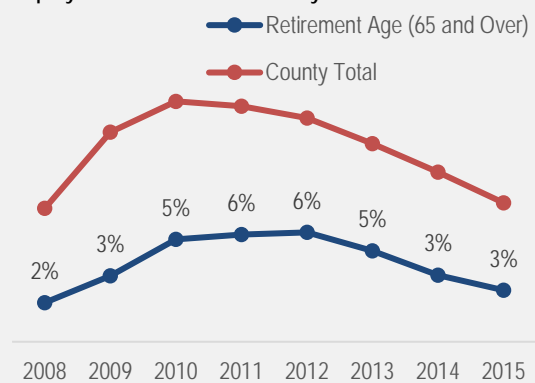
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-21**Employment Growth Since 2008 in L.A. County**

Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-22**Unemployment Rates in L.A. County**

Sources: U.S. Census, American Community Survey, LAEDC

1.5 Individuals with Limited English Proficiency

Exhibit 1-23

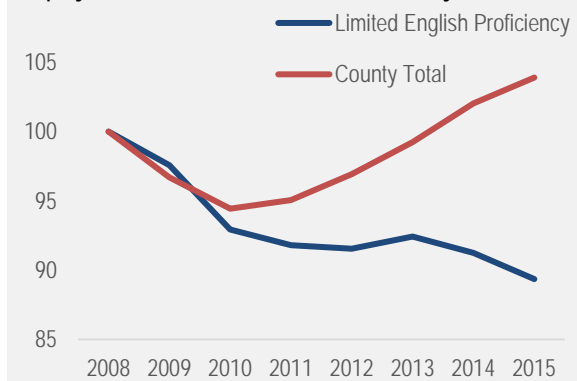
Select Education and Workforce Statistics for Individuals with Limited English Proficiency in L.A. County.

Population	2,342,038
Share of County Population	24.6%
Population by Educational Attainment (25 and over)	
No High School Degree	50.3%
High School Degree	32.6
Associate's Degree	4.0
Bachelor's Degree	9.5
Master's Degree	3.6
Labor Force Statistics	
Labor Force	1,277,179
Labor Force Participation Rate	54.5%
Employment	1,194,803
Unemployment	82,306
Unemployment Rate	6.4%

Sources: California Employment Development Department; LAEDC

Exhibit 1-25

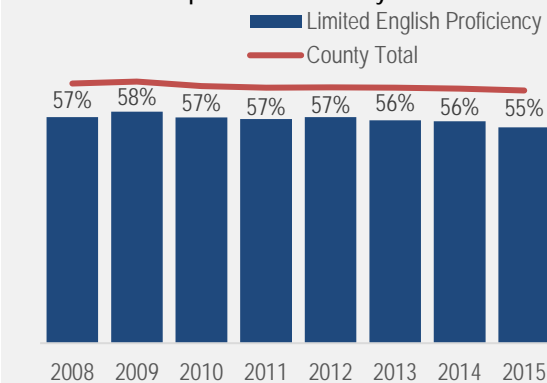
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-24

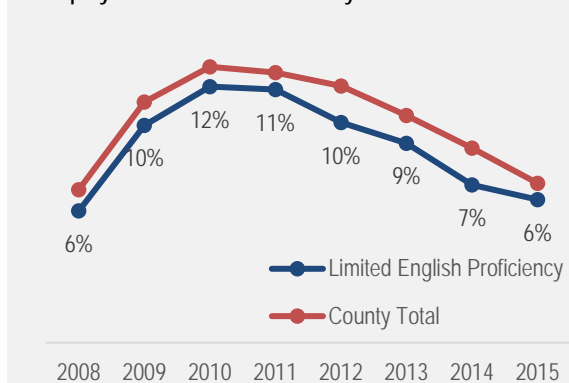
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-26

Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

1.5 Single Parents

Exhibit 1-27

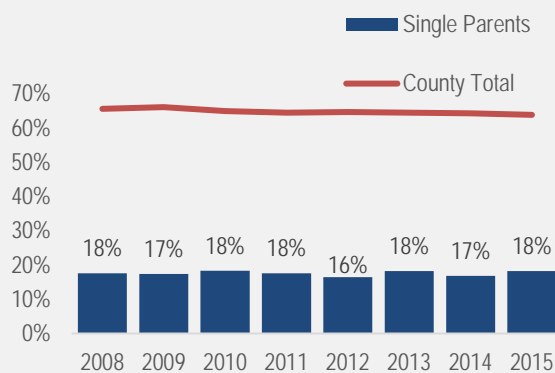
Select Education and Workforce Statistics for Single Parents in L.A. County.

Population	309,468
Share of County Population	3.0%
Population by Educational Attainment (25 and over)	
No High School Degree	29.1%
High School Degree	46.4
Associate's Degree	6.9
Bachelor's Degree	11.9
Master's Degree	5.5
Labor Force Statistics	
Labor Force	252,920
Labor Force Participation Rate	18.3%
Employment	236,358
Unemployment	16,403
Unemployment Rate	6.5%

Sources: California Employment Development Department; LAEDC

Exhibit 1-28

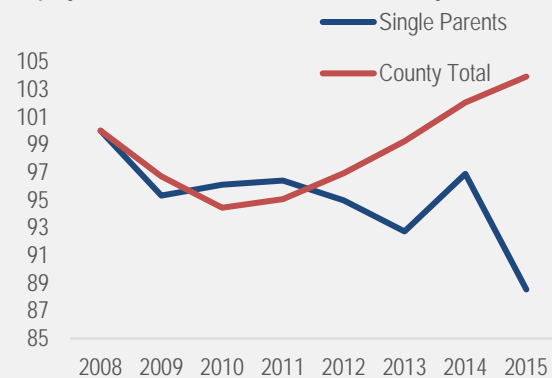
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-29

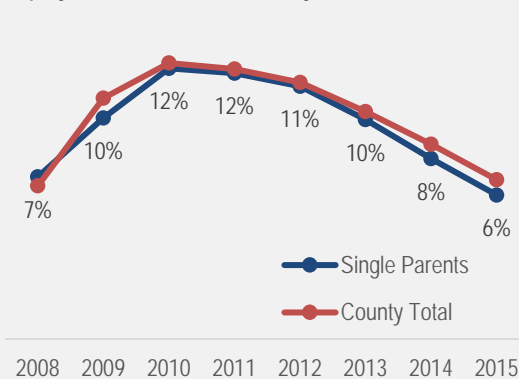
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

Exhibit 1-30

Unemployment Rates in L.A. County

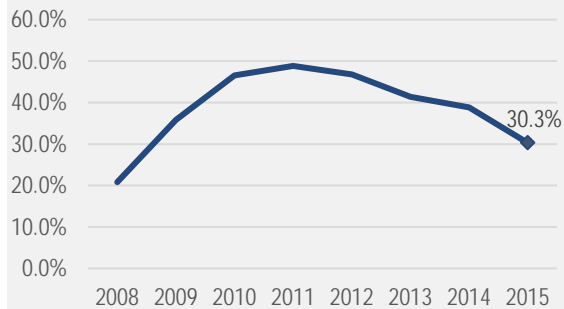


Sources: U.S. Census, American Community Survey, LAEDC

1.6 Long Term Unemployed Labor Force

Exhibit 1-31

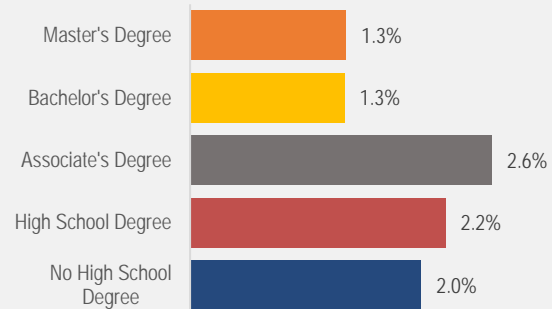
Share of Long-Term Unemployed Labor Force
(27+ weeks) in L.A. County



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

Exhibit 1-34

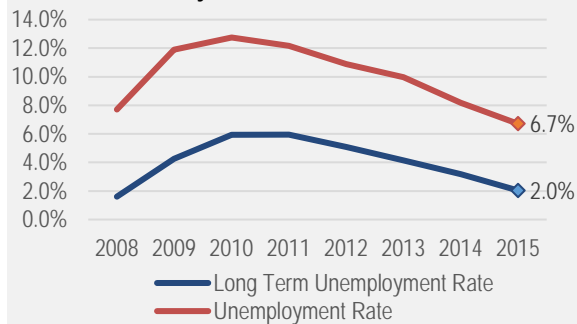
Long Term Unemployment Rate in L.A. County
by Highest Level of Education in 2015



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

Exhibit 1-32

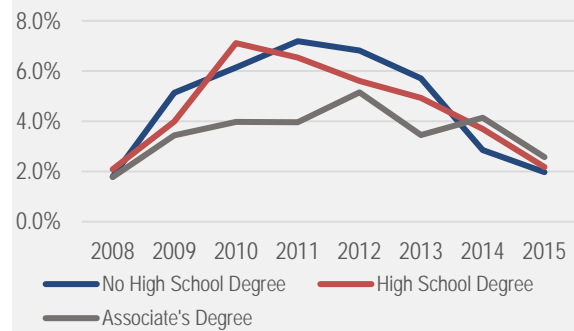
Unemployment and Long-Term Unemployment
Rates in L.A. County



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

Exhibit 1-35

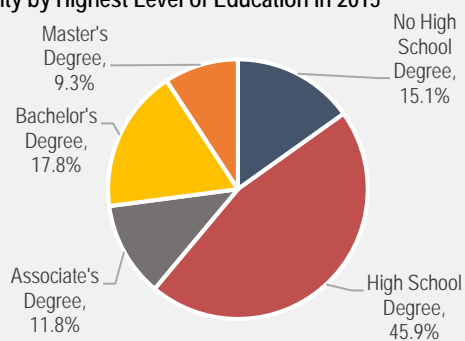
Long-Term Unemployment Rates in L.A.
County for Select Education Levels



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

Exhibit 1-33

Long Term Unemployed Labor Force in L.A.
County by Highest Level of Education in 2015



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

2 OCCUPATIONAL ANALYSIS

2.1 Manufacturing

Exhibit 2-1

Top Occupations in L.A. County's Manufacturing Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	51-2092	Team Assemblers	4.56%	13.07	27,180	11.54	24,010	7	None	MT OJT
2	51-1011	First-Line Supervisors of Production and Operating Workers	2.81%	27.99	58,230	25.36	52,740	7	<5 years	None
3	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2.63%	19.16	39,860	17.06	35,490	7	None	MT OJT
4	11-1021	General and Operations Managers	2.47%	62.25	129,480	50.74	105,530	3	≥5 years	None
5	51-9111	Packaging and Filling Machine Operators and Tenders	2.14%	13.55	28,180	11.55	24,020	7	None	MT OJT
6	51-4041	Machinists	2.12%	18.34	38,150	16.62	34,570	7	None	LT OJT
7	15-1133	Software Developers, Systems Software	1.89%	55.75	115,960	56.20	116,900	3	None	None
8	51-2022	Electrical and Electronic Equipment Assemblers	1.83%	16.17	33,640	14.81	30,810	7	None	MT OJT
9	43-5071	Shipping, Receiving, and Traffic Clerks	1.77%	14.82	30,830	13.73	28,570	7	None	ST OJT
10	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.62%	29.08	60,500	23.06	47,970	7	None	MT OJT
11	17-2112	Industrial Engineers	1.40%	49.51	102,970	47.45	98,700	3	None	None
12	11-3051	Industrial Production Managers	1.28%	51.45	107,020	45.05	93,710	3	≥5 years	None
13	51-4121	Welders, Cutters, Solderers, and Brazers	1.28%	19.28	40,090	17.47	36,340	7	None	MT OJT
14	43-4051	Customer Service Representatives	1.22%	18.48	38,430	17.07	35,510	7	None	ST OJT
15	43-9061	Office Clerks, General	1.18%	15.88	33,030	14.83	30,840	7	None	ST OJT
16	49-9071	Maintenance and Repair Workers, General	1.08%	21.34	44,400	19.82	41,230	7	None	LT OJT
17	15-1132	Software Developers, Applications	1.07%	53.07	110,380	52.66	109,540	3	None	None
18	43-5061	Production, Planning, and Expediting Clerks	1.03%	22.82	47,470	21.35	44,410	7	None	MT OJT
19	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	1.02%	33.98	70,680	32.51	67,630	3	None	LT OJT
20	17-2141	Mechanical Engineers	1.00%	47.82	99,470	45.83	95,330	3	None	None
21	11-9041	Architectural and Engineering Managers	0.98%	77.33	160,840	71.98	149,710	3	≥5 years	None
22	17-2072	Electronics Engineers, Except Computer	0.97%	57.93	120,500	56.82	118,190	3	None	None
23	43-3031	Bookkeeping, Accounting, and Auditing Clerks	0.96%	21.13	43,940	20.10	41,800	6	None	MT OJT
24	51-5112	Printing Press Operators	0.94%	17.14	35,650	15.19	31,600	7	None	MT OJT
25	49-9041	Industrial Machinery Mechanics	0.93%	29.55	61,470	28.79	59,870	7	None	LT OJT
26	17-2061	Computer Hardware Engineers	0.91%	53.68	111,650	52.58	109,370	3	None	None
27	13-2011	Accountants and Auditors	0.90%	37.94	78,910	34.66	72,090	3	None	None
28	51-3092	Food Batchmakers	0.89%	12.39	25,780	10.66	22,160	7	None	MT OJT
29	51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	0.86%	13.93	28,970	13.01	27,070	7	None	MT OJT
30	51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	0.84%	14.06	29,240	13.21	27,480	7	None	MT OJT
31	17-3023	Electrical and Electronics Engineering Technicians	0.80%	30.86	64,180	30.02	62,450	4	None	None

32	51-2099	Assemblers and Fabricators, All Other	0.80%	15.25	31,720	13.29	27,650	7	None	MT OJT
33	51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	0.79%	18.19	37,830	16.81	34,970	7	None	MT OJT
34	53-3032	Heavy and Tractor-Trailer Truck Drivers	0.79%	20.54	42,730	19.21	39,960	5	None	ST OJT
35	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.73%	19.31	40,160	18.38	38,240	7	None	ST OJT
36	13-1199	Business Operations Specialists, All Other	0.70%	36.53	75,990	34.27	71,290	3	None	None
37	17-2071	Electrical Engineers	0.69%	50.86	105,780	48.95	101,820	3	None	None
38	13-1161	Market Research Analysts and Marketing Specialists	0.67%	35	72,790	30.75	63,970	3	None	None
39	51-7011	Cabinetmakers and Bench Carpenters	0.64%	17.76	36,940	16.23	33,760	7	None	MT OJT
40	51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	0.63%	12.66	26,340	11.22	23,330	7	None	MT OJT
41	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	0.62%	41.19	85,670	34.82	72,430	3	None	MT OJT
42	51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0.62%	15.32	31,870	14.04	29,210	7	None	MT OJT
43	11-3021	Computer and Information Systems Managers	0.59%	73.47	152,820	68.87	143,250	3	≥5 years	None
44	11-2022	Sales Managers	0.54%	61.25	127,410	52.86	109,960	3	<5 years	None
45	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.54%	28.68	59,650	27.17	56,510	7	<5 years	None
46	51-9199	Production Workers, All Other	0.51%	13.52	28,120	10.06	20,930	7	None	MT OJT
47	17-2011	Aerospace Engineers	0.51%	61.36	127,630	61.29	127,490	3	None	None
48	51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	0.51%	14.94	31,070	13.63	28,350	7	None	MT OJT
49	51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	0.50%	19.19	39,920	17.96	37,350	7	None	MT OJT
50	11-3031	Financial Managers	0.50%	72.17	150,110	65.08	135,370	3	≥5 years	None

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

2.2 Construction

Exhibit 2-2

Top Occupations in L.A. County's Construction Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	47-2031	Carpenters	10.28%	25.74	53,530	23.80	49,510	7	None	APP
2	47-2111	Electricians	6.38%	29.84	62,080	30.07	62,540	7	None	APP
3	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	5.05%	36.93	76,820	35.84	74,550	7	≥5 years	None
4	47-2152	Plumbers, Pipefitters, and Steamfitters	4.60%	26.53	55,180	24.74	51,460	7	None	APP
5	11-9021	Construction Managers	3.48%	45.2	94,020	41.05	85,380	3	None	MT OJT
6	11-1021	General and Operations Managers	2.60%	62.25	129,480	50.74	105,530	3	≥5 years	None
7	43-9061	Office Clerks, General	2.50%	15.88	33,030	14.83	30,840	7	None	ST OJT
8	47-2073	Operating Engineers and Other Construction Equipment Operators	2.48%	35.73	74,330	37.42	77,840	7	None	MT OJT
9	13-1051	Cost Estimators	2.31%	31.81	66,160	29.08	60,480	3	None	None
10	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2.30%	25.76	53,580	25.09	52,180	5	None	LT OJT
11	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.91%	19.31	40,160	18.38	38,240	7	None	ST OJT
12	43-3031	Bookkeeping, Accounting, and Auditing Clerks	1.82%	21.13	43,940	20.10	41,800	6	None	MT OJT
13	41-3099	Sales Representatives, Services, All Other	1.75%	29.74	61,870	25.46	52,950	7	None	MT OJT
14	47-2211	Sheet Metal Workers	1.21%	29.16	60,660	28.34	58,940	7	None	APP
15	47-2221	Structural Iron and Steel Workers	0.78%	31.29	65,090	33.40	69,480	7	None	APP
16	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.75%	28.68	59,650	27.17	56,510	7	<5 years	None
17	51-4121	Welders, Cutters, Solderers, and Brazers	0.72%	19.28	40,090	17.47	36,340	7	None	MT OJT
18	47-2121	Glaziers	0.71%	30.21	62,830	28.34	58,950	7	None	APP
19	49-9052	Telecommunications Line Installers and Repairers	0.64%	28.95	60,210	32.22	67,020	7	None	LT OJT
20	49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	0.64%	26.93	56,020	26.83	55,810	5	None	MT OJT
21	53-3032	Heavy and Tractor-Trailer Truck Drivers	0.62%	20.54	42,730	19.21	39,960	5	None	ST OJT
22	47-2021	Brickmasons and Blockmasons	0.61%	28.64	59,580	28.61	59,510	7	None	APP
23	47-3013	Helpers--Electricians	0.60%	18.77	39,040	15.80	32,870	7	None	ST OJT
24	13-2011	Accountants and Auditors	0.58%	37.94	78,910	34.66	72,090	3	None	None
25	47-2171	Reinforcing Iron and Rebar Workers	0.55%	26.78	55,690	26.50	55,120	7	None	APP
26	17-2051	Civil Engineers	0.52%	48.45	100,780	48.87	101,640	3	None	None
27	43-4171	Receptionists and Information Clerks	0.50%	14.57	30,300	13.64	28,380	7	None	ST OJT
28	49-9099	Installation, Maintenance, and Repair Workers, All Other	0.44%	17.69	36,800	16.98	35,320	7	None	MT OJT
29	49-9071	Maintenance and Repair Workers, General	0.43%	21.34	44,400	19.82	41,230	7	None	LT OJT
30	43-6011	Executive Secretaries and Executive Administrative Assistants	0.43%	29.15	60,630	28.47	59,230	7	<5 years	None
31	47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	0.42%	15.29	31,810	14.59	30,340	7	None	ST OJT

32	43-5032	Dispatchers, Except Police, Fire, and Ambulance	0.42%	19.01	39,540	17.04	35,430	7	None	MT OJT
33	43-3051	Payroll and Timekeeping Clerks	0.41%	21.88	45,510	21.70	45,140	7	None	MT OJT
34	49-2098	Security and Fire Alarm Systems Installers	0.40%	22.38	46,550	22.65	47,110	7	None	MT OJT
35	13-1199	Business Operations Specialists, All Other	0.39%	36.53	75,990	34.27	71,290	3	None	None
36	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	0.36%	36.01	74,910	34.95	72,710	7	<5 years	None
37	11-3031	Financial Managers	0.32%	72.17	150,110	65.08	135,370	3	≥5 years	None
38	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.31%	33.98	70,680	32.51	67,630	3	None	LT OJT
39	49-9051	Electrical Power-Line Installers and Repairers	0.28%	46.79	97,330	49.85	103,690	7	None	LT OJT
40	49-9098	Helpers--Installation, Maintenance, and Repair Workers	0.26%	14.83	30,850	13.85	28,810	7	None	ST OJT
41	17-3011	Architectural and Civil Drafters	0.25%	28.34	58,940	27.67	57,540	4	None	None
42	47-4021	Elevator Installers and Repairers	0.23%	37.82	78,660	41.97	87,290	7	None	APP
43	53-3033	Light Truck or Delivery Services Drivers	0.22%	17.16	35,690	14.21	29,550	7	None	ST OJT
44	43-5061	Production, Planning, and Expediting Clerks	0.22%	22.82	47,470	21.35	44,410	7	None	MT OJT
45	47-4099	Construction and Related Workers, All Other	0.22%	22.38	46,560	21.49	44,690	7	None	MT OJT
46	47-2022	Stonemasons	0.21%	15.55	32,340	12.74	26,510	7	None	APP
47	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	0.19%	13.89	28,890	12.77	26,560	8	None	ST OJT
48	37-3011	Landscaping and Groundskeeping Workers	0.19%	14.45	30,050	12.34	25,680	8	None	ST OJT
49	11-1011	Chief Executives	0.19%	104.04	216,400	#	#	3	≥5 years	None
50	49-3042	Mobile Heavy Equipment Mechanics, Except Engines	0.18%	30.71	63,890	29.09	60,520	7	None	LT OJT

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

2.3 Health Care

Exhibit 2-3

Top Occupations in L.A. County's Health Care Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	29-1141	Registered Nurses	12.9%	46.61	96,960	47.30	98,380	3	None	None
2	39-9021	Personal Care Aides	15.1%	11.35	23,610	9.99	20,790	8	None	ST OJT
3	31-1014	Nursing Assistants	15.0%	14.67	30,500	13.88	28,870	5	None	None
4	31-9092	Medical Assistants	15.9%	16.39	34,100	15.71	32,680	5	None	None
5	43-6013	Medical Secretaries	15.1%	17.94	37,310	17.24	35,870	7	None	MT OJT
6	29-2061	Licensed Practical and Licensed Vocational Nurses	18.1%	23.86	49,630	23.73	49,360	5	None	None
7	31-9091	Dental Assistants	16.8%	18.31	38,080	17.47	36,340	5	None	None
8	43-4171	Receptionists and Information Clerks	13.6%	14.57	30,300	13.64	28,380	7	None	ST OJT
9	43-9061	Office Clerks, General	11.5%	15.88	33,030	14.83	30,840	7	None	ST OJT
10	25-2011	Preschool Teachers, Except Special Education	11.3%	15.65	32,550	14.28	29,700	4	None	None
11	31-1011	Home Health Aides	10.8%	13.96	29,040	11.32	23,540	8	None	ST OJT
12	21-1093	Social and Human Service Assistants	11.0%	21.59	44,900	19.40	40,360	7	None	ST OJT
13	43-1011	First-Line Supervisors of Office and Administrative Support Workers	10.3%	28.68	59,650	27.17	56,510	7	<5 years	None
14	37-2012	Maids and Housekeeping Cleaners	11.0%	12.64	26,300	11.26	23,410	8	None	ST OJT
15	11-9111	Medical and Health Services Managers	13.1%	57.22	119,030	55.44	115,310	3	<5 years	None
16	39-9011	Childcare Workers	13.0%	12.06	25,080	11.35	23,600	7	None	ST OJT
17	29-2021	Dental Hygienists	12.7%	46.69	97,120	49.93	103,860	4	None	None
18	43-3021	Billing and Posting Clerks	12.5%	17.91	37,240	17.24	35,860	7	None	MT OJT
19	29-1123	Physical Therapists	11.8%	44.29	92,120	44.62	92,810	1	None	None
20	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	12.6%	19.31	40,160	18.38	38,240	7	None	ST OJT
21	29-2012	Medical and Clinical Laboratory Technicians	13.0%	21.65	45,030	19.90	41,400	4	None	None
22	29-2034	Radiologic Technologists	12.9%	33.94	70,590	34.12	70,960	4	None	None
23	29-2041	Emergency Medical Technicians and Paramedics	12.8%	17.3	35,980	14.32	29,780	5	None	None
24	29-2071	Medical Records and Health Information Technicians	13.5%	22.76	47,330	20.47	42,580	5	None	None
25	29-1062	Family and General Practitioners	13.5%	88.32	183,710	79.52	165,400	1	None	I/R
26	21-1021	Child, Family, and School Social Workers	15.7%	27.91	58,050	25.52	53,090	3	None	None
27	29-1126	Respiratory Therapists	15.9%	35.99	74,850	35.98	74,830	4	None	None
28	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	16.2%	13.89	28,890	12.77	26,560	8	None	ST OJT
29	11-1021	General and Operations Managers	16.3%	62.25	129,480	50.74	105,530	3	≥5 years	None
30	43-4051	Customer Service Representatives	15.8%	18.48	38,430	17.07	35,510	7	None	ST OJT
31	29-1021	Dentists, General	15.4%	83.24	173,150	75.82	157,700	1	None	None
32	29-2099	Health Technologists and Technicians, All Other	15.4%	23.11	48,080	21.51	44,730	7	None	None
33	31-9097	Phlebotomists	15.4%	18.43	38,330	17.73	36,880	5	None	None
34	21-1022	Healthcare Social Workers	15.3%	32.86	68,360	31.56	65,640	2	None	None
35	29-1051	Pharmacists	15.4%	64.6	134,380	67.42	140,240	1	None	None
36	35-2012	Cooks, Institution and Cafeteria	15.9%	14.5	30,160	13.92	28,950	8	None	ST OJT
37	35-3041	Food Servers, Nonrestaurant	15.8%	14.27	29,680	11.82	24,580	8	None	ST OJT
38	13-1199	Business Operations Specialists, All Other	16.8%	36.53	75,990	34.27	71,290	3	None	None

39	43-3031	Bookkeeping, Accounting, and Auditing Clerks	16.5%	21.13	43,940	20.10	41,800	6	None	MT OJT
40	21-1015	Rehabilitation Counselors	16.7%	15.93	33,130	13.63	28,350	2	None	None
41	21-1014	Mental Health Counselors	16.9%	26.12	54,330	22.67	47,150	2	None	I/R
42	29-1171	Nurse Practitioners	16.6%	58.71	122,120	58.03	120,700	2	None	None
43	29-2055	Surgical Technologists	16.1%	27.22	56,610	27.17	56,510	5	None	None
44	29-2011	Medical and Clinical Laboratory Technologists	16.6%	40.17	83,560	40.54	84,310	3	None	None
45	11-9151	Social and Community Service Managers	16.5%	38.21	79,470	34.92	72,640	3	≥5 years	None
46	43-4111	Interviewers, Except Eligibility and Loan	16.4%	17.83	37,090	17.16	35,700	7	None	ST OJT
47	29-1122	Occupational Therapists	16.2%	41.89	87,140	43.70	90,890	2	None	None
48	29-2052	Pharmacy Technicians	16.6%	18.73	38,960	17.98	37,390	7	None	MT OJT
49	19-3031	Clinical, Counseling, and School Psychologists	16.6%	38.6	80,300	37.92	78,870	1	None	I/R
50	49-9071	Maintenance and Repair Workers, General	15.9%	21.34	44,400	19.82	41,230	7	None	LT OJT

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

2.4 Accommodation and Food Services

Exhibit 2-4

Top Occupations in L.A. County's Accommodation and Food Services Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	4.8%	16.61	34,560	15.19	31,590	7	<5 years	None
2	11-9051	Food Service Managers	2.1%	23.5	48,890	20.62	42,890	7	<5 years	None
3	43-4081	Hotel, Motel, and Resort Desk Clerks	1.6%	12.37	25,730	11.43	23,780	7	None	ST OJT
4	35-1011	Chefs and Head Cooks	1.1%	19.59	40,740	17.34	36,070	7	≥5 years	None
5	11-1021	General and Operations Managers	0.8%	62.25	129,480	50.74	105,530	3	≥5 years	None
6	53-3031	Driver/Sales Workers	0.7%	14.26	29,650	11.68	24,300	7	None	ST OJT
7	49-9071	Maintenance and Repair Workers, General	0.6%	21.34	44,400	19.82	41,230	7	None	LT OJT
8	33-9032	Security Guards	0.5%	12.83	26,690	11.41	23,730	7	None	ST OJT
9	43-3031	Bookkeeping, Accounting, and Auditing Clerks	0.4%	21.13	43,940	20.10	41,800	6	None	MT OJT
10	11-9081	Lodging Managers	0.3%	28.81	59,930	24.59	51,140	7	<5 years	None
11	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	0.3%	21.57	44,870	20.77	43,190	7	<5 years	None
12	43-9061	Office Clerks, General	0.2%	15.88	33,030	14.83	30,840	7	None	ST OJT
13	39-6011	Baggage Porters and Bellhops	0.2%	13.24	27,530	11.68	24,300	7	None	ST OJT
14	39-3011	Gaming Dealers	0.2%	13.21	27,470	11.97	24,890	7	None	ST OJT
15	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.2%	28.68	59,650	27.17	56,510	7	<5 years	None
16	41-3099	Sales Representatives, Services, All Other	0.2%	29.74	61,870	25.46	52,950	7	None	MT OJT
17	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.2%	19.31	40,160	18.38	38,240	7	None	ST OJT
18	13-1121	Meeting, Convention, and Event Planners	0.1%	26.88	55,900	25.12	52,260	3	None	None
19	31-9011	Massage Therapists	0.1%	20.1	41,800	19.58	40,720	5	None	None
20	43-4051	Customer Service Representatives	0.1%	18.48	38,430	17.07	35,510	7	None	ST OJT
21	13-2011	Accountants and Auditors	0.1%	37.94	78,910	34.66	72,090	3	None	None
22	39-6012	Concierges	0.1%	15.64	32,530	15.84	32,940	7	None	MT OJT
23	53-3033	Light Truck or Delivery Services Drivers	0.1%	17.16	35,690	14.21	29,550	7	None	ST OJT
24	43-2011	Switchboard Operators, Including Answering Service	0.1%	15.65	32,550	14.35	29,850	7	None	ST OJT
25	11-2022	Sales Managers	0.1%	61.25	127,410	52.86	109,960	3	<5 years	None
26	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	0.1%	36.01	74,910	34.95	72,710	7	<5 years	None
27	11-3031	Financial Managers	0.1%	72.17	150,110	65.08	135,370	3	≥5 years	None
28	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	0.1%	19.05	39,620	19.43	40,410	7	None	ST OJT
29	41-1011	First-Line Supervisors of Retail Sales Workers	0.1%	20.71	43,080	18.36	38,180	7	<5 years	None
30	39-9032	Recreation Workers	0.1%	13.26	27,580	12.57	26,140	7	None	ST OJT
31	43-4171	Receptionists and Information Clerks	0.1%	14.57	30,300	13.64	28,380	7	None	ST OJT
32	13-1071	Human Resources Specialists	0.1%	34.34	71,430	31.14	64,770	3	None	None
33	11-3011	Administrative Services Managers	0.1%	48.61	101,110	43.82	91,140	3	<5 years	None
34	43-3051	Payroll and Timekeeping Clerks	0.0%	21.88	45,510	21.70	45,140	7	None	MT OJT
35	43-6011	Executive Secretaries and Executive Administrative Assistants	0.0%	29.15	60,630	28.47	59,230	7	<5 years	None

36	39-3093	Locker Room, Coatroom, and Dressing Room Attendants	0.0%	14.31	29,770	15.01	31,230	7	None	ST OJT
37	13-1199	Business Operations Specialists, All Other	0.0%	36.53	75,990	34.27	71,290	3	None	None
38	43-3021	Billing and Posting Clerks	0.0%	17.91	37,240	17.24	35,860	7	None	MT OJT
39	51-3093	Food Cooking Machine Operators and Tenders	0.0%	12.02	25,000	10.05	20,910	7	None	MT OJT
40	43-5071	Shipping, Receiving, and Traffic Clerks	0.0%	14.82	30,830	13.73	28,570	7	None	ST OJT
41	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.0%	33.98	70,680	32.51	67,630	3	None	LT OJT
42	49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	0.0%	17.82	37,070	15.73	32,730	7	None	ST OJT
43	39-9031	Fitness Trainers and Aerobics Instructors	0.0%	24.5	50,970	23.99	49,910	7	None	ST OJT
44	43-3041	Gaming Cage Workers	0.0%	15.25	31,730	13.05	27,130	7	None	ST OJT
45	11-9199	Managers, All Other	0.0%	62.53	130,060	58.11	120,860	3	<5 years	None
46	13-1161	Market Research Analysts and Marketing Specialists	0.0%	35	72,790	30.75	63,970	3	None	None
47	39-1021	First-Line Supervisors of Personal Service Workers	0.0%	22.43	46,660	20.38	42,390	7	<5 years	None
48	39-5094	Skincare Specialists	0.0%	17.65	36,700	16.56	34,450	5	None	None
49	11-3121	Human Resources Managers	0.0%	60.44	125,710	56.40	117,320	3	≥5 years	None
50	43-4161	Human Resources Assistants, Except Payroll and Timekeeping	0.0%	21.29	44,270	20.67	42,990	4	None	None

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

2.5 Transportation and Warehousing

Exhibit 2-5

Top Occupations in L.A. County's Transportation and Warehousing Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	53-3032	Heavy and Tractor-Trailer Truck Drivers	14.57%	20.54	42,730	19.21	39,960	5	None	ST OJT
2	43-5052	Postal Service Mail Carriers	6.17%	25.56	53,160	28.50	59,290	7	None	ST OJT
3	53-3033	Light Truck or Delivery Services Drivers	4.99%	17.16	35,690	14.21	29,550	7	None	ST OJT
4	53-3022	Bus Drivers, School or Special Client	2.63%	14.51	30,180	13.64	28,370	7	None	ST OJT
5	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	2.44%	19.05	39,620	19.43	40,410	7	None	ST OJT
6	43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	2.44%	24.15	50,230	26.78	55,700	7	None	ST OJT
7	43-5011	Cargo and Freight Agents	2.12%	22.54	46,880	20.52	42,690	7	None	ST OJT
8	43-5032	Dispatchers, Except Police, Fire, and Ambulance	1.93%	19.01	39,540	17.04	35,430	7	None	MT OJT
9	43-5071	Shipping, Receiving, and Traffic Clerks	1.84%	14.82	30,830	13.73	28,570	7	None	ST OJT
10	53-3021	Bus Drivers, Transit and Intercity	1.69%	18.84	39,190	18.69	38,880	7	None	MT OJT
11	43-1011	First-Line Supervisors of Office and Administrative Support Workers	1.65%	28.68	59,650	27.17	56,510	7	<5 years	None
12	53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	1.61%	31.08	64,640	30.00	62,400	7	<5 years	None
13	49-3011	Aircraft Mechanics and Service Technicians	1.50%	31.27	65,050	32.09	66,750	5	None	None
14	11-1021	General and Operations Managers	1.47%	62.25	129,480	50.74	105,530	3	≥5 years	None
15	43-5051	Postal Service Clerks	1.38%	25.95	53,980	27.31	56,800	7	None	ST OJT
16	43-4051	Customer Service Representatives	1.37%	18.48	38,430	17.07	35,510	7	None	ST OJT
17	53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	1.31%	23.75	49,400	21.57	44,870	7	<5 years	None
18	43-9061	Office Clerks, General	1.21%	15.88	33,030	14.83	30,840	7	None	ST OJT
19	41-3099	Sales Representatives, Services, All Other	1.02%	29.74	61,870	25.46	52,950	7	None	MT OJT
20	49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1.02%	25.71	53,480	26.45	55,020	7	None	LT OJT
21	11-3071	Transportation, Storage, and Distribution Managers	0.94%	46.21	96,110	41.06	85,400	7	≥5 years	None
22	43-5021	Couriers and Messengers	0.93%	15.97	33,220	15.39	32,020	7	None	ST OJT
23	43-3031	Bookkeeping, Accounting, and Auditing Clerks	0.80%	21.13	43,940	20.10	41,800	6	None	MT OJT
24	49-9071	Maintenance and Repair Workers, General	0.80%	21.34	44,400	19.82	41,230	7	None	LT OJT
25	53-6099	Transportation Workers, All Other	0.79%	18.01	37,460	18.30	38,060	7	None	ST OJT
26	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.64%	19.31	40,160	18.38	38,240	7	None	ST OJT
27	53-6061	Transportation Attendants, Except Flight Attendants	0.56%	13.39	27,850	12.46	25,920	7	None	ST OJT
28	43-5061	Production, Planning, and Expediting Clerks	0.52%	22.82	47,470	21.35	44,410	7	None	MT OJT
29	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	0.44%	36.01	74,910	34.95	72,710	7	<5 years	None

30	43-3021	Billing and Posting Clerks	0.38%	17.91	37,240	17.24	35,860	7	None	MT OJT
31	13-1199	Business Operations Specialists, All Other	0.35%	36.53	75,990	34.27	71,290	3	None	None
32	43-4151	Order Clerks	0.33%	16.21	33,720	14.98	31,170	7	None	ST OJT
33	53-3031	Driver/Sales Workers	0.32%	14.26	29,650	11.68	24,300	7	None	ST OJT
34	13-2011	Accountants and Auditors	0.27%	37.94	78,910	34.66	72,090	3	None	None
35	39-6011	Baggage Porters and Bellhops	0.25%	13.24	27,530	11.68	24,300	7	None	ST OJT
36	53-5021	Captains, Mates, and Pilots of Water Vessels	0.24%	32.43	67,450	30.15	62,710	5	<5 years	None
37	33-9032	Security Guards	0.23%	12.83	26,690	11.41	23,730	7	None	ST OJT
38	11-2022	Sales Managers	0.22%	61.25	127,410	52.86	109,960	3	<5 years	None
39	11-3011	Administrative Services Managers	0.21%	48.61	101,110	43.82	91,140	3	<5 years	None
40	49-3023	Automotive Service Technicians and Mechanics	0.20%	19.33	40,210	17.07	35,500	5	None	ST OJT
41	43-9021	Data Entry Keyers	0.18%	14.93	31,050	14.11	29,350	7	None	MT OJT
42	49-2091	Avionics Technicians	0.18%	31.94	66,440	32.17	66,910	4	None	None
43	43-4171	Receptionists and Information Clerks	0.17%	14.57	30,300	13.64	28,380	7	None	ST OJT
44	49-9098	Helpers--Installation, Maintenance, and Repair Workers	0.17%	14.83	30,850	13.85	28,810	7	None	ST OJT
45	53-6051	Transportation Inspectors	0.17%	35.75	74,360	33.60	69,880	7	None	MT OJT
46	51-9111	Packaging and Filling Machine Operators and Tenders	0.16%	13.55	28,180	11.55	24,020	7	None	MT OJT
47	13-1071	Human Resources Specialists	0.15%	34.34	71,430	31.14	64,770	3	None	None
48	43-4071	File Clerks	0.15%	15.24	31,690	14.14	29,420	7	None	ST OJT
49	53-1011	Aircraft Cargo Handling Supervisors	0.15%	26.74	55,620	26.51	55,140	7	<5 years	None
50	43-3011	Bill and Account Collectors	0.14%	19.85	41,280	18.35	38,180	7	None	MT OJT

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

2.6 Information Technology

Exhibit 2-6

Top Occupations in L.A. County's Information Technology Sector

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	15-1132	Software Developers, Applications	6.82%	53.07	110,380	52.66	109,540	3	None	None
2	15-1133	Software Developers, Systems Software	4.19%	55.75	115,960	56.20	116,900	3	None	None
3	11-1021	General and Operations Managers	2.83%	62.25	129,480	50.74	105,530	3	≥5 years	None
4	13-1161	Market Research Analysts and Marketing Specialists	2.74%	35.00	72,790	30.75	63,970	3	None	None
5	41-3099	Sales Representatives, Services, All Other	2.47%	29.74	61,870	25.46	52,950	7	None	MT OJT
6	15-1121	Computer Systems Analysts	2.45%	45.58	94,800	44.78	93,150	3	None	None
7	43-4051	Customer Service Representatives	2.24%	18.48	38,430	17.07	35,510	7	None	ST OJT
8	13-1111	Management Analysts	2.19%	47.54	98,880	42.07	87,510	3	<5 years	None
9	11-3021	Computer and Information Systems Managers	2.04%	73.47	152,820	68.87	143,250	3	≥5 years	None
10	15-1151	Computer User Support Specialists	1.93%	27.56	57,320	26.55	55,230	6	None	None
11	13-1199	Business Operations Specialists, All Other	1.87%	36.53	75,990	34.27	71,290	3	None	None
12	43-9061	Office Clerks, General	1.86%	15.88	33,030	14.83	30,840	7	None	ST OJT
13	15-1131	Computer Programmers	1.66%	45.98	95,650	45.10	93,800	3	None	None
14	13-2011	Accountants and Auditors	1.54%	37.94	78,910	34.66	72,090	3	None	None
15	17-2061	Computer Hardware Engineers	1.49%	53.68	111,650	52.58	109,370	3	None	None
16	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.47%	19.31	40,160	18.38	38,240	7	None	ST OJT
17	49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	1.40%	26.93	56,020	26.83	55,810	5	None	MT OJT
18	15-1142	Network and Computer Systems Administrators	1.27%	40.78	84,820	39.76	82,700	3	None	None
19	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	1.26%	41.19	85,670	34.82	72,430	3	None	MT OJT
20	43-6011	Executive Secretaries and Executive Administrative Assistants	1.25%	29.15	60,630	28.47	59,230	7	<5 years	None
21	27-2012	Producers and Directors	1.22%	65.22	135,650	46.20	96,100	3	<5 years	None
22	43-3031	Bookkeeping, Accounting, and Auditing Clerks	1.18%	21.13	43,940	20.10	41,800	6	None	MT OJT
23	17-2072	Electronics Engineers, Except Computer	1.17%	57.93	120,500	56.82	118,190	3	None	None
24	51-2022	Electrical and Electronic Equipment Assemblers	1.15%	16.17	33,640	14.81	30,810	7	None	MT OJT
25	27-1024	Graphic Designers	1.03%	28.21	58,670	25.07	52,140	3	None	None
26	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.96%	28.68	59,650	27.17	56,510	7	<5 years	None
27	15-1134	Web Developers	0.93%	33.85	70,410	31.16	64,820	4	None	None
28	11-2021	Marketing Managers	0.93%	70.61	146,860	66.87	139,080	3	≥5 years	None
29	11-9041	Architectural and Engineering Managers	0.90%	77.33	160,840	71.98	149,710	3	≥5 years	None
30	43-5071	Shipping, Receiving, and Traffic Clerks	0.89%	14.82	30,830	13.73	28,570	7	None	ST OJT
31	43-5061	Production, Planning, and Expediting Clerks	0.88%	22.82	47,470	21.35	44,410	7	None	MT OJT
32	11-2022	Sales Managers	0.86%	61.25	127,410	52.86	109,960	3	<5 years	None
33	13-1071	Human Resources Specialists	0.80%	34.34	71,430	31.14	64,770	3	None	None

34	17-3023	Electrical and Electronics Engineering Technicians	0.78%	30.86	64,180	30.02	62,450	4	None	None
35	17-2071	Electrical Engineers	0.78%	50.86	105,780	48.95	101,820	3	None	None
36	11-3031	Financial Managers	0.74%	72.17	150,110	65.08	135,370	3	≥5 years	None
37	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	0.73%	29.08	60,500	23.06	47,970	7	None	MT OJT
38	51-2092	Team Assemblers	0.73%	13.07	27,180	11.54	24,010	7	None	MT OJT
39	41-3011	Advertising Sales Agents	0.71%	35.60	74,040	30.48	63,400	7	None	MT OJT
40	51-5112	Printing Press Operators	0.69%	17.14	35,650	15.19	31,600	7	None	MT OJT
41	15-1199	Computer Occupations, All Other	0.69%	38.22	79,490	36.11	75,120	3	None	None
42	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	0.67%	19.16	39,860	17.06	35,490	7	None	MT OJT
43	27-4032	Film and Video Editors	0.65%	54.07	112,460	45.26	94,130	3	None	None
44	15-1152	Computer Network Support Specialists	0.63%	35.69	74,230	34.26	71,260	4	None	None
45	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.63%	33.98	70,680	32.51	67,630	3	None	LT OJT
46	15-1143	Computer Network Architects	0.61%	57.83	120,290	57.68	119,980	3	≥5 years	None
47	31-9096	Veterinary Assistants and Laboratory Animal Caretakers	0.60%	13.86	28,820	13.07	27,190	7	None	ST OJT
48	13-2051	Financial Analysts	0.59%	44.72	93,010	41.53	86,390	3	None	None
49	17-2112	Industrial Engineers	0.57%	49.51	102,970	47.45	98,700	3	None	None
50	27-3031	Public Relations Specialists	0.56%	35.12	73,050	29.21	60,760	3	None	None

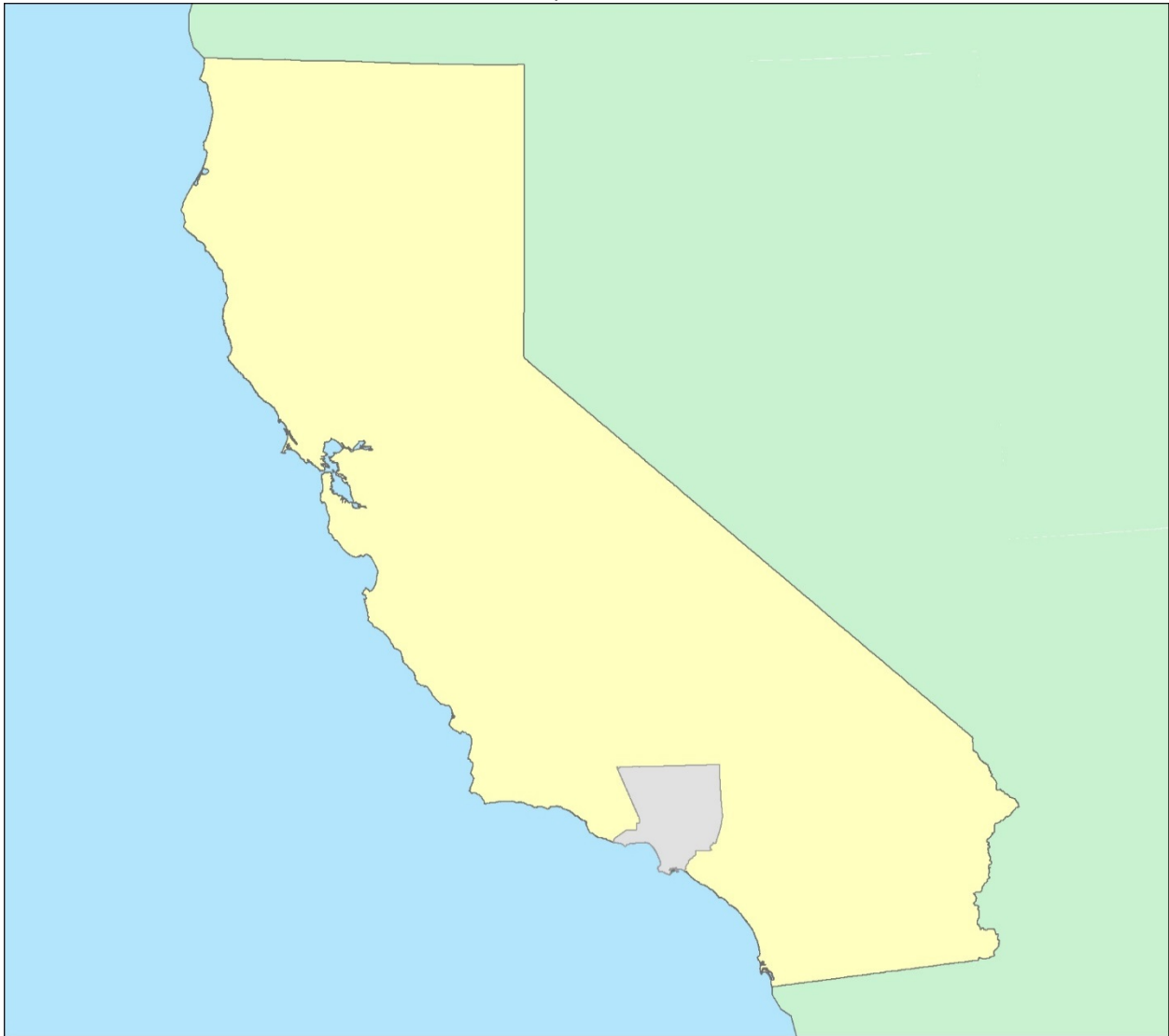
Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

Regional Planning Unit Summary: Los Angeles Basin

Employment Development Department, Labor Market Information Division

Revised September 1, 2016



Los Angeles County

Regional Planning Unit: Los Angeles Basin

Local Workforce Development Areas: Foothill Consortium, Los Angeles City/County, Pacific Gateway Workforce Investment Network, South Bay Consortium, (SELACO) Southeast Los Angeles County Consortium, and Verdugo Consortium
County: Los Angeles

Labor Market Profile

	May 2016	May 2015	Change	Percent
Labor Market	4,990,800	5,028,100	-37,300	-0.7%
Employed	4,777,200	4,684,200	93,000	2.0%
Unemployed	213,600	343,900	-130,300	-37.9%
Unemployment Rate	4.3%	6.8%	-2.6%	-

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to rounding.

Unemployment Insurance Claims

Unemployment Insurance Claims data is available by county [here](#).

Source: Employment Development Department, Unemployment Insurance Division.

Commute Patterns

Living and Employed in the Area	Inflow	Outflow
2,942,194	925,915	703,156

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014).

Regional Economic Growth

Major Industry Sector	May 2016 (preliminary)	May 2012	Change	Percent	Location Quotient
Total All Industries	4,373,200	4,051,600	321,600	7.9%	-
Total Farm	5,300	5,900	-600	-10.2%	0.0
Total Nonfarm	4,367,900	4,045,700	322,200	8.0%	1.0
Mining and Logging	3,500	4,200	-700	-16.7%	0.5
Construction	130,500	108,000	22,500	20.8%	0.7
Manufacturing	354,300	368,300	-14,000	-3.8%	1.1
Trade, Transportation and Utilities	822,900	761,900	61,000	8.0%	1.1
Information	207,400	189,600	17,800	9.4%	1.6
Financial Activities	219,000	212,100	6,900	3.3%	1.0
Professional and Business Services	606,800	565,600	41,200	7.3%	0.9
Educational and Health Services	777,100	703,100	74,000	10.5%	1.2
Leisure and Hospitality	510,200	418,700	91,500	21.9%	1.0
Other Services	154,300	142,600	11,700	8.2%	1.1
Government	581,900	571,600	10,300	1.8%	0.9

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to suppression. Location quotients (LQs) are calculated by first dividing RPU industry employment by the all industry total of RPU employment. Second, California industry employment is divided by the all industry total for California. Finally, the RPU ratio (first calculation) is divided by the California ratio (second calculation). If an LQ is equal to 1, then the industry has the same share of RPU employment as it does in California. An LQ greater than 1 indicates an industry with a greater share of RPU employment than is the case statewide.

Demand Industry Sectors

Top Demand Industry Sub Sector	Total Projected Job Openings 2012-2022	Location Quotient
Restaurants and Other Eating Places	162,502	1.0
Individual and Family Services	111,070	1.4
Elementary and Secondary Schools	64,054	0.9
Employment Services	46,154	1.1
Colleges, Universities, and Professional Schools	43,024	1.1
Motion Picture and Video Industries	38,560	3.2
Management, Scientific, and Technical Consulting Services	37,758	1.0
General Medical and Surgical Hospitals	35,715	1.1
Grocery Stores	32,266	1.0
Other General Merchandise Stores	29,729	0.9

Source: Employment Development Department, Labor Market Information Division.

Data Note: Total projected job openings are the sum of new and replacement job openings.

Emergent Industry Sectors

Top Emergent Industry Sub Sector	Numeric Change 2012-2022	Percent Change	Location Quotient
Other Information Services	7,210	78.9%	0.6
Electronic Shopping and Mail Order Houses	5,420	75.8%	1.0
Wired Telecommunications Carriers	9,890	75.6%	1.2
Other General Merchandise Stores	19,480	62.2%	0.9
Individual and Family Services	95,280	60.6%	1.4
Management, Scientific, and Technical Consulting Services	28,350	60.5%	1.0
Home Health Care Services	11,880	52.8%	1.1
Software Publishers	2,800	51.3%	0.4
Taxi and Limousine Service	1,140	50.0%	1.1
Outpatient Care Centers	11,350	49.2%	0.9

Source: Employment Development Department, Labor Market Information Division.

Data Note: Emergent industry sectors are industries with the highest levels of growth as measured by percent change.

Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Top 25 Middle-Skill, Middle-Wage or Higher Occupations	Total Projected Job Openings 2012-2022	HWOL Job Ads	Median Annual Wage 2016 1st Quarter
Registered Nurses	23,591	11,315	\$99,805
Licensed Practical and Licensed Vocational Nurses	10,302	2,066	\$50,077
Medical Assistants	9,095	1,892	\$33,325
Heavy and Tractor-Trailer Truck Drivers	8,200	5,673	\$40,713
Computer User Support Specialists	5,410	3,801	\$56,028
Dental Assistants	3,671	1,406	\$37,060
Telecommunications Equipment Installers and Repairers, Except Line Installers	3,312	349	\$56,441
Medical and Clinical Laboratory Technicians	2,950	156	\$41,995
Paralegals and Legal Assistants	2,859	1,534	\$58,047
Web Developers	2,644	4,740	\$65,759
Firefighters	2,518	24	\$76,834
Dental Hygienists	2,515	215	\$105,358
First-Line Supervisors of Production and Operating Workers	2,187	2,564	\$53,828
Medical Records and Health Information Technicians	2,030	1,038	\$43,199
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,019	600	\$52,764
Audio and Video Equipment Technicians	1,605	456	\$51,785
Aircraft Mechanics and Service Technicians	1,538	76	\$67,505
Phlebotomists	1,359	141	\$37,610
Library Technicians	1,276	30	\$41,759
Respiratory Therapists	1,188	145	\$75,911
Radiologic Technologists	1,184	312	\$71,990
Massage Therapists	1,090	480	\$41,529
Surgical Technologists	854	380	\$57,329
Electrical and Electronics Engineering Technicians	725	399	\$63,351
Computer Network Support Specialists	679	55	\$72,289

Source: Employment Development Department, Labor Market Information Division; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending June 21, 2016.

Data Note: Middle-skill occupations typically require more than a high school diploma but less than a Bachelor's degree. Middle-wage occupations make at least 80 percent of the area's median annual wage (\$39,248).

Demographic Data

Age	Population	Percent Share of Total Population
Under 5 Years	644,638	6.5%
5 to 9 Years	629,141	6.3%
10 to 14 Years	651,107	6.5%
15 to 17 Years	422,714	4.2%
18 and 19 Years	292,037	2.9%
20 Years	158,709	1.6%
21 Years	158,887	1.6%
22 to 24 Years	459,224	4.6%
25 to 29 Years	783,815	7.9%
30 to 34 Years	738,318	7.4%
35 to 39 Years	699,471	7.0%
40 to 44 Years	719,924	7.2%
45 to 49 Years	700,782	7.0%
50 to 54 Years	678,968	6.8%
55 to 59 Years	596,246	6.0%
60 and 61 Years	210,848	2.1%
62 to 64 Years	279,481	2.8%
65 and 66 Years	163,553	1.6%
67 to 69 Years	199,916	2.0%
70 to 74 Years	264,639	2.7%
75 to 79 Years	200,867	2.0%
80 to 84 Years	156,022	1.6%
85 Years and Older	164,896	1.7%
Total	9,974,203	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Gender	Population
Male	4,913,688
Female	5,060,515
Total	9,974,203

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Median Household Income by County	Median Household Income
Los Angeles	\$55,870

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Poverty Status	Population	Percentage
Income in the Past 12 Months Below Poverty Level	1,805,868	18.4%
Income in the Past 12 at or Above Poverty Level	8,013,529	81.6%
Total	9,819,397	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Race	Population	Percentage
Hispanic or Latino	4,800,491	100.0%
White Alone	2,617,668	54.5%
Black or African American Alone	30,121	0.6%
American Indian and Alaska Native Alone	36,202	0.8%
Asian Alone	17,016	0.4%
Native Hawaiian and Other Pacific Islander Alone	2,153	0.0%
Some Other Race Alone	1,925,133	40.1%
Two or More Races	172,198	3.6%
Non-Hispanic or Latino	5,173,712	100.0%
White Alone	2,711,665	52.4%
Black or African American Alone	802,132	15.5%
American Indian and Alaska Native Alone	18,207	0.4%
Asian Alone	1,377,333	26.6%
Native Hawaiian and Other Pacific Islander Alone	23,921	0.5%
Some Other Race Alone	24,807	0.5%
Two or More Races	215,647	4.2%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Native and Foreign Born	Population	Percentage
Native	6,489,853	65.1%
Foreign Born	3,484,350	34.9%
Total	9,974,203	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

English Learners	Population	Percentage
Speaks English Less Than "Very Well"	2,407,270	25.8%
Speaks English "Very Well"	2,890,179	31.0%
Speaks Only English	4,032,116	43.2%
Total	9,329,565	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Veteran Status	Population	Percentage
Male Veterans	297,686	93.8%
Female Veterans	19,821	6.2%
Total	317,507	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Disability Status	Population	Percentage
With Any Disability	947,099	9.6%
No Disability	8,955,704	90.4%
Total	9,902,803	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	4,552,326	57.5%
Unemployed	564,669	7.1%
Not in labor force	2,796,585	35.3%
Total	7,913,580	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Individuals with Barriers to Employment	Total
Ethnic Minorities	7,262,538
Households with Cash Public Assistance or Food Stamps	318,788
Population 18 and Over with Less Than a 9th Grade Level Education	916,547
Single Parent Households	732,397
Speak English Less Than "Very Well"	2,407,270
Youth Ages 10 to 24	2,142,678

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	430,302	11.6%	486,245	12.4%
9th to 12th grade, no diploma	410,731	11.1%	368,103	9.4%
High school graduate (includes equivalency)	817,999	22.0%	814,916	20.8%
Some college, no degree	838,366	22.6%	903,449	23.1%
Associate's degree	216,407	5.8%	276,535	7.1%
Bachelor's degree	654,562	17.6%	722,827	18.5%
Graduate or professional degree	345,803	9.3%	340,358	8.7%
Total	3,714,170	100.0%	3,912,433	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment, 25 Years and Over	Hispanic or Latino	Percent of Hispanic or Latino, Total	White alone, not Hispanic or Latino	Percent of White alone, not Hispanic or Latino, Total
Less than high school diploma	1,183,681	43.1%	129,721	6.2%
High school graduate (includes equivalency)	674,758	24.6%	357,167	17.1%
Some college or associate's degree	597,224	21.7%	628,185	30.0%
Bachelor's degree or higher	290,196	10.6%	978,841	46.7%
Total	2,745,859	100.0%	2,093,914	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment by Race, 25 Years and Over	White Alone	Percent of White Alone, Total	Black or African American Alone	Percent of Black or African American Alone, Total	American Indian and Alaska Native Alone	Percent of American Indian and Alaska Native Alone, Total	Asian Alone	Percent of Asian Alone, Total	Native Hawaiian and Other Pacific Islander Alone	Percent of Native Hawaiian and Other Pacific Islander Alone, Total	Some Other Race Alone	Percent of Some Other Race Alone, Total	Two or More Races	Percent of Two or more races, Total
Less than high school diploma	766,750	21.2%	65,777	11.8%	11,275	30.8%	131,589	12.7%	2,782	17.0%	511,209	46.0%	30,861	16.5%
High school graduate (includes equivalency)	723,648	20.0%	136,415	24.5%	8,510	23.3%	154,810	15.0%	4,966	30.4%	284,474	25.6%	34,445	18.4%
Some college or associate's degree	968,760	26.8%	224,228	40.3%	11,196	30.6%	234,327	22.7%	5,929	36.2%	223,431	20.1%	61,101	32.7%
Bachelor's degree or higher	1,158,935	32.0%	129,350	23.3%	5,568	15.2%	512,502	49.6%	2,679	16.4%	91,934	8.3%	60,295	32.3%
Total	3,618,093	100.0%	555,770	100.0%	36,549	100.0%	1,033,228	100.0%	16,356	100.0%	1,111,048	100.0%	186,702	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Gross Domestic Product (GDP) by Metropolitan Statistical Area (MSA)

The Bureau of Economic Analysis (BEA) estimates GDP at the State and MSA level only. Where applicable, the table below displays MSA data as a substitute for county level data.

GDP by Los Angeles-Long Beach-Anaheim MSA (substitute for Los Angeles County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$866,745
Agriculture, Forestry, Fishing, and Hunting	\$377
Mining	\$8,817
Utilities	\$7,182
Construction	\$23,034
Manufacturing	\$81,861
Wholesale Trade	\$61,451
Retail Trade	\$48,335
Transportation and Warehousing	\$21,979
Information	\$95,536
Finance, Insurance, Real Estate, Rental, and Leasing	\$205,141
Professional and Business Services	\$111,434
Educational Services, Health Care, and Social Assistance	\$62,459
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$41,537
Other Services, Except Government	\$18,780
Government	\$78,824

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

Skill Requirements for Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Occupations	Skills																								
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Installation	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Operation and Control	Operation Monitoring	Operations Analysis	Programming	Quality Control Analysis	Reading Comprehension	Repairing	Science	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis
Registered Nurses	•	•		•	•			•					•						•			•	•	•	
Licensed Practical and Licensed Vocational Nurses		•		•	•				•				•						•			•	•	•	
Medical Assistants	•	•		•	•								•						•			•	•	•	
Heavy and Tractor-Trailer Truck Drivers		•	•		•	•							•	•	•				•					•	
Computer User Support Specialists	•	•		•	•			•					•						•			•		•	
Dental Assistants	•	•			•			•					•						•			•	•	•	
Telecommunications Equipment Installers and Repairers, Except Line Installers	•	•	•		•								•		•			•	•	•					•
Medical and Clinical Laboratory Technicians	•	•	•	•	•					•			•						•		•			•	
Paralegals and Legal Assistants	•	•		•	•					•			•				•	•	•				•	•	
Web Developers	•	•	•		•				•				•			•	•		•						•
Firefighters*		•		•	•				•				•		•				•			•	•	•	
Dental Hygienists	•	•	•	•	•								•						•			•		•	
First-Line Supervisors of Production and Operating Workers		•	•	•	•						•								•			•	•		•
Medical Records and Health Information Technicians		•	•		•				•	•			•						•				•		•
Heating, Air Conditioning, and Refrigeration Mechanics and Installers*		•		•	•	•	•							•				•	•	•					•
Audio and Video Equipment Technicians	•	•		•	•			•					•		•				•					•	
Aircraft Mechanics and Service Technicians		•	•		•	•			•					•				•	•	•					•
Phlebotomists	•	•		•	•			•					•						•			•	•	•	
Library Technicians	•	•		•	•			•					•						•			•		•	
Respiratory Therapists	•	•			•				•				•						•		•	•	•	•	
Radiologic Technologists	•	•		•	•								•						•				•	•	
Massage Therapists	•	•			•				•				•						•			•	•	•	
Surgical Technologists	•	•	•	•	•			•		•			•						•			•			
Electrical and Electronics Engineering Technicians*		•	•		•							•	•						•	•				•	•
Computer Network Support Specialists	•	•	•		•				•				•						•				•	•	

Source: U.S. Department of Labor's Occupational Information Network (O*NET) at www.onetonline.org.

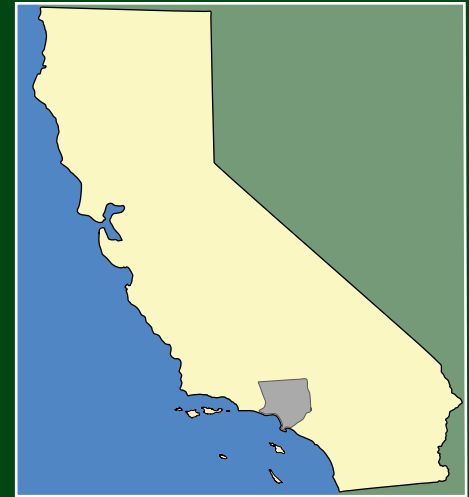
* Skills listed for the occupation represent a specialty occupation.

Knowledge Requirements for Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Occupations	Knowledge																												
	Administration and Management	Biology	Building and Construction	Chemistry	Clerical	Communications and Media	Computers and Electronics	Customer and Personal Service	Design	Economics and Accounting	Education and Training	Engineering and Technology	English Language	Geography	Law and Government	Mathematics	Mechanical	Medicine and Dentistry	Personnel and Human Resources	Philosophy and Theology	Physics	Production and Processing	Psychology	Public Safety and Security	Sales and Marketing	Sociology and Anthropology	Telecommunications	Therapy and Counseling	Transportation
Registered Nurses		•			•			•			•		•			•		•					•				•		•
Licensed Practical and Licensed Vocational Nurses				•	•			•			•		•			•		•		•			•					•	
Medical Assistants	•				•		•	•			•		•					•					•	•				•	
Heavy and Tractor-Trailer Truck Drivers	•							•			•		•	•	•	•	•							•					•
Computer User Support Specialists	•				•	•	•	•			•	•	•			•											•		
Dental Assistants				•	•		•	•			•		•					•				•	•		•				
Telecommunications Equipment Installers and Repairers, Except Line Installers					•		•	•			•	•	•			•	•							•			•		
Medical and Clinical Laboratory Technicians		•		•	•		•	•					•			•		•				•		•					
Paralegals and Legal Assistants	•				•	•	•	•			•		•		•	•							•						
Web Developers	•				•	•	•	•	•		•		•			•									•				
Firefighters*	•		•	•				•			•		•		•		•				•			•					
Dental Hygienists		•		•	•		•	•			•		•					•				•		•					
First-Line Supervisors of Production and Operating Workers	•				•		•		•		•	•				•	•		•		•								
Medical Records and Health Information Technicians	•				•	•	•	•			•		•		•	•								•					
Heating, Air Conditioning, and Refrigeration Mechanics and Installers*			•	•			•	•	•			•	•			•	•			•									
Audio and Video Equipment Technicians						•	•	•	•		•	•	•				•					•					•		
Aircraft Mechanics and Service Technicians				•				•	•			•	•			•	•				•	•		•					•
Phlebotomists				•	•		•	•			•		•					•		•			•	•					
Library Technicians	•				•	•	•	•		•		•			•	•													
Respiratory Therapists		•		•			•	•			•		•			•		•					•					•	
Radiologic Technologists		•			•		•	•			•		•			•		•			•		•						
Massage Therapists	•	•			•			•			•		•					•					•		•				•
Surgical Technologists		•		•			•	•			•		•					•					•	•				•	
Electrical and Electronics Engineering Technicians*							•	•	•		•	•	•			•	•				•	•							
Computer Network Support Specialists	•				•	•	•	•	•		•	•	•														•		

Source: U.S. Department of Labor's Occupational Information Network (O*NET) at www.onetonline.org.

* Knowledge listed for the occupation represent a specialty occupation.



Regional Economic Analysis Profile

Southern Economic Sub-Market

Los Angeles County

April 2015



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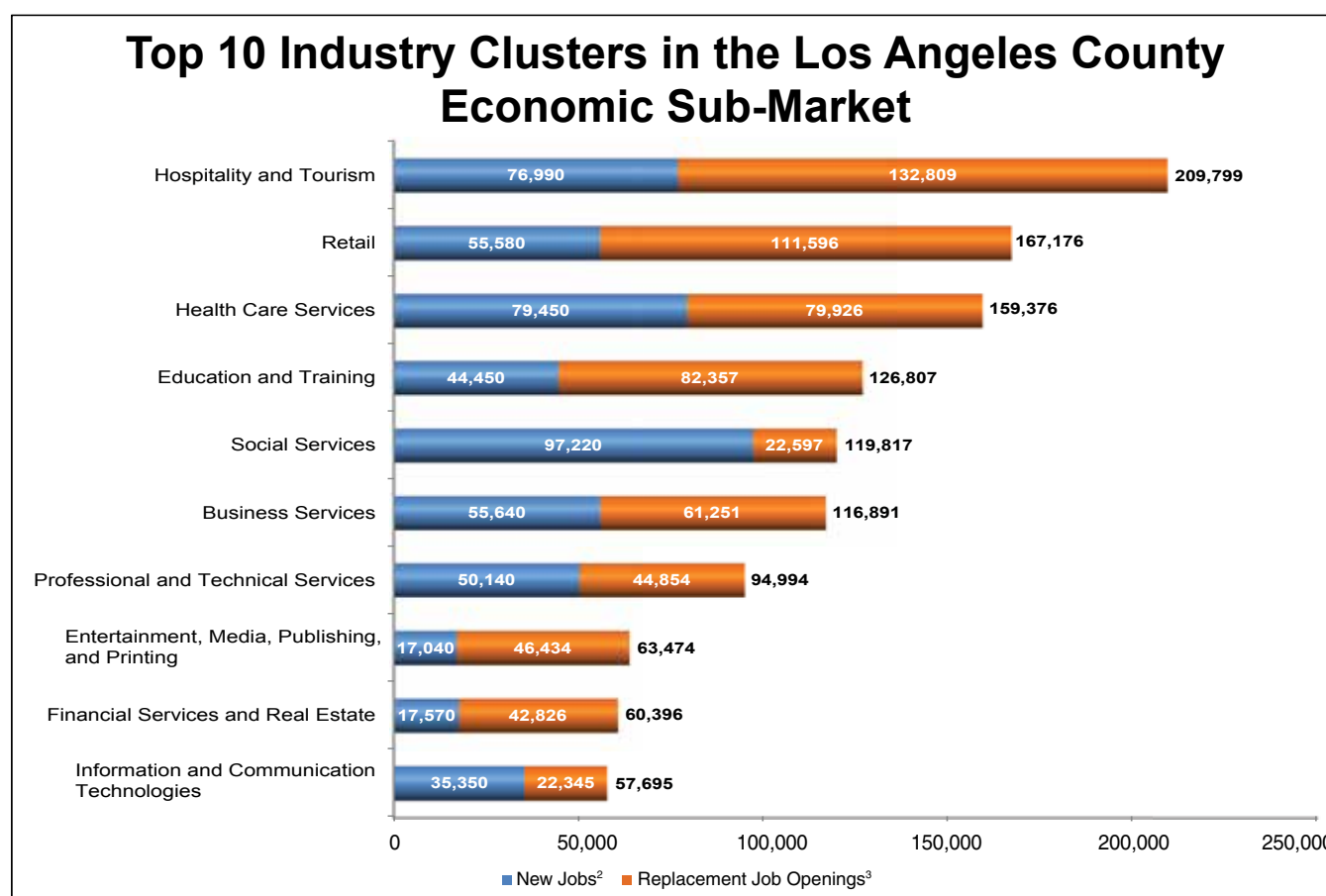
SUMMARY OF THE LOS ANGELES COUNTY ECONOMIC SUB-MARKET INDUSTRY CLUSTERS

What is an Industry Cluster?

Industry clusters are groups of associated industries in an economic market that stimulate the creation of new businesses and job opportunities in a particular field. The application of workforce and economic development resources toward the continual development of industry clusters will help stimulate economic growth and boost the number of employment opportunities for the labor force.

Purpose of this Report

The purpose of this report is to help align the state's workforce institutions and programs around the needs of economic sub-market industry clusters. This report focuses on the future employment demand of economic sub-market industry clusters and features them as primary investment opportunities for the California workforce development system. The goal of this report is to account for industry clusters with the largest number of projected total job openings¹ and help the California workforce development system prepare the state's workforce to compete for these future job opportunities.



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

¹ Total job openings are the sum of new jobs and replacement job openings.

² New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

³ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

INDUSTRY CLUSTER DESCRIPTIONS

The following are descriptions of the Los Angeles County Economic Sub-Market's top 10 industry clusters followed by a list of the top industries with the highest total projected job openings in the cluster.

The **Hospitality and Tourism** industry cluster includes interrelated industries such as eating establishments, hotels and motels, casinos, museums, and sightseeing transportation. During 2013-2014,* this cluster comprised more than 419,000 workers, or 10.9 percent of the economic sub-market's employment. Industries within this cluster with the most projected job openings include:

- Restaurants and Other Eating Places
- Traveler Accommodation
- Other Amusement and Recreation Industries
- Special Food Services
- Drinking Places (Alcoholic Beverages)

The **Retail** industry cluster includes grocery and department stores, dollar stores, retail pharmacies, and clothing specialty stores. During 2013-2014,* this cluster employed more than 367,000 workers, or 9.6 percent of the economic sub-market's total employment. Industries projected to have the largest number of jobs (new and replacement) include:

- Grocery Stores
- Other General Merchandise Stores
- Clothing Stores
- Automobile Dealers
- Department Stores

The **Health Care Services** industry cluster includes acute care and outpatient hospitals, nursing homes and rehabilitation centers, adult day care centers, and community service agencies for the elderly. It employed more than 413,000 people in the economic sub-market's during 2013-2014,* accounting for 10.8 percent of the workforce. Industries in this cluster may include both public and private employment. Top industries within this cluster include:

- General Medical and Surgical Hospitals
- Offices of Physicians
- Nursing Care Facilities (Skilled Nursing Facilities)
- Home Health Care Services
- Outpatient Care Centers

The **Education and Training** industry cluster is comprised of public and private elementary and high schools, community colleges, universities, and professional schools with programs such as dental, law, and medical. Other establishments include English as a Second Language (ESL) programs, test preparation and tutoring, or driving instruction. During 2013-2014,* this cluster employed nearly 351,000 people in the economic sub-market's, accounting for 9.1 percent of the workforce. Top industries within this cluster include:

- Elementary and Secondary Schools
- Colleges, Universities, and Professional Schools
- Other Schools and Instruction
- Junior Colleges
- Educational Support Services

The **Social Services** industry cluster is comprised of establishments and agencies (public and private) that provide non-residential services for the welfare of children, adults, the elderly, and disabled. Examples include nonmedical in-home care programs, day care centers, and community food banks. In total, the cluster employed more than 219,000 people and accounted for 5.7 percent of the economic sub-market's workforce in 2013-2014.* Industries include:

- Individual and Family Services
- Child Day Care Services
- Community Food and Housing, and Emergency and Other Relief Services
- Vocational Rehabilitation Services

The **Business Services** industry cluster is comprised of industries that include temporary help agencies, employer organizations, janitorial services, security systems services, and carpet cleaning establishments. This cluster employed more than 309,000 people during 2013-2014,* 8.1 percent of the economic sub-market's workforce. Top industries in this cluster include:

- Employment Services
- Management of Companies and Enterprises
- Investigation and Security Services
- Services to Buildings and Dwellings
- Office Administrative Services

* Quarterly Census of Employment and Wages (QCEW), a federal-state cooperative program, for the period April 2013 through March 2014.

INDUSTRY CLUSTER DESCRIPTIONS

The **Professional and Technical Services** industry cluster is comprised of interrelated industries that include engineering and architectural firms, law offices, advertising companies, and accounting firms. In 2013-2014,* nearly 237,000 people were employed, or 6.2 percent of the economic sub-market's workforce. Top industries within this cluster include:

- Management, Scientific, and Technical Consulting Services
- Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- Architectural, Engineering, and Related Services
- Legal Services
- Advertising, Public Relations, and Related Services

The **Entertainment, Media, Publishing, and Printing** cluster is comprised of industries related to movie and video production and distribution, radio and television broadcasting, newspaper and book publishing, cable programming, and performing arts companies. This cluster employed more than 198,000 people during 2013-2014,* 5.2 percent of the economic sub-market's workforce. Top industries in this cluster include:

- Motion Picture and Video Industries
- Independent Artists, Writers, and Performers
- Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
- Performing Arts Companies
- Radio and Television Broadcasting

The **Financial Services and Real Estate** industry cluster includes commercial banks, savings institutions, credit unions, credit card companies, insurance firms, and real estate appraisers or property management companies. In total, the cluster employed more than 190,000 people, which accounted for 5 percent of the economic sub-market's workforce in 2013-2014.* Industries showing the highest projected job openings include:

- Depository Credit Intermediation
- Activities Related to Real Estate
- Agencies, Brokerages, and Other Insurance Related Activities
- Nondepository Credit Intermediation
- Other Financial Investment Activities

The **Information and Communication Technologies** industry cluster includes interdependent industries related to computers and peripheral equipment, as well as software design and manufacturing, computer programming services, installation services, and wireless telecommunications carriers. For 2013-2014,* this cluster employed more than 116,000 workers, or 3 percent of the economic sub-market's total employment. Industries with the highest number of expected job openings include:

- Computer Systems Design and Related Services
- Wired Telecommunications Carriers
- Wholesale Electronic Markets and Agents and Brokers
- Other Information Services
- Software Publishers

* Quarterly Census of Employment and Wages (QCEW), a federal-state cooperative program, for the period April 2013 through March 2014.

INDUSTRY CLUSTER DEFINITIONS

The following is a list of the North American Industry Classification System (NAICS) codes and corresponding industries that fall under each of the top 10 industry clusters in the Los Angeles County Economic Sub-Market.

Hospitality and Tourism

- 4871 Scenic and Sightseeing Transportation, Land
- 4872 Scenic and Sightseeing Transportation, Water
- 4879 Scenic and Sightseeing Transportation, Other
- 5615 Travel Arrangement and Reservation Services
- 7121 Museums, Historical Sites, and Similar Institutions
- 7131 Amusement Parks and Arcades
- 7132 Gambling Industries
- 7139 Other Amusement and Recreation Industries
- 7211 Traveler Accommodation
- 7212 RV (Recreational Vehicle) Parks and Recreational Camps
- 7213 Rooming and Boarding Houses
- 7223 Special Food Services
- 7224 Drinking Places (Alcoholic Beverages)
- 7225 Restaurants and Other Eating Places

Retail

- 4411 Automobile Dealers
- 4412 Other Motor Vehicle Dealers
- 4413 Automotive Parts, Accessories, and Tire Stores
- 4431 Electronics and Appliance Stores
- 4441 Building Material and Supplies Dealers
- 4451 Grocery Stores
- 4452 Specialty Food Stores
- 4453 Beer, Wine, and Liquor Stores
- 4461 Health and Personal Care Stores
- 4471 Gasoline Stations
- 4481 Clothing Stores
- 4482 Shoe Stores
- 4483 Jewelry, Luggage, and Leather Goods Stores
- 4511 Sporting Goods, Hobby, and Musical Instrument Stores
- 4521 Department Stores
- 4529 Other General Merchandise Stores
- 4532 Office Supplies, Stationery, and Gift Stores
- 4533 Used Merchandise Stores
- 4542 Vending Machine Operators

Health Care Services

- 6211 Offices of Physicians
- 6212 Offices of Dentists
- 6213 Offices of Other Health Practitioners
- 6214 Outpatient Care Centers
- 6215 Medical and Diagnostic Laboratories
- 6216 Home Health Care Services

Health Care Services (Continued)

- 6219 Other Ambulatory Health Care Services
- 6221 General Medical and Surgical Hospitals
- 6222 Psychiatric and Substance Abuse Hospitals
- 6223 Specialty (except Psychiatric and Substance Abuse) Hospitals
- 6231 Nursing Care Facilities (Skilled Nursing Facilities)
- 6232 Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities
- 6233 Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly
- 6239 Other Residential Care Facilities

Education and Training

- 6111 Elementary and Secondary Schools
- 6112 Junior Colleges
- 6113 Colleges, Universities, and Professional Schools
- 6114 Business Schools and Computer and Management Training
- 6115 Technical and Trade Schools
- 6116 Other Schools and Instruction
- 6117 Educational Support Services

Social Services

- 6241 Individual and Family Services
- 6242 Community Food and Housing, and Emergency and Other Relief Services
- 6243 Vocational Rehabilitation Services
- 6244 Child Day Care Services

Business Services

- 5511 Management of Companies and Enterprises
- 5611 Office Administrative Services
- 5612 Facilities Support Services
- 5613 Employment Services
- 5614 Business Support Services
- 5616 Investigation and Security Services
- 5617 Services to Buildings and Dwellings
- 5619 Other Support Services
- 5621 Waste Collection
- 5622 Waste Treatment and Disposal
- 5629 Remediation and Other Waste Management Services

INDUSTRY CLUSTER DEFINITIONS

Professional and Technical Services

- 5411 Legal Services
- 5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- 5413 Architectural, Engineering, and Related Services
- 5414 Specialized Design Services
- 5416 Management, Scientific, and Technical Consulting Services
- 5418 Advertising, Public Relations, and Related Services
- 5419 Other Professional, Scientific, and Technical Services

Entertainment, Media, Publishing, and Printing

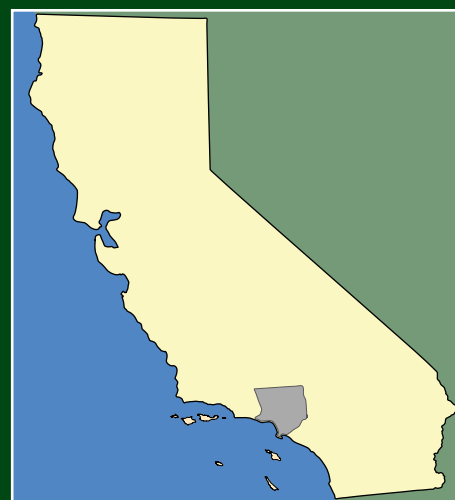
- 3231 Printing and Related Support Activities
- 4512 Book Stores and News Dealers
- 5111 Newspaper, Periodical, Book, and Directory Publishers
- 5121 Motion Picture and Video Industries
- 5122 Sound Recording Industries
- 5151 Radio and Television Broadcasting
- 5152 Cable and Other Subscription Programming
- 7111 Performing Arts Companies
- 7112 Spectator Sports
- 7113 Promoters of Performing Arts, Sports, and Similar Events
- 7114 Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
- 7115 Independent Artists, Writers, and Performers

Financial Services and Real Estate

- 5211 Monetary Authorities-Central Bank
- 5221 Depository Credit Intermediation
- 5222 Nondepository Credit Intermediation
- 5223 Activities Related to Credit Intermediation
- 5231 Securities and Commodity Contracts Intermediation and Brokerage
- 5232 Securities and Commodity Exchanges
- 5239 Other Financial Investment Activities
- 5241 Insurance Carriers
- 5242 Agencies, Brokerages, and Other Insurance Related Activities
- 5251 Insurance and Employee Benefit Funds
- 5259 Other Investment Pools and Funds
- 5311 Lessors of Real Estate
- 5312 Offices of Real Estate Agents and Brokers
- 5313 Activities Related to Real Estate

Information and Communication Technologies

- 3341 Computer and Peripheral Equipment Manufacturing
- 3342 Communications Equipment Manufacturing
- 3344 Semiconductor and Other Electronic Component Manufacturing
- 3359 Other Electrical Equipment and Component Manufacturing
- 4251 Wholesale Electronic Markets and Agents and Brokers
- 5112 Software Publishers
- 5171 Wired Telecommunications Carriers
- 5172 Wireless Telecommunications Carriers (except Satellite)
- 5174 Satellite Telecommunications
- 5179 Other Telecommunications
- 5182 Data Processing, Hosting, and Related Services
- 5191 Other Information Services
- 5415 Computer Systems Design and Related Services
- 8112 Electronic and Precision Equipment Repair and Maintenance



Occupational Analysis: Hospitality and Tourism Cluster

Southern Economic Sub-Market

Los Angeles County

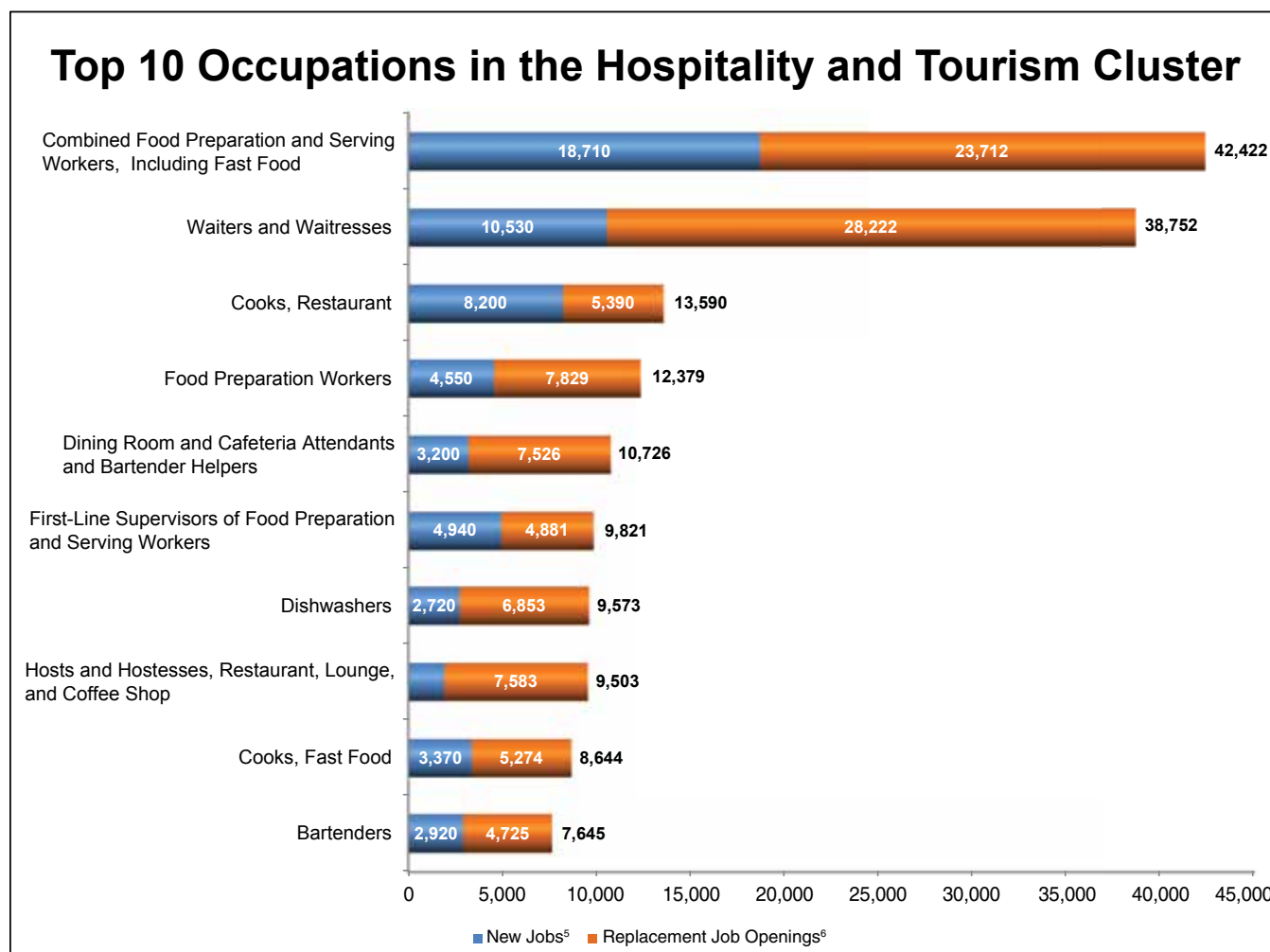
April 2015

What is the Hospitality and Tourism Cluster?

The Hospitality and Tourism cluster is comprised of 14 industries that provide goods and services related to lodging, food, recreation, travel, and sightseeing transportation. Establishments in this cluster include restaurants, hotels, casinos, golf courses, marinas, and fitness centers. The workers employed within this cluster share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

Top 10 Occupations in the Hospitality and Tourism Cluster

The graph below identifies the top 10 occupations in the Hospitality and Tourism cluster, based on the Los Angeles County Economic Sub-Market's new job growth plus replacement openings. In sum, these 10 occupations represent more than three-quarters of the 209,799 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, coordination, reading comprehension, social perceptiveness, and speaking.⁴



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

⁴ U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

⁵ New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

⁶ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

Top 10 Occupations and Recent Job Demand in the Hospitality and Tourism Cluster

The table below further profiles the Los Angeles County Economic Sub-Market's top 10 occupations in the Hospitality and Tourism cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a recent 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBSSM (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings ⁷ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education ⁸	HWOL Job Ads ⁹ (120 days)
Combined Food Preparation and Serving Workers, Including Fast Food	42,422	\$9.31	\$19,358	Less than high school	2,425
Waiters and Waitresses	38,752	\$9.34	\$19,422	Less than high school	1,803
Cooks, Restaurant	13,590	\$10.93	\$22,739	Less than high school	2,185
Food Preparation Workers	12,379	\$9.40	\$19,545	Less than high school	603
Dining Room and Cafeteria Attendants and Bartender Helpers	10,726	\$9.30	\$19,340	Less than high school	467
First-Line Supervisors of Food Preparation and Serving Workers	9,821	\$14.07	\$29,262	High school diploma or equivalent	4,158
Dishwashers	9,573	\$9.29	\$19,321	Less than high school	836
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	9,503	\$9.38	\$19,520	Less than high school	601
Cooks, Fast Food	8,644	\$9.22	\$19,166	Less than high school	227
Bartenders	7,645	\$9.47	\$19,702	Less than high school	405

Source: California Employment Development Department, Projections of Employment 2012-2022; Occupational Employment Statistics Wage Survey, updated to 4th Q, 2014; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending March 11, 2015.

⁷ Total job openings are the sum of new jobs and replacement job openings.

⁸ U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

⁹ Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

Top Occupations for the Hospitality and Tourism Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Hospitality and Tourism cluster. The table includes the Los Angeles County Economic Sub-Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings ¹⁰ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
Requires a Bachelor's Degree or Higher				
General and Operations Managers	1,175	\$52.29	\$108,756	1,806
Meeting, Convention, and Event Planners	298	\$27.30	\$56,784	406
Accountants and Auditors	215	\$35.04	\$72,888	6,656
Coaches and Scouts	212	N/A	\$44,116	331
Museum Technicians and Conservators	187	\$23.87	\$49,663	7
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree				
Skincare Specialists	148	\$14.54	\$30,249	209
Massage Therapists	115	\$15.15	\$31,510	471
Audio and Video Equipment Technicians	65	\$24.48	\$50,915	386
Actors	56	N/A	N/A	1,752
Library Technicians	47	\$20.57	\$42,795	11
Requires a High School Diploma or Equivalent or Less				
Combined Food Preparation and Serving Workers, Including Fast Food	42,422	\$9.31	\$19,358	2,425
Waiters and Waitresses	38,752	\$9.34	\$19,422	1,803
Cooks, Restaurant	13,590	\$10.93	\$22,739	2,185
Food Preparation Workers	12,379	\$9.40	\$19,545	603
Dining Room and Cafeteria Attendants and Bartender Helpers	10,726	\$9.30	\$19,340	467

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending March 11, 2015.

¹⁰ Total job openings are the sum of new jobs and replacement job openings.

Skill Requirements in the Hospitality and Tourism Cluster

The table below lists the 10 top skills required for top occupations in the Hospitality and Tourism cluster, categorized by entry-level education requirements. Active listening, critical thinking, and speaking are the most commonly shared skills, followed by monitoring and reading comprehension. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O*NET).

Occupations	Skills																			
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Negotiation	Operation Monitoring	Persuasion	Quality Control Analysis	Reading Comprehension	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis
Requires a Bachelor's Degree or Higher																				
General and Operations Managers	●	●		●	●				●		●				●		●	●		●
Meeting, Convention, and Event Planners		●		●	●						●	●			●	●	●	●		●
Accountants and Auditors ¹¹	●	●			●		●			●	●				●			●	●	●
Coaches and Scouts		●			●	●	●	●	●		●						●	●		●
Museum Technicians and Conservators	●	●	●		●		●				●				●		●	●		●
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																				
Skincare Specialists	●	●		●	●		●				●				●	●	●	●		
Massage Therapists	●	●			●		●				●				●	●	●	●		●
Audio and Video Equipment Technicians	●	●		●	●	●					●		●		●			●		●
Actors	●	●		●	●						●			●	●		●	●		●
Library Technicians	●	●		●	●	●					●				●	●		●		●
Requires a High School Diploma or Equivalent or Less																				
Combined Food Preparation and Serving Workers, Including Fast Food		●		●	●	●		●						●		●	●	●	●	
Waiters and Waitresses		●		●	●			●			●			●		●	●	●	●	
Cooks, Restaurant	●	●		●	●	●					●				●			●		●
Food Preparation Workers		●	●	●	●						●				●	●	●	●		●
Dining Room and Cafeteria Attendants and Bartender Helpers		●		●	●		●				●				●	●	●	●		●

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

¹¹ Skills listed represent Accountants, a specialty occupation of Accountants and Auditors.

Work Activities in the Hospitality and Tourism Cluster

The table below lists the 10 top work activities required for top occupations in the Hospitality and Tourism cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; communicating with supervisors, peers, or subordinates; identifying objects, actions, and events; and organizing, planning, and prioritizing work.

Occupations	Work Activities																			
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Handling and Moving Objects	Identifying Objects, Actions, and Events	Inspecting Equipment, Structures, or Material	Interacting With Computers	Interpreting the Meaning of Information for Others	Judging the Qualities of Things, Services, or People	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources
Requires a Bachelor's Degree or Higher																				
General and Operations Managers				•	•		•		•								•		•	•
Meeting, Convention, and Event Planners				•	•				•		•	•	•							•
Accountants and Auditors ¹²	•				•				•	•	•						•		•	•
Coaches and Scouts			•				•		•			•				•		•	•	
Museum Technicians and Conservators				•			•	•			•	•				•	•			•
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																				
Skincare Specialists		•					•		•			•					•		•	•
Massage Therapists		•		•					•		•	•					•		•	•
Audio and Video Equipment Technicians				•	•				•			•		•			•	•		•
Actors				•	•				•						•	•	•			•
Library Technicians				•			•	•		•	•	•							•	•
Requires a High School Diploma or Equivalent or Less																				
Combined Food Preparation and Serving Workers, Including Fast Food		•		•			•		•		•	•	•					•		•
Waiters and Waitresses				•			•		•		•	•	•					•	•	•
Cooks, Restaurant				•			•		•		•	•				•	•	•		•
Food Preparation Workers				•			•		•		•	•	•				•	•		•
Dining Room and Cafeteria Attendants and Bartender Helpers	•	•	•					•		•	•	•					•		•	

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

¹² Work Activities listed represent Accountants, a specialty occupation of Accountants and Auditors.

Related Occupations for the Hospitality and Tourism Cluster

The table below lists top occupations in the Hospitality and Tourism cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Hospitality and Tourism cluster occupations.

Hospitality and Tourism Occupations	Related Occupations
Requires a Bachelor's Degree or Higher	
General and Operations Managers	<ul style="list-style-type: none"> • First-Line Supervisors of Office and Administrative Support Workers • Logistics Managers • Storage and Distribution Managers
Meeting, Convention, and Event Planners	<ul style="list-style-type: none"> • Human Resources Specialists • Marketing Managers • Public Relations Specialists
Accountants and Auditors	<ul style="list-style-type: none"> • Bookkeeping, Accounting, and Auditing Clerks • Financial Analysts • Risk Management Specialists
Coaches and Scouts	<ul style="list-style-type: none"> • Recreational Therapists • Recreation Workers • Secondary School Teachers, Except Special and Career/Technical Education
Museum Technicians and Conservators	<ul style="list-style-type: none"> • Audio-Visual and Multimedia Collections Specialists • Commercial and Industrial Designers • Set and Exhibit Designers
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree	
Skincare Specialists	<ul style="list-style-type: none"> • Hairdressers, Hairstylists, and Cosmetologists • Manicurists and Pedicurists • Shampooers
Massage Therapists	<ul style="list-style-type: none"> • Hairdressers, Hairstylists, and Cosmetologists • Manicurists and Pedicurists • Skincare Specialists
Audio and Video Equipment Technicians	<ul style="list-style-type: none"> • Computer User Support Specialists • Film and Video Editors • Technical Directors/Managers
Actors	<ul style="list-style-type: none"> • Concierges • Radio and Television Announcers • Tour Guides and Escorts
Library Technicians	<ul style="list-style-type: none"> • File Clerks • Procurement Clerks • Title Examiners, Abstractors, and Searchers
Requires a High School Diploma or Equivalent or Less	
Combined Food Preparation and Serving Workers, Including Fast Food	<ul style="list-style-type: none"> • Counter Attendants, Cafeteria, Food Concession, and Coffee Shop • Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop • Waiters and Waitresses
Waiters and Waitresses	<ul style="list-style-type: none"> • Dining Room and Cafeteria Attendants and Bartender Helpers • Food Servers, Nonrestaurant • Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
Cooks, Restaurant	<ul style="list-style-type: none"> • Bakers • Combined Food Preparation and Serving Workers, Including Fast Food • Cooks, Fast Food
Food Preparation Workers	<ul style="list-style-type: none"> • Cooks, Restaurant • Dining Room and Cafeteria Attendants and Bartender Helpers • Waiters and Waitresses
Dining Room and Cafeteria Attendants and Bartender Helpers	<ul style="list-style-type: none"> • Food Servers, Nonrestaurant • Maids and Housekeeping Cleaners • Waiters and Waitresses

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Employer Demand for the Hospitality and Tourism Cluster

The following table lists the Los Angeles County Economic Sub-Market employers in the Hospitality and Tourism cluster who posted the most job advertisements during the 120-day period ending March 11, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Hospitality and Tourism Cluster Employers	Recent Job Advertisements ¹³ (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Chipotle	314	56	258	460.7%
Taco Bell	256	20	236	1,180.0%
Hilton Hotels & Resorts	217	141	76	53.9%
Sodexo Inc.	206	91	115	126.4%
Marriott	196	489	-293	-59.9%
Domino's Pizza	190	1	189	18,900.0%
Panda Restaurant Group	162	133	29	21.8%
24 Hour Fitness	144	413	-269	-65.1%
The Cheesecake Factory	134	184	-50	-27.2%
Ritz-Carlton	118	28	90	321.4%
Hyatt	116	152	-36	-23.7%
The Walt Disney Company	110	180	-70	-38.9%
Terranea Resort	91	90	1	1.1%
Pacifica Hotel Company	82	8	74	925.0%
McDonald's Corporation	79	67	12	17.9%
Interstate Hotels & Resorts	74	59	15	25.4%
Benihana	67	4	63	1,575.0%
G6 Hospitality, LLC	60	5	55	1,100.0%
Embassy Suites	59	44	15	34.1%
American Golf Corporation	56	49	7	14.3%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending March 11, 2015.

¹³ Totals do not include employers with anonymous job advertisements.

Instructional Programs for the Top Hospitality and Tourism Cluster Occupations

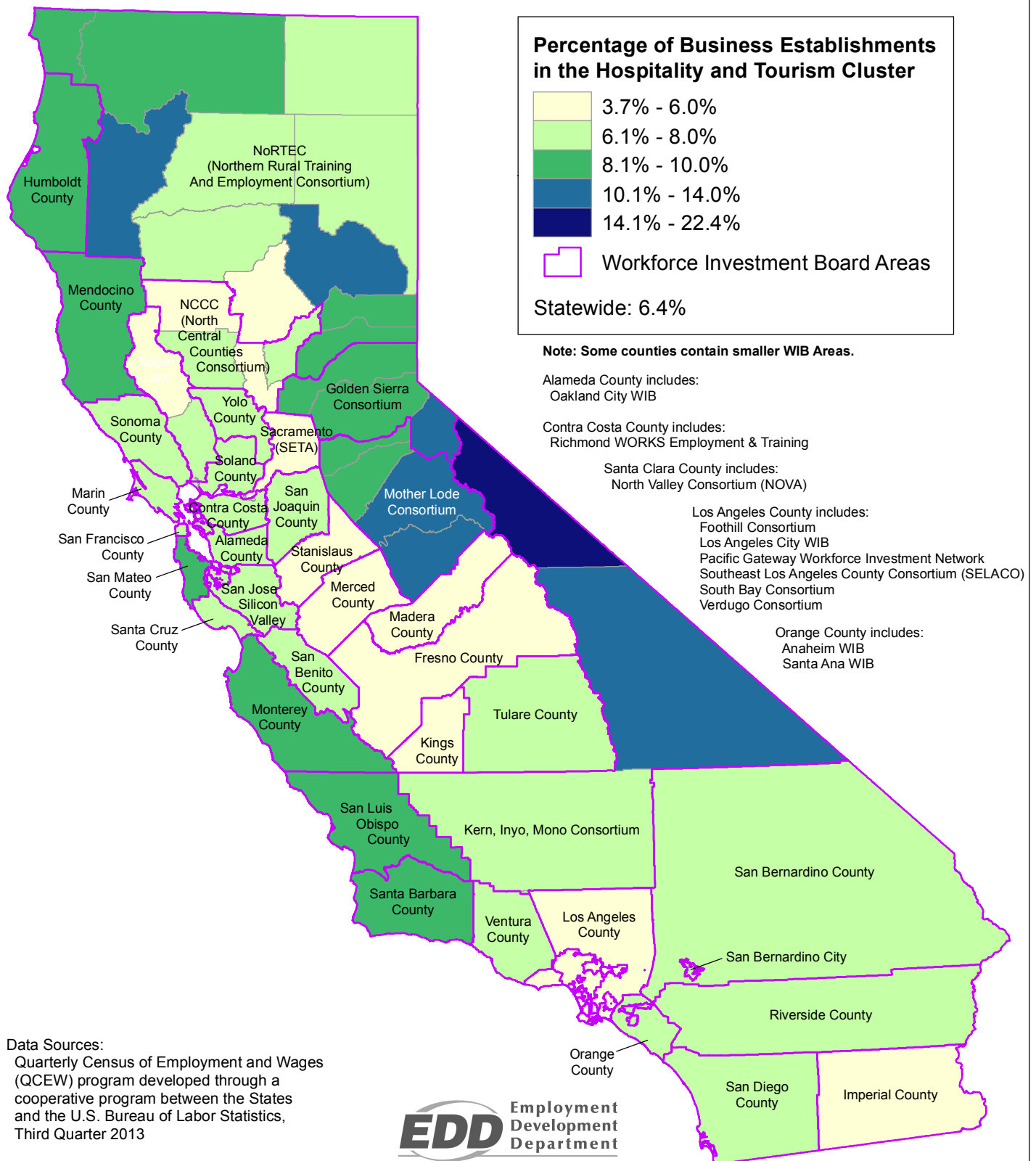
The table below provides examples of instructional programs related to some of the top occupations in the Hospitality and Tourism cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Hospitality and Tourism cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Skincare Specialists	12.0401	Cosmetology/Cosmetologist, General	300700	Cosmetology and Barbering
	12.0408	Facial Treatment Specialist/Facialist		
	12.0409	Aesthetician/Esthetician and Skin Care Specialist		
Massage Therapists	51.3501	Massage Therapy/Therapeutic Massage	126200	Massage Therapy
	51.3502	Asian Bodywork Therapy		
	51.3503	Somatic Bodywork		
Audio and Video Equipment Technicians	01.0802	Agricultural Communication/Journalism	100500	Commercial Music
	10.0201	Photographic and Film/Video Technology/Technician and Assistant	101200	Applied Photography
	10.0203	Recording Arts Technology/Technician		
Actors	50.0506	Acting	100700	Dramatic Arts
	50.0507	Directing and Theatrical Production		
	50.0509	Musical Theatre		
Library Technicians	25.0301	Library and Archives Assisting	160200	Library Technician (Aide)
Cooks, Restaurant	12.0500	Cooking and Related Culinary Arts, General	130630	Culinary Arts
	12.0503	Culinary Arts/Chef Training		

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov/ipeds) at www.nces.ed.gov; [California Community Colleges TOP-to-CIP Crosswalk](http://www.cccco.edu) 7th Edition (2010), www.cccco.edu.

California Hospitality and Tourism Cluster

Percentage of Total County Establishments, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:
Labor Market Information Division
California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov>
July 2014

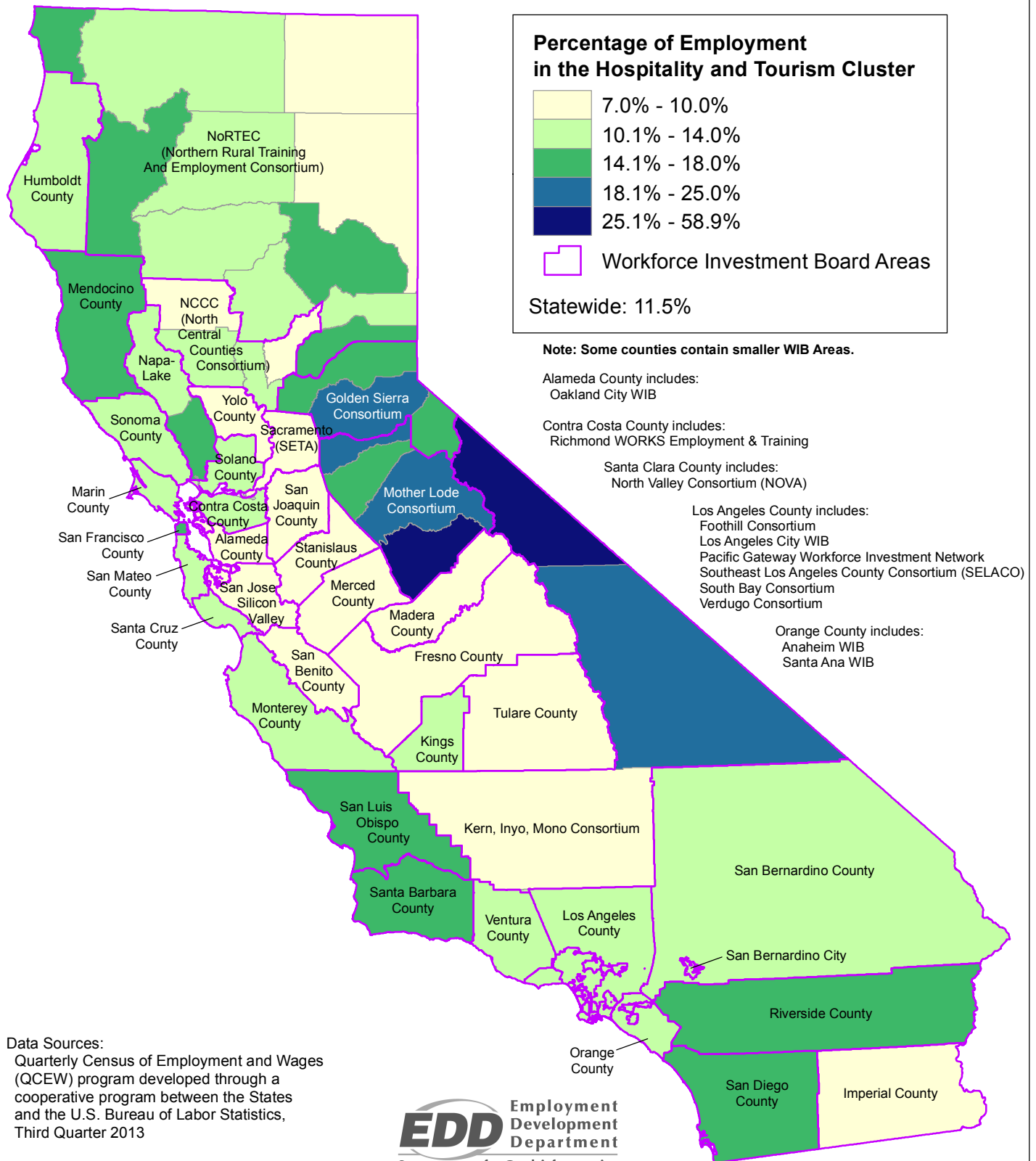
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California Hospitality and Tourism Cluster

Percentage of Total County Employment, 2013



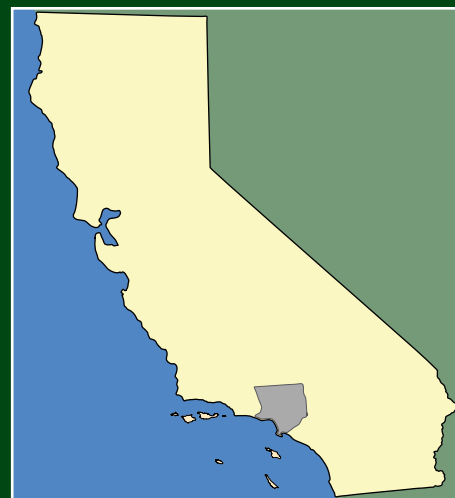
Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:
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Occupational Analysis: Retail Cluster

Southern Economic Sub-Market

Los Angeles County

April 2015

What is the Retail Cluster?

The Retail cluster is composed of 19 industries involved in the sales of goods both familiar and esoteric, everything from groceries and automobiles to musical instruments and surfboards. The workers employed within this cluster span all skill levels and share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

Top 10 Occupations in the Retail Cluster

The graph below identifies the top 10 occupations in the Retail cluster, based on the Los Angeles County Economic Sub-Market's new job growth plus replacement openings. In sum, these 10 occupations represent more than three-quarters of the 167,176 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, critical thinking, monitoring, reading comprehension, and speaking.¹⁷



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

¹⁴ U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

¹⁵ New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

¹⁶ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

Top 10 Occupations and Recent Job Demand in the Education and Training Cluster

The table below further profiles the Los Angeles County Economic Sub-Market's top 10 occupations in the Retail cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBSSM (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings ¹⁷ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education ¹⁸	HWOL Job Ads ¹⁹ (120 days)
Retail Salespersons	48,060	\$10.76	\$22,380	Less than high school	5,806
Cashiers	38,452	\$9.75	\$20,287	Less than high school	1,218
Stock Clerks and Order Fillers	14,730	\$11.26	\$23,432	Less than high school	1,650
First-Line Supervisors of Retail Sales Workers	10,257	\$19.32	\$40,177	High school diploma or equivalent	4,275
Laborers and Freight, Stock, and Material Movers, Hand	5,310	\$11.32	\$23,531	Less than high school	1,391
Combined Food Preparation and Serving Workers, Including Fast Food	4,390	\$9.31	\$19,358	Less than high school	2,425
Automotive Service Technicians and Mechanics	2,972	\$16.55	\$34,431	High school diploma or equivalent	1,351
Butchers and Meat Cutters	2,130	\$12.23	\$25,440	Less than high school	30
Packers and Packagers, Hand	2,096	\$9.68	\$20,130	Less than high school	183
Customer Service Representatives	1,865	\$17.39	\$36,186	High school diploma or equivalent	5,482

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending March 11, 2015.

¹⁷ Total job openings are the sum of new jobs and replacement job openings.

¹⁸ U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

¹⁹ Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

Top Occupations for the Retail Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Retail cluster. The table includes the Los Angeles County Economic Sub-Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings ²⁰ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
Requires a Bachelor's Degree or Higher				
General and Operations Managers	1,654	\$52.29	\$108,756	1,806
Sales Managers	1,355	\$55.79	\$116,036	2,480
Pharmacists	1,254	\$66.31	\$137,922	428
Loan Officers	237	\$40.08	\$83,361	1,642
Accountants and Auditors	148	\$35.04	\$72,888	6,656
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree				
First-Line Supervisors of Production and Operating Workers	449	\$25.61	\$53,267	2,392
Heavy and Tractor-Trailer Truck Drivers	175	\$20.20	\$42,009	4,435
Computer, Automated Teller, and Office Machine Repairers	164	\$19.61	\$40,776	36
Hairdressers, Hairstylists, and Cosmetologists	121	\$10.96	\$22,799	1,176
Computer User Support Specialists	67	\$25.13	\$52,268	3,404
Requires a High School Diploma or Equivalent or Less				
Retail Salespersons	48,060	\$10.76	\$22,380	5,806
Cashiers	38,452	\$9.75	\$20,287	1,218
Stock Clerks and Order Fillers	14,730	\$11.26	\$23,432	1,650
First-Line Supervisors of Retail Sales Workers	10,257	\$19.32	\$40,177	4,275
Laborers and Freight, Stock, and Material Movers, Hand	5,310	\$11.32	\$25,531	1,391

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending period ending March 11, 2015.

²⁰ Total job openings are the sum of new jobs and replacement job openings.

Skill Requirements in the Retail Cluster

The table below lists the 10 top skills required for top occupations in the Retail cluster, categorized by entry-level education requirements. Critical thinking and speaking are the most commonly shared skills, followed by active listening, monitoring and reading comprehension. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O*NET).

Occupations	Skills																			
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Instruction	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Negotiation	Operation and Control	Operation Monitoring	Persuasion	Reading Comprehension	Repairing	Science	Service Orientation
Requires a Bachelor's Degree or Higher																				
General and Operations Managers	•	•		•	•					•		•				•				•
Sales Managers				•	•		•		•		•				•					•
Pharmacists	•	•			•		•				•					•		•		•
Loan Officers	•	•	•		•			•		•						•			•	•
Accountants and Auditors ²¹	•	•			•			•			•	•				•				•
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																				
First-Line Supervisors of Production and Operating Workers		•		•	•					•		•				•				•
Heavy and Tractor-Trailer Truck Drivers		•	•		•	•						•		•	•	•				•
Computer, Automated Teller, and Office Machine Repairers	•	•			•						•		•	•		•	•			•
Hairdressers, Hairstylists, and Cosmetologists	•	•			•		•		•		•				•				•	•
Computer User Support Specialists	•	•		•	•		•				•					•			•	•
Requires a High School Diploma or Equivalent or Less																				
Retail Salespersons		•			•						•	•			•	•			•	•
Cashiers		•		•	•						•					•			•	•
Stock Clerks and Order Fillers ²²	•	•	•	•	•						•					•			•	•
First-Line Supervisors of Retail Sales Workers					•		•		•		•	•			•	•			•	•
Laborers and Freight, Stock, and Material Movers, Hand		•	•	•	•						•		•	•		•			•	•

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

²¹ Skills listed represent Accountants, a specialty occupation of Accountants and Auditors.

²² Skills listed represent Stock Clerks, Sales Floor, a specialty occupation of Stock Clerks and Order Fillers.

Work Activities in the Retail Cluster

The table below lists the 10 top work activities required for top occupations in the Retail cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; organizing, planning, and prioritizing work; communicating with supervisors, peers, or subordinates; and making decisions and solving problems.

[illegible]

Source: U.S. Department of Labor's *Occupational Information Network (O*NET)* at www.onetonline.org.

²³ Work Activities listed represent Accountants, a specialty occupation of Accountants and Auditors.

²⁴ Work Activities listed represent Stock Clerks, Sales Floor, a specialty occupation of Stock Clerks and Order Fillers.

Related Occupations for the Retail Cluster

The table below lists top occupations in the Retail cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Retail cluster occupations.

Retail Occupations	Related Occupations
Requires a Bachelor's Degree or Higher	
General and Operations Managers	<ul style="list-style-type: none"> Administrative Services Managers Logistics Managers Storage and Distribution Managers
Sales Managers	<ul style="list-style-type: none"> Financial Managers, Branch or Department Logistics Managers Transportation Managers
Pharmacists	<ul style="list-style-type: none"> Health Specialties Teachers, Postsecondary Medical Scientists, Except Epidemiologists Nursing Instructors and Teachers, Postsecondary
Loan Officers	<ul style="list-style-type: none"> Customs Brokers Insurance Sales Agents Sales Agents, Financial Services
Accountants and Auditors	<ul style="list-style-type: none"> Financial Analysts Personal Financial Advisors Risk Management Specialists
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree	
First-Line Supervisors of Production and Operating Workers	<ul style="list-style-type: none"> First-Line Supervisors of Construction Trades and Extraction Workers First-Line Supervisors of Mechanics, Installers, and Repairers Non-Destructive Testing Specialists
Heavy and Tractor-Trailer Truck Drivers	<ul style="list-style-type: none"> Light Truck or Delivery Services Drivers Pile-Driver Operators Service Unit Operators, Oil, Gas, and Mining
Computer, Automated Teller, and Office Machine Repairers	<ul style="list-style-type: none"> Computer Programmers Computer Systems Analysts Information Security Analysts
Hairdressers, Hairstylists, and Cosmetologists	<ul style="list-style-type: none"> Massage Therapists Dental Assistants Skincare Specialists
Computer User Support Specialists	<ul style="list-style-type: none"> Computer Operators Desktop Publishers Web Administrators
Requires a High School Diploma or Equivalent or Less	
Retail Salespersons	<ul style="list-style-type: none"> Counter and Rental Clerks Hotel, Motel, and Resort Desk Clerks Tellers
Cashiers	<ul style="list-style-type: none"> Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop Stock Clerks, Sales Floor Waiters and Waitresses
Stock Clerks and Order Fillers	<ul style="list-style-type: none"> Cashiers Dining Room and Cafeteria Attendants and Bartender Helpers Marking Clerks
First-Line Supervisors of Retail Sales Workers	<ul style="list-style-type: none"> First-Line Supervisors of Food Preparation and Serving Workers Hotel, Motel, and Resort Desk Clerks Retail Salespersons
Laborers and Freight, Stock, and Material Movers, Hand	<ul style="list-style-type: none"> Fence Erectors Industrial Truck and Tractor Operators Reinforcing Iron and Rebar Workers

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Employer Demand for the Retail Cluster

The following table lists the Los Angeles County Economic Sub-Market employers in the Retail cluster who posted the most job advertisements during the 120-day period ending March 11, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Retail Cluster Employers	Recent Job Advertisements ²⁵ (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Macy's	678	424	254	59.9%
Safeway Companies	486	44	442	1,004.5%
Nordstrom	400	381	19	5.0%
Home Depot	385	215	170	79.1%
Forever 21 Inc.	368	325	43	13.2%
Bloomingdale's	292	94	198	210.6%
Target Corporation	285	46	239	519.6%
Lowe's	261	229	32	14.0%
Sears Holdings Corporation	239	590	-351	-59.5%
Whole Foods	220	226	-6	-2.7%
Office Depot	197	152	45	29.6%
Harbor Freight Tools	196	280	-84	-30.0%
Big 5 Sporting Goods	179	56	123	219.6%
Rite Aid	155	74	81	109.5%
T-Mobile	146	183	-37	-20.2%
Toys"R"Us	139	234	-95	-40.6%
Toyota Motor Corporation	138	80	58	72.5%
Staples	135	193	-58	-30.1%
Dollar Tree Stores, Inc.	116	64	52	81.3%
BCBG Max Azria	107	130	-23	-17.7%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending March 11, 2015.

²⁵ Totals do not include employers with anonymous job advertisements.

Instructional Programs for the Top Retail Cluster Occupations

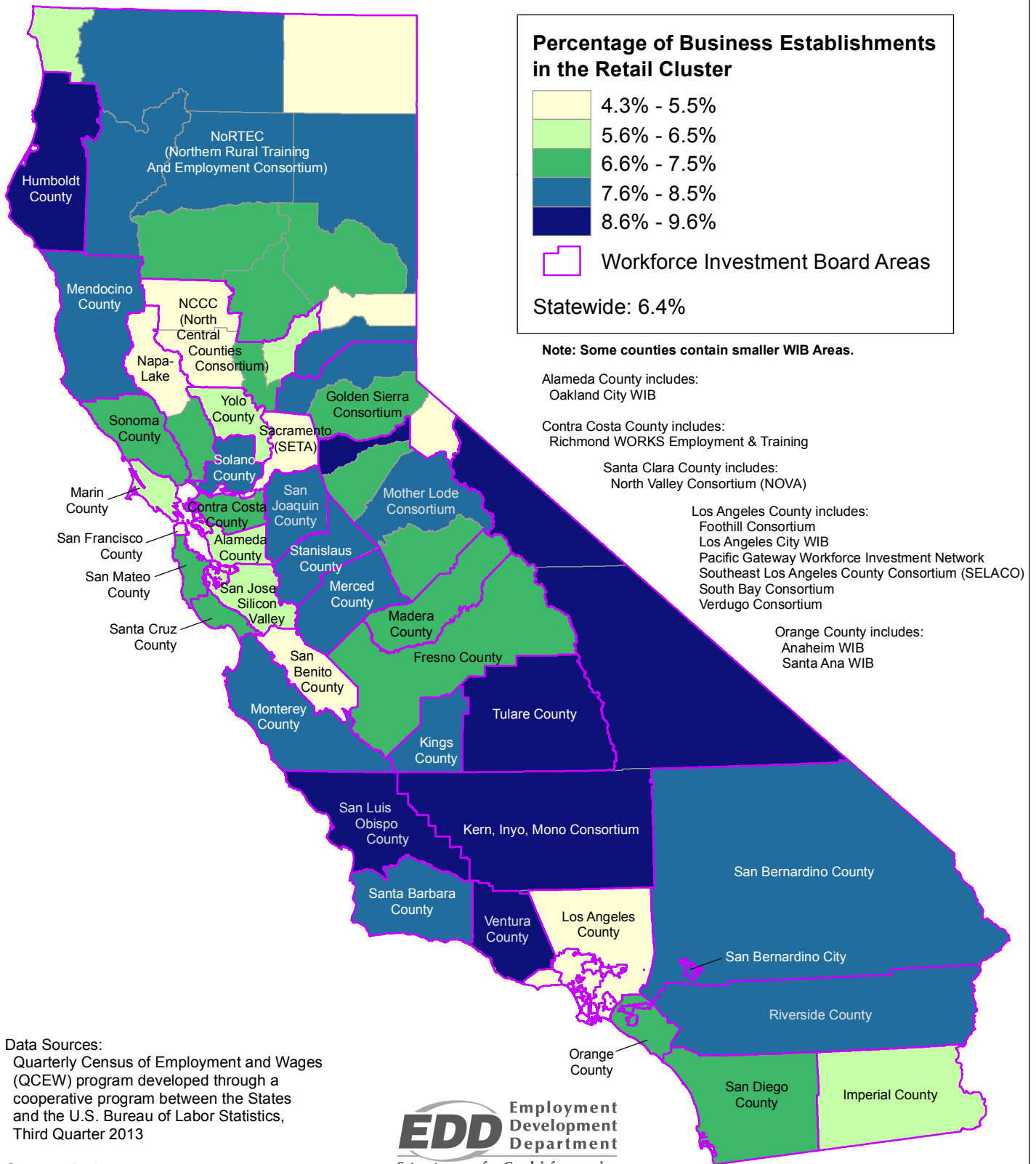
The table below provides examples of instructional programs related to some of the top occupations in the Retail cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Retail cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
First-Line Supervisors of Production and Operating Workers	52.0205	Operations Management and Supervision	N/A	N/A
Heavy and Tractor-Trailer Truck Drivers	49.0205	Truck and Bus Driver/Commercial Vehicle Operator and Instructor	094750	Truck and Bus Driving
Computer, Automated Teller, and Office Machine Repairers	47.0102 47.0104	Business Machine Repair Computer Installation and Repair Technology/Technician	093410	Computer Electronics
Hairdressers, Hairstylists, and Cosmetologists	12.0401 12.0406 12.0413	Cosmetology/Cosmetologist, General Make-Up Artist/Specialist Cosmetology, Barber/Styling, and Nail Instructor	300700	Cosmetology and Barbering
Computer User Support Specialists	01.0106 11.1006 51.0709	Agricultural Business Technology Computer Support Specialist Medical Office Computer Specialist/Assistant	070820	Computer Support
First-Line Supervisors of Retail Sales Workers	19.0203 52.0212 52.1803	Consumer Merchandising/Retailing Management Retail Management Retailing and Retail Operations	050650 050940 050960	Retail Store Operations and Management Sales and Salesmanship Display

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov/ipeds) at www.nces.ed.gov; [California Community Colleges TOP-to-CIP Crosswalk](http://www.cccco.edu) 7th Edition (2010), www.cccco.edu.

California Retail Cluster

Percentage of Total County Establishments, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:
Labor Market Information Division
California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov>
July 2014

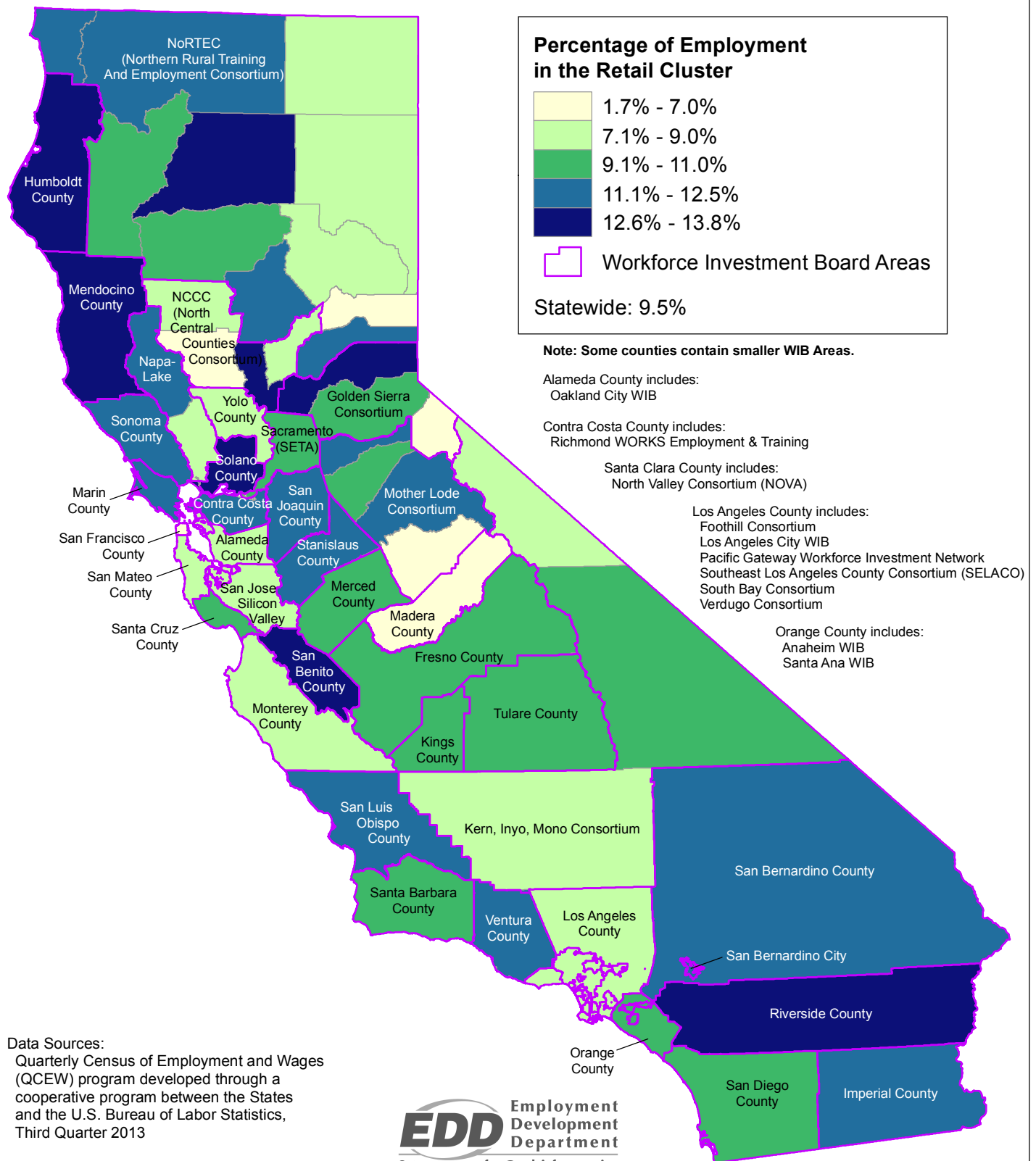
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California Retail Cluster

Percentage of Total County Employment, 2013



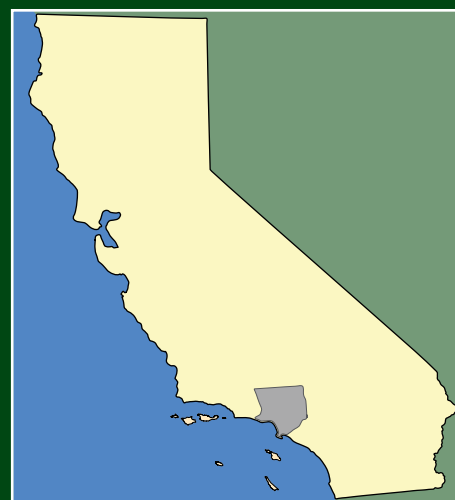
Data Sources:
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July 2014

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State of California

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Occupational Analysis: Health Care Services Cluster

Southern Economic Sub-Market

Los Angeles County

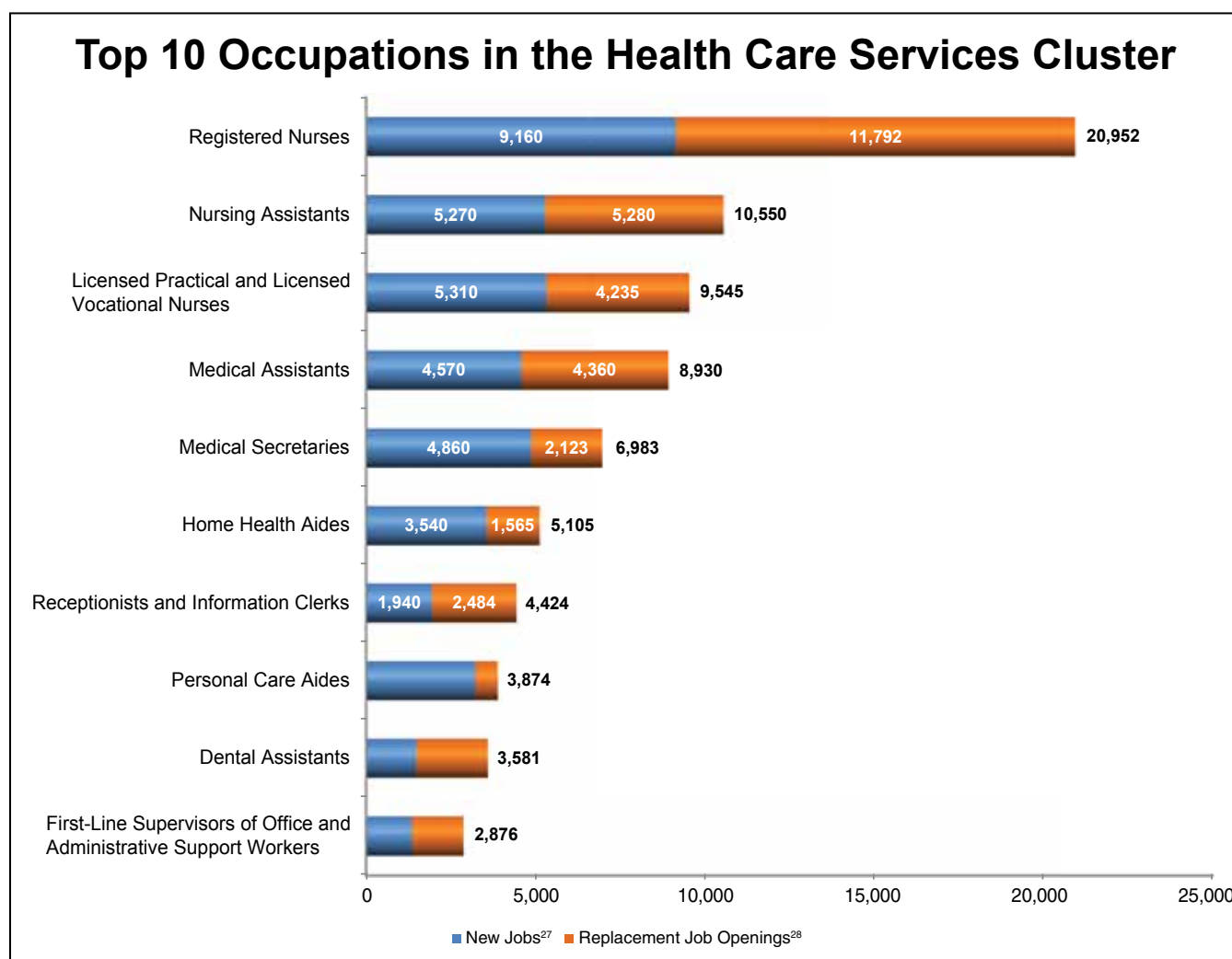
April 2015

What is the Health Care Services Cluster?

The Health Care Services cluster is comprised of 14 industries that include hospitals and doctors' offices, diagnostic laboratories, continuing care retirement communities, home health care services, and other activities related to health care. The workers employed within this cluster span all skill levels and share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

Top 10 Occupations in the Health Care Services Cluster

The graph below identifies the top 10 occupations in the Health Care Services cluster, based on the Los Angeles County Economic Sub-Market's new job growth plus replacement openings. In sum, these 10 occupations represent almost half of the 159,376 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, critical thinking, reading comprehension, and speaking.²⁶



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

²⁶ U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

²⁷ New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

²⁸ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

Top 10 Occupations and Recent Job Demand in the Health Care Services Cluster

The table below further profiles the Los Angeles County Economic Sub-Market's top 10 occupations in the Health Care Services cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a recent 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBSSM (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings ²⁹ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education ³⁰	HWOL Job Ads ³¹ (120 days)
Registered Nurses	20,952	\$45.56	\$94,777	Associate's degree	11,280
Nursing Assistants	10,550	\$13.49	\$28,049	Postsecondary non-degree award	622
Licensed Practical and Licensed Vocational Nurses	9,545	\$25.36	\$52,753	Postsecondary non-degree award	1,411
Medical Assistants	8,930	\$15.36	\$31,951	Postsecondary non-degree award	1,441
Medical Secretaries	6,983	\$17.73	\$36,894	High school diploma or equivalent	2,412
Home Health Aides	5,105	\$12.13	\$25,226	Less than high school	753
Receptionists and Information Clerks	4,424	\$13.93	\$28,989	High school diploma or equivalent	2,048
Personal Care Aides	3,874	\$10.29	\$21,421	Less than high school	1,897
Dental Assistants	3,581	\$17.77	\$36,956	Postsecondary non-degree award	1,060
First-Line Supervisors of Office and Administrative Support Workers	2,876	\$27.34	\$56,865	High school diploma or equivalent	4,925

Source: California Employment Development Department, *Projections of Employment 2012-2022; Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending period ending March 11, 2015.

²⁹ Total job openings are the sum of new jobs and replacement job openings.

³⁰ U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

³¹ Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

Top Occupations for the Health Care Services Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Health Care Services cluster. The table includes the Los Angeles County Economic Sub-Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings ³² (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
Requires a Bachelor's Degree or Higher				
Medical and Health Services Managers	2,634	\$53.67	\$111,622	3,038
Physical Therapists	2,137	\$43.26	\$89,980	1,049
Family and General Practitioners	1,224	>\$90.00	>\$187,200	412
General and Operations Managers	1,208	\$52.29	\$108,756	1,806
Dentists, General	1,154	\$63.05	\$131,158	469
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree				
Registered Nurses	20,952	\$45.56	\$94,777	11,280
Nursing Assistants	10,550	\$13.49	\$28,049	622
Licensed Practical and Licensed Vocational Nurses	9,545	\$25.36	\$52,753	1,411
Medical Assistants	8,930	\$15.36	\$31,951	1,441
Dental Assistants	3,581	\$17.77	\$36,956	1,060
Requires a High School Diploma or Equivalent or Less				
Medical Secretaries	6,983	\$17.73	\$36,894	2,412
Home Health Aides	5,105	\$12.13	\$25,226	753
Receptionists and Information Clerks	4,424	\$13.93	\$28,989	2,048
Personal Care Aides	3,874	\$10.29	\$21,421	1,897
First-Line Supervisors of Office and Administrative Support Workers	2,876	\$27.34	\$56,865	4,925

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending March 11, 2015.

³² Total job openings are the sum of new jobs and replacement job openings.

Skill Requirements in the Health Care Services Cluster

The table below lists the 10 top skills required for top occupations in the Health Care Services cluster, categorized by entry-level education requirements. Active listening, critical thinking, reading comprehension and speaking are the most commonly shared skills. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O*NET).

Occupations	Skills															
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Monitoring	Operations Analysis	Reading Comprehension	Science	Service Orientation	Social Perceptiveness	Speaking
Requires a Bachelor's Degree or Higher																
Medical and Health Services Managers		●		●	●		●			●	●	●			●	●
Physical Therapists		●		●	●		●			●		●		●	●	●
Family and General Practitioners	●	●	●		●		●					●	●		●	●
General and Operations Managers	●	●		●	●				●	●		●			●	●
Dentists, General	●	●	●	●	●		●			●		●			●	●
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																
Registered Nurses	●	●		●	●			●		●		●		●	●	●
Nursing Assistants	●	●		●	●					●		●		●	●	●
Licensed Practical and Licensed Vocational Nurses		●		●	●					●		●		●	●	●
Medical Assistants	●	●		●	●					●		●		●	●	●
Dental Assistants	●	●			●	●				●		●		●	●	●
Requires a High School Diploma or Equivalent or Less																
Medical Secretaries		●		●	●					●		●		●	●	●
Home Health Aides	●	●		●	●			●		●		●		●	●	●
Receptionists and Information Clerks		●	●	●	●							●		●	●	●
Personal Care Aides	●	●		●	●					●		●		●	●	●
First-Line Supervisors of Office and Administrative Support Workers		●		●	●			●		●		●			●	●

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Work Activities in the Health Care Services Cluster

The table below lists the 10 top work activities required for top occupations in the Health Care Services cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; assisting and caring for others; identifying objects, actions, and events; and organizing, planning, and prioritizing work.

Occupations	Work Activities																			
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Guiding, Directing, and Motivating Subordinates	Handling and Moving Objects	Identifying Objects, Actions, and Events	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Organizing, Planning, and Prioritizing Work	Performing Administrative Activities	Performing for or Working Directly with the Public
Requires a Bachelor's Degree or Higher																				
Medical and Health Services Managers			•		•		•		•			•			•		•	•		
Physical Therapists		•						•	•				•	•	•	•			•	
Family and General Practitioners	•	•						•	•		•			•	•	•			•	
General and Operations Managers				•	•		•		•						•		•	•		
Dentists, General		•				•		•	•	•				•	•			•		•
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																				
Registered Nurses		•			•				•		•			•	•	•		•		•
Nursing Assistants		•			•				•		•		•	•	•	•		•		
Licensed Practical and Licensed Vocational Nurses		•			•			•	•				•	•	•	•		•		•
Medical Assistants		•			•			•	•		•			•		•		•		•
Dental Assistants		•							•	•	•		•	•	•	•		•		•
Requires a High School Diploma or Equivalent or Less																				
Medical Secretaries		•		•	•				•		•			•	•			•		•
Home Health Aides		•			•			•	•				•	•		•		•		•
Receptionists and Information Clerks		•						•	•		•			•		•		•		•
Personal Care Aides		•			•			•	•				•	•	•	•		•		
First-Line Supervisors of Office and Administrative Support Workers			•	•	•		•		•		•	•					•			•

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Related Occupations for the Health Care Services Cluster

The table below lists top occupations in the Health Care Services cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Health Care Services cluster occupations.

Health Care Services Occupations	Related Occupations
Requires a Bachelor's Degree or Higher	
Medical and Health Services Managers	<ul style="list-style-type: none"> • Management Analysts • Chief Executives • Human Resources Managers
Physical Therapists	<ul style="list-style-type: none"> • Occupational Therapists • Health Specialties Teachers, Postsecondary • Nursing Instructors and Teachers, Postsecondary
Family and General Practitioners	<ul style="list-style-type: none"> • Physician Assistants • Clinical Nurse Specialists • Preventive Medicine Physicians
General and Operations Managers	<ul style="list-style-type: none"> • First-Line Supervisors of Office and Administrative Support Workers • Logistics Managers • Wholesale and Retail Buyers, Except Farm Products
Dentists, General	<ul style="list-style-type: none"> • Pharmacists • Anesthesiologists • Nurse Anesthetists
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree	
Registered Nurses	<ul style="list-style-type: none"> • Licensed Practical and Licensed Vocational Nurses • Acute Care Nurses • Critical Care Nurses
Nursing Assistants ³³	<ul style="list-style-type: none"> • N/A
Licensed Practical and Licensed Vocational Nurses	<ul style="list-style-type: none"> • Physical Therapist Assistants • Radiologic Technicians • Social and Human Service Assistants
Medical Assistants	<ul style="list-style-type: none"> • Pharmacy Technicians • Occupational Therapy Assistants • Dental Assistants
Dental Assistants	<ul style="list-style-type: none"> • Endoscopy Technicians • Dental Hygienists • Surgical Technologists
Requires a High School Diploma or Equivalent or Less	
Medical Secretaries	<ul style="list-style-type: none"> • Receptionists and Information Clerks • Medical Records and Health Information Technicians • Bill and Account Collectors
Home Health Aides	<ul style="list-style-type: none"> • Personal Care Aides • Medical Assistants • Childcare Workers
Receptionists and Information Clerks	<ul style="list-style-type: none"> • Office Clerks, General • Customer Service Representatives • Medical records and Health Information Technicians
Personal Care Aides	<ul style="list-style-type: none"> • Home Health Aides • Occupational Therapy Aides • Physical Therapist Aides
First-Line Supervisors of Office and Administrative Support Workers	<ul style="list-style-type: none"> • General and Operations Managers • Human Resources Specialists • First-Line Supervisors on Non-Retail Sales Workers

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

³³ Currently no related occupations reported by O*NET.

Employer Demand for the Health Care Services Cluster

The following table lists the Los Angeles County Economic Sub-Market employers in the Health Care Services cluster who posted the most job advertisements during the 120-day period ending March 11, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Health Care Services Cluster Employers	Recent Job Advertisements ³⁴ (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Providence Health & Services	2,071	731	1,340	183.3%
Kaiser Permanente	1,172	590	582	98.6%
City Of Hope	394	370	24	6.5%
Molina Healthcare, Inc.	359	154	205	133.1%
HealthPartners	348	347	1	0.3%
Onward Healthcare	216	62	154	248.4%
American Mobile Healthcare	210	229	-19	-8.3%
DaVita, Inc.	160	227	-67	-29.5%
Brookdale Senior Living	158	82	76	92.7%
Tenet Healthcare Corporation	146	84	62	73.8%
Cedars-Sinai	145	129	16	12.4%
PIH Health	145	27	118	437.0%
Dignity Health	132	285	-153	-53.7%
Huntington Hospital	111	82	29	35.4%
Genesis HealthCare	102	34	68	200.0%
Adventist HealthCare	102	86	16	18.6%
Valley Presbyterian Hospital	99	29	70	241.4%
Sunrise Senior Living, Inc.	96	76	20	26.3%
Fresenius Medical Care	93	69	24	34.8%
Saint Francis Medical Center	93	98	-5	-5.1%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending March 11, 2015.

³⁴ Totals do not include employers with anonymous job advertisements.

Instructional Programs for the Health Care Services Cluster Occupations

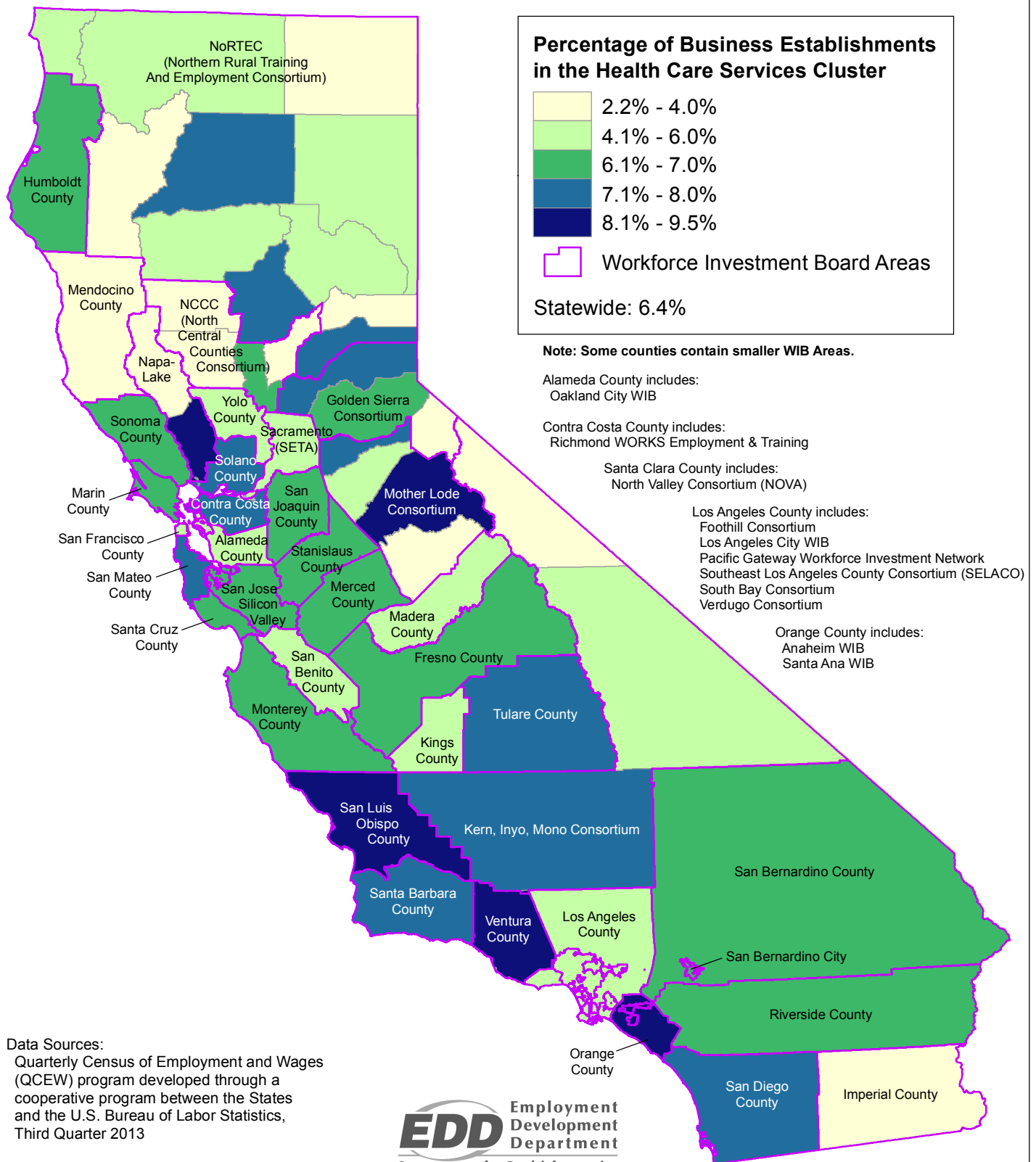
The table below provides examples of instructional programs related to some of the top occupations in the Health Care Services cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Health Care Services cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Registered Nurses	51.3801	Registered Nursing/Registered Nurse	123000	Nursing
	51.3808	Nursing Science	123010	Registered Nursing
	51.3813	Clinical Nurse Specialist		
Nursing Assistants	51.2601	Health Aide	123030	Certified Nurse Assistant
	51.3902	Nursing Assistant/Aide and Patient Care Assistant/Aide		
	51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other		
Licensed Practical and Licensed Vocational Nurses	51.3901	Licensed Practical/Vocational Nurse Training	123020	Licensed Vocational Nursing
	51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other		
Medical Assistants	51.0710	Medical Office Assistant/Specialist	120800	Medical Assisting
	51.0712	Medical Reception/Receptionist	120810	Clinical Medical Assisting
	51.0716	Medical Administrative/Executive Assistant and Medical Secretary	120820	Administrative Medical Assisting
Dental Assistants	51.0601	Dental Assisting/Assistant	124010	Dental Assistant
Medical Secretaries	51.0710	Medical Office Assistant/Specialist	051420	Medical Office Technology
	51.0714	Medical Insurance Specialist/Medical Biller		
	51.0716	Medical Administrative/Executive Assistant and Medical Secretary		
Home Health Aides	51.2602	Home Health Aide/Home Attendant	123080	Home Health Aide
Receptionists and Information Clerks	52.0406	Receptionist	N/A	N/A
Personal Care Aides	51.2602	Home Health Aide/Home Attendant	123080	Home Health Aide
First-Line Supervisors of Office and Administrative Support Workers	51.0705	Medical Office Management/Administration	050630	Management Development and Supervision
	51.0711	Medical/Health Management and Clinical Assistant/Specialist	050970	E-Commerce (business emphasis)
	52.0207	Customer Service Management	051440	Office Management

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](https://nces.ed.gov/ipeds/data/) at www.nces.ed.gov; [California Community Colleges TOP-to-CIP Crosswalk](http://www.cccco.edu) 7th Edition (2010), www.cccco.edu.

California Health Care Services Cluster

Percentage of Total County Establishments, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:
Labor Market Information Division
California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov>
July 2014

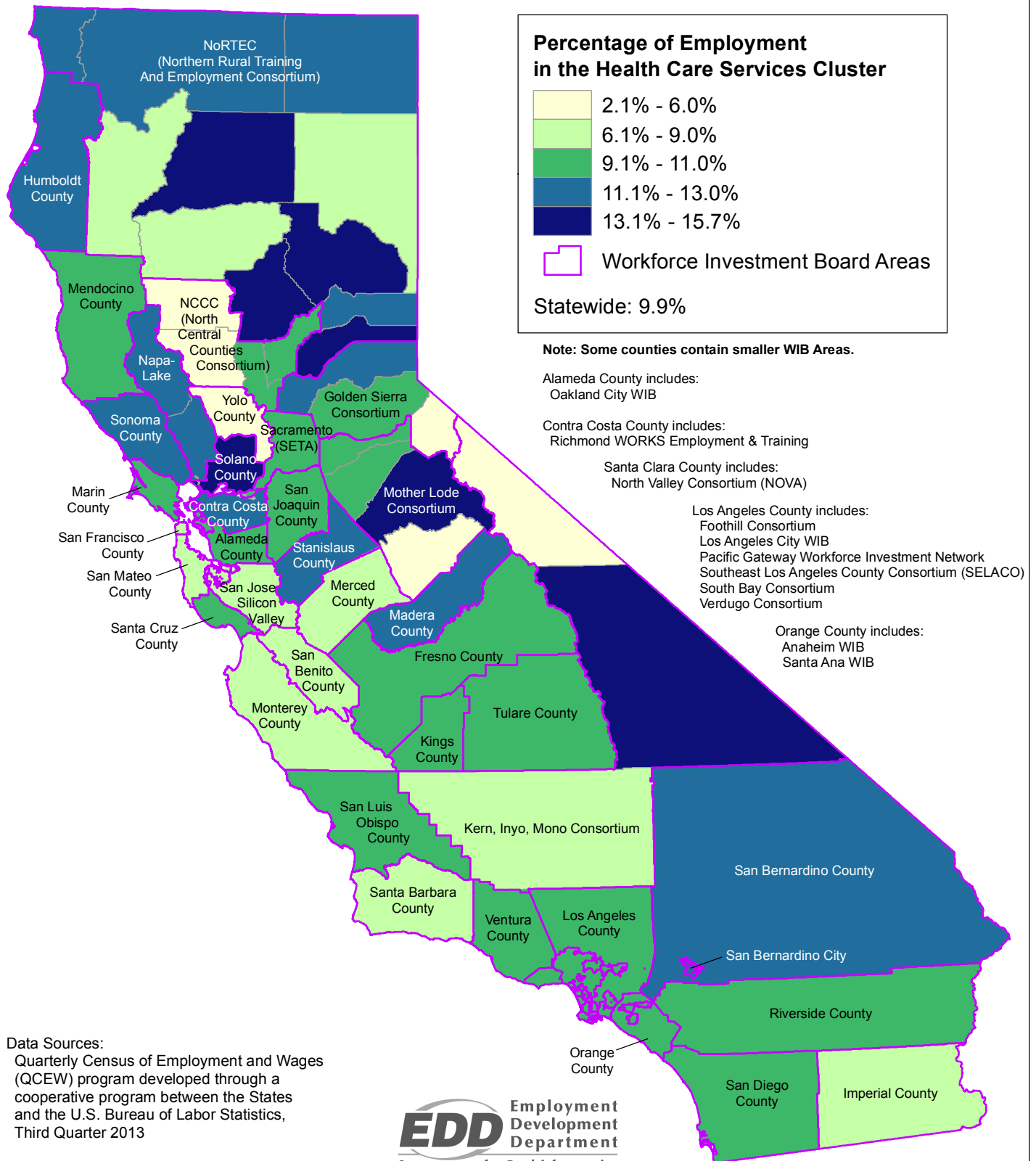
EDD Employment Development Department
State of California

LaborMarketInfo

File T036

California Health Care Services Cluster

Percentage of Total County Employment, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:
Labor Market Information Division
California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov>
July 2014

EDD Employment Development Department
State of California

LaborMarketInfo

File T036

Los Angeles Regional Planning Unit
List of Regional Planning Public Input Forums Held in 2016
Dates, Topics, Locations

Nov. 15, 2016

Verdugo WDB Forum #1

Topic: Pathways to the Middle Class

Verdugo Jobs Center - America's Job Center of California (AJCC)

1255 S. Central Ave., Glendale, CA 91204

9AM - 11AM

South Bay WDB Forum

Topics: Workforce System Accessibility and Workforce and Education Resources

Hawthorne Memorial Center

3901 El Segundo Blvd.,

Hawthorne, CA 90250

(2PM - 5PM)

Nov. 16, 2016

City of LA WDB Qtrly Meeting and Forum #1

Topic: Pathways to the Middle Class

Goodwill Community Enrichment Center -Fletcher Square

3150 N. San Fernando Rd., LA, CA 90065

(10AM – Noon)

Foothill WDB Forum

Topic: Workforce and Education Resources

Foothill One Stop Career Center

1207 E. Green Street, Pasadena, CA 91106

(2PM – 5PM)

Nov. 29, 2016

LA County WDB Forum #1

Topic: System Accessibility

Gateway Cities West

South Gate Auditorium, 4900 Southern Ave, South Gate, CA 90280

(9:30AM – 11:30AM)

Nov. 30, 2016

LA County WDB Forum #2

Gateway Cities East

Topic: Pathways to the Middle Class

City of Santa Fe Springs Town Center Hall

11740 Telegraph Road

Santa Fe Springs, CA 90670

(9:30AM - 11:30AM)

Los Angeles Regional Planning Unit
List of Regional Planning Public Input Forums Held in 2016
Dates, Topics, Locations

Dec. 1, 2016**LA County WDB Forum #3***Topic: Pathways to the Middle Class*

San Gabriel Valley West - Centro Maravilla Service Center

4716 East Cesar E Chavez Ave

Los Angeles, CA 90022

*(9:30AM - 11:30AM)***City of LA WDB Forum #2***Topic: Career Pathways*

Boyle Heights Tech Center YouthSource

1600 E 4th St, Los Angeles, CA 90033

*(4PM – 6PM)***Dec. 5, 2016****Verdugo WDB Forum #2***Topic: Career Pathways*

Verdugo Jobs Center - America's Job Center of California (AJCC)

1255 S. Central Ave., Glendale, CA 91204

*(9AM – 11AM)***Dec. 6, 2016****LA County WDB forum #4***Topic: Career Pathways*

Santa Clarita City, The Centre

20880 Centre Point Parkway

Santa Clarita, CA 91351

*(9:30AM - 11:30AM)***City of LA WDB Forum #3***Topic: System Accessibility*

Expo Center, Multi-Purpose Room

3980 Bill Robertson Lane

Los Angeles, CA 90037

*(2PM – 4PM)***Dec. 7, 2016****SELACO WDB Forum***Topic: Career Pathways*

Downey Adult School Bldg. HPEC

12340 Woodruff Ave.

Downey, CA 90241

Los Angeles Regional Planning Unit
List of Regional Planning Public Input Forums Held in 2016
Dates, Topics, Locations

L.A. County WDB Quarterly Board Meeting
 Richard Slawson Southeast Occupational Center of LAUSD
 5500 Rickenbacker Rd
 Bell, CA 90201
 (11:30 AM – 1:30 PM)

Dec. 8, 2016

Verdugo WDB Forum #3
Topic: Industry Valued Credentials
 Verdugo Jobs Center
 1255 S. Central Avenue, Glendale, 91204
 (9AM – 11AM)

**Foothill WDB Quarterly Board Meeting
 & Forum**
Topic: Industry Valued Credentials
 Foothill One Stop Career Center
 1207 E. Green Street, Pasadena, CA 91106
 (1PM – 2PM)

City of LA WDB Forum #4
Topic: Workforce and Education Resources
 Los Angeles LGBT Youth Center on Highland
 1220 Highland Ave, Los Angeles, CA 90038
 (3PM - 5PM)

Dec. 9, 2016

LA County WDB forum #5
Topic: Workforce and Education Resources
 San Gabriel Valley East
 Hacienda La Puente Adult Education School
 14101 Nelson Ave, La Puente, CA 91746
 (9:30AM - 11:30AM)

Dec. 13, 2016

LA County WDB forum #6
Topic: Industry-Valued Credentials
 Antelope Valley
 Palmdale City Hall
 Chimbole Cultural Center
 38350 Sierra Hwy, Palmdale, CA 93550
 (9:30AM - 11:30AM)

Los Angeles Regional Planning Unit
List of Regional Planning Public Input Forums Held in 2016
Dates, Topics, Locations

City of LA WDB Forum #5 and
Workforce Development Board Business Services & Marketing Committee Meeting
Topic: Industry-Valued Credentials – Certifying Worker Skills and Competencies
Los Angeles Valley College
Presidents Conference Room
5817 Ethel Ave, Sherman Oaks, CA 91401
(2PM - 4PM)

A total of 19 regional planning public input forums were conducted in locations throughout the Los Angeles County

Los Angeles Regional Planning Unit

Draft Regional Plan

List of Individuals/Organizations Invited to Forums

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*The final Regional Plan will contain a complete list of invited
individuals and organizations.*

Los Angeles Regional Planning Unit

Draft Regional Plan

**List of Individuals/Organizations that Attended the Regional Planning
Public Input Forums**

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*The final Regional Plan will contain a complete list of
individuals and organizations that attended the regional planning
public input forums.*

**Los Angeles Basin Regional Plan Challenges and Opportunities for
Disconnected Youth**

ATTACHMENT II, d
Page 1 of 2

Key Challenges Identified from Interviews with Regional Stakeholders	Proposed Next Steps and Opportunities:
<p>Priority in Engaging Disconnected Youth: Challenges include mixed levels of commitment, attention, resources and supportive service for recovering and reengaging out of school disconnected youth across the Los Angeles Basin, along with the need to restructure Workforce Development Board contracts that are more responsive to the needs of disconnected youth.</p>	<p>Recovery and Reengagement: Replicate and expand local and regional efforts to create innovative and comprehensive recovery and reengagement strategies for disconnected youth who are out of school by reintegrating them back into the educational system and encouraging multiple pathways to prepare them for college and career success.</p> <p>Contracting Opportunity: Share examples from Workforce Development Board’s that have restructured contracts to reduce contractual requirements that are excessively burdensome or may not serve their intended purpose and create incentives for potential contractors to address the real needs of disconnected youth and reflect youth development best practices.</p>
<p>Systemic Barriers: Skill development and credentials will be insufficient for disconnected youth to achieve equitable employment across race and ethnicity without successful efforts to overcome systemic barriers to employment, such as disparities in skill development, program participation, exclusionary hiring policies, implicit bias, hostile work climates, and lack of robust availability of transportation and childcare.</p>	<p>Reduce Systemic Barriers: Replicate and expand effective regional strategies for reaching out to, engaging, and successfully serving out of school disconnected youth with significant employment barriers and connecting them to sector pathway that expand opportunities to return to school, enroll in training programs, and find paid employment this could include the development of local agreements that recruit and serve this population.</p>
<p>Disconnected Data Systems: Interoperability among multiple education, workforce, social services and other data systems that inhibit coordination and alignment across the multiple systems that serve disconnected youth along with fragmented data systems that constrain the flow of information to improve results and finally the administrative requirements that impede holistic approaches in serving disconnected youth.</p>	<p>Data Sharing Agreements and Collective Performance Measures: Replicate and expand opportunities to capture lessons learned from existing data sharing agreements among the Workforce Development Board’s that are addressing interoperability between multiple systems (education, health and mental health, workforce development, job training, housing, social services and criminal justice) and are focused on assembling data from various systems that set priorities, goals, and benchmarks, data analysis of the need for multi-pronged interventions, managing and linking data, maintaining data quality, and protecting privacy.</p> <p>Consider supporting a regional process to create a common set of shared performance measures that could provide better information and tools that would enable Workforce Development Board’s to collectively track progress, direct resources to strategies that work and to measure and evaluate successful practices that would guide policies and support innovative approaches that</p>

	improve service delivery for disconnected youth.
Challenges in Sharing Best Practice: No regional portal to capture and share effective approaches and “lift up” best practices in supporting disconnected youth has resulted in limited evidence about effective models and strategies that support positive outcomes for disconnected youth and a wide-ranging level of awareness and knowledge about the evidence that does exists.	Build a Community of Practice: Support the development of a regional platform that could drive innovation, share lessons learned and best practices that effectively coordinate multiple systems and programs serving disconnected youth and disseminate practitioner’s tools for measuring and evaluating outcomes along with key findings to inform practitioner’s and policymakers.
Cross-Sector Partnerships: Strengthen local and regional cross-sector partnerships that increase coordination between multiple public agencies and service providers in providing an innovative service delivery system change strategies that is seamless, integrated and can meet the education, employment, housing, health and other needs of disconnected youth.	Multi-System Approaches: Replicate and enhance cross-sector collaborations that are currently being led by the Workforce Development Board’s and are surfacing innovative new solutions that are achieving better outcomes and producing demonstrated results for disconnected youth.
Limited Employment Opportunities: Structural shifts in the regions job market have resulted in the lack of job creation and supply along with increasingly scarce career on-ramps and heightened competition for jobs has led to high levels of unemployment, hidden unemployment and underemployment for disconnected youth.	Labor Market Engagement: Replicate, enhance and scale up current innovative approaches that focus on the development of multiple diverse pathways, job training programs that are employer driven and linked to specific career pathways, supportive services that reduce barriers to employment for disconnected youth from achieving success in jobs and careers.
Enhance Regional Coordination and Communication: The necessity for increased coordination and communication across the region between the Workforce Development Board’s that would strengthen and connect comprehensive approaches that meet the multi-faceted needs of disconnected youth.	Support Ongoing Coordination and Communication: Replicate and enhance current partnerships and shared initiatives between Workforce Development Board’s that has effectively addressed communication barriers, connected data systems, implemented a governance structure that has effectively manages diverse partners, aligned public systems and increased coordination in reconnecting disconnected youth to education, employment, housing and career attainment.
Increase Capacity for Partnership Development: Build and enhance coordinating capacity between the Workforce Development Board’s and civic and private-sector partnerships that would result in the efficient and effective delivery of locally designed strategies and solutions that improve outcomes for disconnected youth in achieving success in meeting educational, employment, and other key lifelong development goals.	Enhance Partnership Development: Create a “gateway” for the Workforce Development Board’s to strengthen and advance current innovative partnerships between local governments, non-profits, businesses and philanthropy that would propel evidence-based practices and interventions and enable partners to focus on what works and the strengthen the capacity of the region in providing wraparound services to improve education, employment, and social outcomes for disconnected youth.

Executive Summary of the Regional Workforce Plan for the Los Angeles Basin

The Workforce Innovation and Opportunity Act of 2014 (“WIOA”) mandates regional workforce planning as does the State of California. The Los Angeles Basin regional workforce plan (the “Plan”) covers the entire County including its seven local Workforce Development Boards, eighty-eight cities and unincorporated areas stretching from the ocean to the Mojave Desert. The Plan’s purpose is to:

1. Identify critical business sectors and specific entry and mid-level jobs in each sector where there is a high demand for workers and skill gaps among current and potential job applicants;
2. Create new and improved “career pathways” leading to these jobs which are more accessible to individuals who have major barriers to employment, particularly non-English speakers (a clearer and enhanced “pathway to the middle-class”); and,
3. Align the efforts of educational and workforce agencies County-wide to achieve better results.

Based upon LAEDC’s research and substantial community input, the priority sectors are: 1) advanced manufacturing – including “bio-tech”; 2) construction; 3) information and communications technology including the entertainment and recording industry; 4) healthcare; 5) hospitality and tourism; and 6) transportation and logistics.

The regional workforce planning process began this September. Nineteen highly interactive public forums - in which over five hundred stakeholders participated - were held throughout the length and breadth of Los Angeles County. In addition, there were individual meetings with staff from each of the seven Workforce Development Boards, with organized labor representatives, with adult education providers and their consortia, with business leaders and local elected officials, with community-based nonprofit organizations and with economic development agencies. The planning work was further informed by the identification of “best practices” throughout the County which could be expanded and replicated.

The Plan identified fourteen “work tasks” and eight strategic goals. The value of the Plan will be determined by whether the seven Workforce Development Boards and their workforce system partners can prioritize, fine tune and complete these tasks and goals.

Work Tasks

Task-1: Review and evaluate stakeholder recommendations for improving training effectiveness.

Task-2: Work with education partners to develop a plan of action for the system-wide delivery of basic skills and English language skills at levels reflecting need across the region.

Task-3: Engage industry leaders in each priority sector to identify skill needs, review training content, determine the value of credentials and recommend programs to address skill needs.

Task-4: Adopt a regional definition of “industry-valued” to support credential efforts.

Task-5: Adopt a definition and guidelines for a “quality job.”

Task-6: Adopt a slate of agreed upon regional sector pathway programs and regularly update.

Task-7: Once determined, develop a list of industry-valued credentials in the region.

Task-8: Convene stakeholders to develop a plan to achieve the region’s share of the statewide goal “1 million new credentials.”

Task-9: Work with education partners to identify ways to contextualize basic skills and English language skills into regional sector pathway programs.

Task-10: Determine the need to streamline services to avoid delays in participants' accessing basic services, and develop an action plan.

Task-11: Examine opportunities for regional coordination of support services and develop an action plan.

Task-12: Examine opportunities to expand the use of the resources and talents of community-based organizations to support the workforce development system throughout the region.

Task-13: Organize a workgroup, including education partners, to determine how to capture training-related placement data for all partner and programs.

Task-14: Examine opportunities to collaborate on administrative functions.

Strategic Goals

Goal-1: Develop a plan to expand services and outcomes for the region's disconnected youth and young adults, building upon the outstanding results currently being achieved for this group.

Goal-2: Develop a regional framework for delivering demand-driven services to guide planning and program development across the network of system stakeholders.

Goal-3: Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs.

Goal-4: Adopt a regional protocol for incumbent worker training (IWT), including strategies for using IWT to increase worker productivity and upward mobility.

Goal-5: Develop a framework for supporting workers engaged in the "gig-based" economy.

Goal-6: Develop a communications platform for the region to promote the sharing of information throughout the workforce system.

Goal-7: Develop a common message and marketing strategy directed at youth, job seekers and businesses.

Goal-8: Implement a system-wide approach to industry engagement to support the efforts of the seven boards and all system stakeholders.

Next Steps

The regional workforce plan is now ready for release for a 30-day public comment period, must be received by the State by March 15th (along with all seven local workforce plans) and takes effect July 1, 2017 through June 30, 2021. The Plan does not impact the seven local workforce area's Federal allocations or their ability to manage and direct local workforce resources.



LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD

2017-2020 LOCAL AREA PLAN:

**BUSINESS ENGAGEMENT, PROGRAM ALIGNMENT & SKILLS BUILDING
CREATING PATHWAYS TO THE MIDDLE CLASS**

**LOS ANGELES COUNTY
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
LOCAL AREA PLAN FOR PROGRAM YEARS 2017-2020**

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A. COMPREHENSIVE STATEMENT OF VISION, GOALS & STRATEGY

i. Strategic Vision

In support of regional economic growth and economic self-sufficiency, the Los Angeles County Workforce Development Board's (WDB) Local Plan reflects a commitment to a vision that every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has access to upward mobility and prosperity. This vision was crafted to support the California State Plan's vision *to ensure upward mobility for all Californians through the alignment of workforce development programs with those of WIOA education partners to develop demand-driven skills among job seekers that meet the needs of businesses*.

The Los Angeles County WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. WDACS is the fiscal and programmatic administrator of this system and is responsible for providing workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities, and in all of its 151 unincorporated areas. In total, through its many departments, the County administers approximately \$650 million a year in economic and workforce development programs and initiatives. The roughly \$35 million in WIOA funding the County receives each year is nested within this larger County workforce and economic development system. This positions WDACS to maximize WIOA funding by braiding and leveraging it, to the extent possible, with other non-WIOA workforce and economic development resources.

To begin achieving the vision of the Local Plan, WDACS entered into the Phase I MOU agreement with the County workforce development system's WIOA core program and other required workforce partners to align resources and remain actively engaged in the planning and implementation of an innovative, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy. The vision, goals and strategies outlined in this Plan are strongly linked to analytical data reflecting the characteristics of the L.A. Basin's regional economy. This data resulted from WDACS, in partnership with L.A. City, contracting with the Los Angeles County Economic Development Corporation (LAEDC) to conduct an analysis of our region. This analysis resulted in the Los Angeles: People, Industry & Jobs 2015-2020 report that outlined existing and emerging in-demand industry sectors and occupations in our region. It is this analysis on which our Local Plan is based.

ii. Goals

The County has established a set of goals for preparing an educated and skilled local workforce that were crafted in support of the California State Plan's three policy objectives: (1) fostering demand-driven skills attainment; (2) enabling upward mobility; and (3) aligning, coordinating and integrating programs and services to economize limited resources. They were also developed to support the State Plan's overarching stretch goal to produce middle-skill industry recognized post-secondary credentials, certifications, professional licenses, and degrees with demonstrable labor market value, as well as to increase the number of Apprenticeship program enrollments.

GOALS

1. **Focus on the Needs of Business:** Actively engage industries that provide career pathways in in-demand priority sectors.
2. **Spearhead System Alignment, Integration and Coordination:** Lead efforts to align and integrate all WIOA partners within the AJCC system to allow for a robust menu of services for shared customers delivered in a true one-stop and franchise model.
3. **Create Middle Skill Credentials:** Develop trainings in partnership with Carl D. Perkins Career Technical Education, Adult Education and Literacy, and Community College partners to develop skills that prepare individuals for middle income employment.
4. **Expand Earn & Learn:** Lead strategic partnerships with industry, education and the core WIOA partners to expand opportunities for individuals to earn wages while they learn on the job, thus enhancing their ability to secure unsubsidized jobs that pay competitive wages.
5. **Strengthen Economic Development:** Maximize WIOA's impact on economic development by galvanizing the County's economic and workforce development initiatives and strategies through its AJCC system.
6. **Focus on WIOA Priority Populations:** Increase the number of those in these populations who obtain marketable and industry-recognized skills and credentials to support their middle-income employment goals.
7. **Increase Service to the Limited English Proficient:** Better align with WIOA Title II Adult Education partners and their basic skills programs to serve the County's immigrant community.
8. **Create System Inclusivity & Accessibility:** Expand access to WIOA programs and services for WIOA Priority,¹ WIOA Target² and County Target³ populations.
9. **Continuous System Improvement and High Performance Board Standard:** Establish high performance standards that ensure premium workforce services to job seekers and businesses that exceed required performance.

In addition to aligning with the State Plan, the County's Local Plan goals were developed to align with L.A. County Board of Supervisors' (BOS) Strategic Plan Goals. They were also developed to support countywide initiatives that involve distinct workforce development components. The County is in the unique position to serve as a leader in braiding and leveraging the L.A. Basin region's WIOA resources with those of its other economic and workforce-development resources. The County's workforce development system is leading the following regional initiatives:

- **Countywide Youth Employment Program** - Coordinated partnership of the region's seven WDBs to provide paid work experience, financial literacy, career exploration, life skills, and work ethics to over

¹ **Priority Populations:** Recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according to the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. Within the basic skills deficient category, particular priority is placed on individuals whose English language proficiency is limited. Veterans and Eligible Spouses also receive priority under all WIOA programs.

² **WIOA Target Populations:** The following groups of people, as defined in sec. 3(24) of WIOA: individuals with disabilities, including youth with disabilities; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; older individuals; ex-offenders; homeless individuals, or homeless children and youths; 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 individuals facing substantial cultural barriers; farmworkers; individuals within 2 years of exhausting lifetime eligibility under the TANF program; single parents (including single pregnant women); and long-term unemployed individuals.

³ **County Target Populations:** Those in WIOA priority populations, plus disconnected youth (inclusive of foster youth), ex-offenders, individuals with disabilities, those experiencing homelessness, and the LGBTQ community.

10,000 youth annually. The program is funded by TANF and General County fund dollars, and serves as a gateway for WIOA services.

- **L.A. Compact** – Collaboration between BOS, the County and City WDBs, and other local partners to pursue three systemic goals: (1) all students graduate from high school; (2) all students have access to and are prepared for success in college; and (3) all students have access to pathways to sustainable jobs and careers.
- **My Brother's Keeper** - Better engages, serves, and produces improved education, work and life outcomes for boys and young men of color in the County.
- **Performance Partnership Pilot Program (P3)** – Braids federal, State and local funding of multiple County and City departments, and the Los Angeles Unified School District, to streamline a coordinated service delivery to produce better education, work and life outcomes for the region's disconnected youth.
- **Homeless Initiative** - Represents the most comprehensive effort taken by the County to combat homelessness; includes 47 strategies aimed to attack the root causes of homelessness and lift thousands of families and individuals out of homelessness and into better lives.
- **Prop 47 Initiative** – Galvanizes multiple County departments, programs and services to assist those whose incarceration sentences were reduced with a host of coordinated re-entry supports needed to fully integrate these individuals back into society.
- **Local and Targeted Worker Hiring Initiative** - Uses County investment in public works, affordable housing projects and economic development projects on County property as a catalyst for local job creation, construction careers training, and revenue generation targeted to assist vulnerable workers who face barriers to employment.
- **Disability Hiring Initiative** - Utilizes best practices in recruitment and hiring of those with disabilities to increase the number of these individuals employed in the County's workforce.
- **Local Small Business Enterprise, Disabled Veteran Business Enterprise, and Social Enterprise Preference Program** – Works to strengthen the local economy by supporting new businesses, growth of existing small businesses, creation of new local and disadvantaged worker employment opportunities, and achievement of social and environmental goals through private partnerships.
- **Minimum Wage Initiative** - Incrementally raises the minimum wage to \$15 an hour in unincorporated areas of the County over the next five years.
- **Non-Custodial Parent Program** – Aids unemployed non-custodial parents by connecting them to the AJCCs and other resources for job training, employment, peer counseling and parenting classes, and reinstating of driver's licenses for work purposes.

The County's Local Plan goals were developed to ensure that it not only meets, but exceeds, its past performance which earned its WDB High Performing Board (HPB) certification in Program Year 2012-2013 for exceeding negotiated statutory indicators and performance measures. The L.A. County WDB was one of the 16 original WDBs to receive HPB certification, which remains in effect until 2019 when the next HPB certification occurs with the submission of the local boards' 2 year WIOA local plan updates. All WIOA Title I Adult, Dislocated Worker, Youth and Rapid Response program service providers in the County's AJCC delivery system are required to meet applicable State negotiated local area performance goals and required State rapid response reporting goals. To ensure its system exceeds negotiated performance goals, the County will be requiring all of its AJCCs in its new WIOA system, which rolls out July 1, 2017, to be certified for meeting high quality standards based on Malcom Baldrige National Quality Award Criteria. Quality is achieved through a mandatory Continuous Quality Improvement (CQI) process outlined, supported, monitored and evaluated by the County. Part of CQI is the comprehensive *Customer Service and Quality Control Plan* (QCP Plan) that is required of all AJCCs and Title I program service providers. Each QCP Plan includes methods used to ensure that quality services are provided to fully meet

the performance required by the County, State and Federal governments. To ensure adherence to the continuous quality of services, the County conducts regular, intensive technical assistance (TA) for AJCC operators and Title I program service providers. To ensure performance expectations for serving those with barriers to employment are met, the County has established specialized AJCCs and special initiatives tailored to the needs of these populations.

iii. Strategy for Core Programs Implementation

The County has developed twelve (12) strategies to work with its WIOA partners to align resources to achieve the vision of every business in the County having access to skilled workers and other resources needed to succeed, and every resident having access to upward mobility and prosperity. To support the alignment of resources, the County executed the WIOA Phase I MOU with 46 core and other required partners. The County is currently negotiating cost-sharing agreements and other requirements of the Phase II MOU on-track for execution by September 2017. The parties to the Phase I MOU are as follows:

- **WIOA Title I Adult, Dislocated Worker, Youth:** L.A. County Workforce Development, Aging and Community Services (WDACS)
- **WIOA Title II Adult Education and Literacy (25):** Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Monterey Park Monterey Library; Los Angeles Unified School District; Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; William S. Hart Union High School District
- **WIOA Title III Wagner-Peyser:** State of California Employment Development Department (EDD)
- **WIOA Title IV Vocational Rehabilitation:** State of California Department of Rehabilitation (DOR)
- **Carl D. Perkins Career Technical Education (6):** Antelope Valley College; Citrus College; College of the Canyons; Mt. San Antonio College; Rio Hondo College; Santa Monica College
- **Title V Older Americans Act:** WDACS
- **Job Corps:** YWCA Greater L.A.
- **Native American Programs:** Southern California Indian Center, Inc.
- **Migrant Seasonal Farmworkers:** EDD
- **Veterans (JVSG):** EDD
- **Youth Build:** Youth Policy Institute
- **Trade Adjustment Assistance Act:** EDD
- **Community Services Block Grant:** L.A. County Department of Public Social Services (DPSS)
- **Housing & Urban Development:** L.A. County Community Development Commission
- **Unemployment Compensation (Insurance):** EDD
- **Second Chance:** L.A. County Probation Department
- **Temporary Assistance to Needy Families:** DPSS

The County's 12 strategies to implement and align resources of the partners

1. **Strategic Business Engagement:** The WDB leads the engagement of its partners in economic development efforts with major business and trade organizations to position workforce development as a key resource to attract and retain businesses and support their immediate and future talent and

training needs. Targeted priority sectors include: *advanced manufacturing-including bioscience; construction; entertainment and infotech; health services; leisure and hospitality; and trade and logistics.*

2. System Alignment and Regional Coordination: To ensure partners' responsiveness to regional economic trends and workforce demands, the WDB has organized its system according to 10 workforce service delivery areas. Each AJCC is responsible for being the hub of its sub-region and ensuring the alignment and coordination of the network of partners and services within their respective areas.
3. Career Pathways: Through strong coordination with business, industry, education, training and other partners, the WDB ensures that training credentials and education coursework are aligned with employer-validated competencies that result in career pathways within our defined priority sectors.
4. On the Job Training: The WDB works closely with its partners to increase paid work experience opportunities, including apprenticeships, pre-apprenticeships, incumbent worker training, on-the-job training, transitional and subsidized employment, paid internships and project-based compensated learning through engagement with business and unions.
5. Engagement in the County's Economic Development Efforts: The WDB leads partners' alignment with the BOS efforts and initiatives to positively impact the regional economy and strengthen the region's workforce system.
6. Specialized Centers and Programs for Priority Populations: The WDB has created specialized job centers to work closely with partners to provide tailored services to veterans and re-entry customers. AJCCs will deliver, in collaboration with partners, specialized programs and services for WIOA priority populations, and local targeted populations including participants with disabilities and limited English proficiency.
7. Accessibility & Inclusivity: AJCCs are strategically located in close proximity to or within partner feeder systems such as Adult Schools and Community Colleges with access to public transportation. Additional access is provided through the County's library system and community centers. Every AJCC ensures inclusiveness by providing technology to serve individuals with special needs, translation services, and facilities compliant with the Americans with Disabilities Act (ADA) requirements. Staff are trained to be culturally competent and responsive to populations with barriers to employment.
8. Consistent Branding as America's Job Center of California: The County's franchise model ensures, among all partner programs, a consistent standard of quality, menu of services, customer flow and professional staffing through a single common brand: *America's Job Center of California (AJCC)*. WDACS will play a pivotal role in developing, testing and implementing a common countywide system that operates collectively and is responsive to the unique challenges and opportunities of every region in the County.
9. Integrated Service Delivery (ISD): AJCCs utilize the ISD model to align and maximize resources, avoid duplication, coordinate programs and integrate the services of all WIOA core and other required partners. AJCCs serve as the central point of entry to all employment and training programs.
10. Multi-Generational Workforce Development Services: AJCCs provide a continuum of multi-generational workforce development services to the student, worker or job seeker no matter where they are on their career path. This design is unique in that workforce programs for youth, young adults, adults, and older adults are strategically offered in the same location under one roof.
11. Technology for Efficiencies: AJCCs will maximize all features of the CalJOBS system to manage customer flow, track customer service and outcomes, and facilitate shared case management among WIOA partners. Technology efficiencies will also be implemented to deliver services such as workshops and meetings remotely. AJCCs will also coordinate referrals through the regional network of partners utilizing an automated referral system.

12. Data & Performance Driven System: AJCCs will meet aggressive performance targets in close coordination with WIOA core and other required partners. In addition to the six (6) WIOA accountability measures, AJCC performance will include analysis of customer-centered strategies, business engagement, assessments of effectiveness and customer satisfaction, quality improvement, and staff capacity. To better determine the performance of TANF participants, WDACS and DPSS will engage in data sharing to conduct a countywide data matching of those co-enrolled in TANF and WIOA services.

B. ALIGNMENT TO STATE PLAN POLICY STRATEGIES

i. Description of Workforce Development System and its Programs

Given the size of our region, the County has adopted an economic development model for planning that is comprised of eight (8) *workforce regions* that encompass all of Los Angeles County. In order to effectively reach communities across our Local Workforce Development Area, these regions are further divided into ten (10) *workforce service delivery areas*. Each AJCC in the County's one-stop delivery system is responsible for coordinating all partner programs and services within the AJCCs assigned service delivery area. The system is built upon the delivery of a full complement of services to businesses and job seekers delivered through:

- 8 Comprehensive AJCCs fully integrated with EDD Wagner-Peyser partners, providing direct services to businesses and job seekers, and linkages to WIOA partner programs and services;
- 4 additional AJCCs, including a dedicated countywide Specialized Veterans AJCC;
- 8 Affiliates, one of which is a jail-based Affiliate at L.A. County Sheriff's Pitchess Detention Center in Castaic to provide targeted workforce services to the re-entry population; and,
- A Centralized Business Services Coordination Team that leads the County's efforts to meet the needs of businesses and coordinate the work of business representatives at each AJCC.

To support the system's integrated service delivery model, AJCCs will house, to the extent possible, WIOA core and other required partner programs. These programs include WIOA Adult, Dislocated Worker, Youth, Wagner-Peyser, and Veterans employment programs as well as WIOA Adult Education & Literacy, Vocational Rehabilitation, Older Americans Act, Carl D. Perkins Career Technical Education, Trade Adjustment Assistance, Community Services Block Grant, HUD Employment and Training, State Unemployment Compensation, 2nd Chance Act, Social Security Act, TANF, Native American, Migrant Seasonal Farm Workers, Job Corps, YouthBuild and National Emergency Grants programs. The County will provide continuous professional development and capacity building through the delivery of quarterly trainings to cohorts of workforce development, core program and other required program staff in each of the ten workforce service delivery areas.

The programs in the County's workforce development system are inclusive of those of the core and other required partners who are signatories to our Phase I MOU as outlined in Section Aii, on page 6. The programs directly operated by the County, by way of its contracted AJCC operators, are as follows:

- **WIOA Title I Adult and Dislocated Worker Program** - Services to assist individuals 18 years or older in achieving self-sufficiency by providing a menu of WIOA services. Individuals are provided access to Basic and Individualized Career Services, Training and Follow-Up services through our AJCC system and its partners.
- **Youth@Work Program** – The WIOA Title I Youth program is offered as part of a three-tiered program structured to offer youth and young adults ages 17-24 a continuum of services to support their Career Path development no matter which Levels of Service they are in Level I: Work-Based Learning; Level

II: Academic and Career Development; or Level III: Advanced Career Services. Services are rendered in a progressive, simultaneous, or combined manner as needed and appropriate. Participants engage in a Level of Service based on their age, eligibility, and needs. Youth ages 14-16 will be introduced to career exploration in Level I services only. One hundred percent of WIOA Youth program funds are designated to exclusively serve out-of-school youth ages 17-24. The WIOA in-school-youth program will be leveraged with non-WIOA funds, including General County and TANF funds.

- **WIOA Title I Rapid Response Program-** Provides services that directly assist employers and workers affected by anticipated or scheduled mass layoffs, business closures, and natural or other disasters to mitigate the impact of these occurrences on the local economy.
- **Older Americans Act Title V Senior Community Services Employment Program (SCSEP)** - A job creation program for low-income individuals aged 55 years and older who have poor employment prospects. Provides hands-on job training through part-time, subsidized work at community service agencies and assistance with transitioning to unsubsidized employment.
- **Jail-Based Job Center Affiliate** - A specialized program providing trauma-informed and gender-responsive re-entry employment services to inmates, including Second Chance Act recipients, as they prepare to leave incarceration and upon their release are navigated to one of our AJCCs to receive employment services.
- **Veterans AJCC** – A specialized AJCC which serves as a dedicated regional job center that develops, leads and supports regional employment and training initiatives for veterans, serving veterans and eligible spouses countywide, operating out of Bob Hope Patriotic Hall beginning July 1, 2017. The Veterans AJCC will work with, collaborate and support the County’s workforce system with regards to County veteran employment services and strategies. The Veterans AJCC is to also provide access to additional supportive and wrap-around services uniquely tailored to meet the needs of veterans and eligible spouses, which include, but are not limited to, housing, child support, expungement assistance, and mental health services.

ii. Service Alignment with State Policy Strategies

The County will lead the alignment of services of WIOA core and other required partners to ensure the implementation of the State Plan’s seven policy strategies through our local workforce service delivery system. Our Local Plan goals align with the State’s policy strategies and objectives as follows:

Local Plan System Strategies	State Plan Policy Strategies	State Plan Policy Objectives
1. Regional Planning, Partnerships and Coordination	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ol style="list-style-type: none"> 1. Fostering “demand-driven skills attainment” 2. Enabling upward mobility for all Californians 3. Aligning, coordinating, and integrating programs and services
2. Consistent Branding as America’s Job Center of California:	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
3. Strategic Business Engagement	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services

4. Integrated Service Delivery	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Earn & Learn • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
5. Integration of All Workforce Programs	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
6. Specialized Centers and Programs for Priority Populations	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
7. Longitudinal Career Path Model (LCPM)	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
8. Technology for Efficiencies	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Aligning, coordinating, and integrating programs and services
9. Accessibility & Inclusivity	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services
10. Performance Driven	<ul style="list-style-type: none"> • Sector Strategies • Career Pathways • Organizing Regionally • Earn & Learn • Supportive Services • Building Cross System Data Capacity • Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> • Fostering “demand-driven skills attainment” • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services

The programs of our core and other required partners are the basis of service delivery at all the AJCCs throughout our delivery system. To assure alignment of the services offered through these programs, the WDB will work closely with the partners to support the State Plan’s policy strategies as follows:

(1) Sector Strategies: The County’s workforce investments are strategically focused in areas where economic returns are likely to be highest: on education and training that prepares job seekers with skills needed by businesses in our six identified priority sectors. These sectors were chosen based on indicators that they would generate an increase of jobs that offer livable wages. The L.A. County and City WDBs contracted with the LAEDC to analyze the economy of our region. This analysis resulted in the *Los Angeles: People, Industry & Jobs 2015-2020* report which outlined existing and emerging in-demand industry sectors and

occupations in our region based on: (1) industry growth rate; (2) potential job creation; and (3) prevailing wages. It also identified the knowledge and skills needed to meet the needs of employers in these sectors and occupations. Based on this analysis, the County chose its priority sectors. After its priority sectors were chosen, it enlisted Sector Intermediaries to conduct a deeper analysis of each sector to inform strategies and training investments that would best prepare workers with skills employers need. Resultant *Sector Intermediary Reports* outlined existing career pathway programs in each sector, existing training and education programs that met sector needs, and skills gaps in each sector. The data produced by these reports was used to develop business services strategies to align the workforce and education programs of the AJCCs and their WIOA partners in each of the County's eight workforce regions. The County is using these strategies to coordinate the development of industry and sector partnerships in each region, including the creation of industry councils. These partnerships bring multiple employers within a sector

together with representatives of labor, education and workforce professionals to examine the interrelated workforce needs of the entire industry. The aim of the partnerships are to address industry's particular skills shortages and align the monetary and institutional resources of industry, labor, workforce, and education within each workforce region. This work includes convening of stakeholders on an on-going basis to develop a general understanding of the challenges the sector faces, and to engage in shared problem-solving. On January 27, 2017 the WDB committed to establish 4 Committees led by the WDB to have a deeper discussion of how to effectively coordinate the County's sector strategies and career pathways.

Los Angeles County's PRIORITY GROWTH SECTORS

- **Construction Industries**
- **Advanced Manufacturing**
(fashion, aerospace, analytical instruments, pharmaceuticals, medical devices, bioscience.)
- **Trade & Logistics**
- **Entertainment & Infotech**
- **Health Services**
- **Leisure & Hospitality**

(2) Career Pathways: The WDB has developed a *Longitudinal Career Path Model* that brings WIOA core education and training partners together with business and industry to create career pathways within the priority sectors. The model is characterized by a high degree of program alignment and service coordination among the WIOA core and other partner programs, particularly adult education & literacy partners' basic skills programs, and high school and community college CTE programs. The model identifies sequential career development opportunities within a sector that can be accessed at different points based on progressive levels of skill attainment on the part of the worker or job-seeker. A business's current or future needs are analyzed to identify a packaged set of skills needed by the business to be competitive in the industry. The WDB's education and training partners within the appropriate workforce region are engaged so that stackable credentials formulate a comprehensive training that meets the business's immediate needs and include foundational competencies that allow for upskilling talent in alignment with the businesses future workforce needs. The model utilizes the US DOL CareerOneStop's "Generic Building Blocks for Competency" framework (<http://www.careeronestop.org/CompetencyModel/>) to aid in the development of a participant's competencies for each level of career development within a sector.

(3) Earn & Learn: Earn & Learn, or what the County refers to as "Work-Based Learning" (WBL), is a key strategy used to aid participants into the workforce and onto career paths. Program participants develop an Individual Employment Plan (IEP) or an Individual Service Strategy (ISS) in collaboration with AJCC career development specialists that takes into account client-centered approach to balance the facilitation of skills attainment with opportunities for compensated work experience. This allows participants to "earn" an income while they "learn" to do a job. The County's strategic partnerships will bring businesses together with Carl D. Perkins CTE, community college and adult education and literacy partners in order to create system-wide opportunities. These opportunities are provided to participants through apprenticeships, pre-apprenticeships, incumbent worker training, on-the-job training, transitional and subsidized employment, paid

internships and externships, and project-based compensated learning. “Earn and learn” opportunities are an important strategy for success, particularly for those with barriers to employment who cannot afford to attend an education or training program full time. For example, through a State Workforce Accelerator grant, the County has developed a Transitional Employment Initiative that provides young adults transitioning from Probation camps with an immediate paying job on a work crew while he or she also receives re-entry supportive services, case management and classroom learning aimed at preparing the young person for unsubsidized employment requiring more skill.

(4) Organizing Regionally: To ensure the manageable coordination and receptiveness to regional economic trends and workforce demands, the County has organized its system according to 10 workforce service delivery areas as previously outlined. Each AJCC is responsible for the coordination and integration of partners and services within its respective area. The County plays a leadership role in engaging the other 6 WDBs in the L.A. Basin in countywide workforce development initiatives. For instance, it coordinated an MOU where all WDBs agreed to prioritize services to foster youth. Furthermore, this partnership provides 10,000 youth annually with a uniform youth employment program that augments WIOA’s vision. Most recently WDACS was given the lead role to coordinate Local Target Hiring activities for the County. The County AJCC system will be the lead of this major regional effort. The County also plays a lead role in engaging the six other WDBs in County-led collaboratives that bring together economic development, industry, workforce development, and education partners to align resources and programs to serve the needs of labor markets. These collaboratives aim to develop value-added partnerships that not only help achieve the policy goals of the partnership, but also help partners achieve their organizational goals by leveraging one another’s expertise.

(5) Integrating & Braiding Resources: To support the integration and braiding of resources, the County workforce development system’s ISD model provides the optimal framework to achieve program alignment and assure access to the broad array of services provided by the system’s WIOA core and other required partners’ programs. These programs include, but are not limited to, the WIOA Adult, Dislocated Worker, Youth, Carl Perkins CTE, Adult Education Block Grant, and Vocational Rehabilitation programs. AJCCs serve as a single point of access to education and training offered by all WIOA partner programs. Within each AJCC, there is a common flow of customer services jointly provided by the integrated staff of County-contracted AJCC Operators and WIOA Title I program providers, EDD’s Wagner-Peyser program, and of other core and required partner programs. ISD supports the development of value-added partnerships in each workforce service area such that partners leverage one another’s expertise by transacting on the basis of specialization and by providing services consistent with each programs’ core competencies. Partners hold the same shared goal of fostering skills development and facilitating attainment of industry-recognized credentials and degrees. The efficiencies reached through an integrated system promise an increase in the number of businesses and jobseekers served and improved employment outcomes in high demand industries. Also leveraged are the resources and programs of other County departments, such as the public assistance programs administered by DPSS and Probation programs. Leveraging of the dollars from these other County departments and programs allows for a more enhanced and robust menu of services for shared customers and the likelihood of better outcomes for participants.

(6) Building Cross-System Data Capacity: Evidence-based, data-driven decision-making is one of the County’s strategies to effect its Local Plan vision and goals. The County has committed to the on-going research and application of diagnostic data to steer its workforce development system’s investment and help ensure that programs align with labor market trends and needs. It has committed to continuing to analyze and apply diagnostic data pertaining to growth, skills needs and income potential of the regions industries, sectors and occupations. It has also prioritized the use of technology as a critical tool for facilitating all aspects of data sharing and information exchange with core and other partners including

sharing of regional labor market information (LMI), economic intelligence, client tracking, common case management, reporting, and data collection. Data is shared with partners through CalJOBS, the State's labor exchange system. The WDACS also has a direct agreement with DPSS to receive data from its program participants to determine how many are co-enrolled into WIOA throughout the region. Partners who are signatories to the Phase I MOU have agreed to the following data sharing commitments:

- Compliance with applicable provisions of WIOA, Welfare & 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 AJCC customers or partners (e.g., applications, eligibility & referral records, and individual records related to services, in the strictest confidence and solely for purposes directly related to provision of services)
- Development of technological enhancements that allow appropriate interface of common information needs
- Commitment to the provision of system security as agreed upon by all partners

In addition, the County is investing in an additional economic data management system that will allow access to more precise snapshots of industry-related needs and trends in each workforce service area. It also has begun to work more closely with the community college system to use regional economic data to identify trainings that prepare participants for high growth occupations. The County mapped the resources offered by our system's WIOA core and other required partners, including the Carl D. Perkins and Adult Education basic skills programs, in each of our ten service delivery areas. It then began to align these offerings so as to begin to form pathways into each priority sectors. Where the Community College and Adult Education partners use the Taxonomy of Programs codes (TOP) to categorize their class offerings, the County uses sectors and NAICS as tools to form sector-based career pathways. The County is currently in the process of using Standard Occupation Codes (SOC) to crosswalk between workforce and education system data. It is aligning TOP codes to SOCs, and SOCs to Sectors and NAICS. This crosswalk will better allow the County to work with Community College and Adult Education systems to more easily develop targeted training programs that produce relevant industry-recognized credentials.

(7) Supportive Services: As many of the participants served by the County's workforce development system face barriers to employment that undermine their ability to complete a training or educational program, the coordinated provision of supportive services to the County's WIOA participants is of maximum importance. One of the purposes of collaborating and braiding resources with our partners is to ensure that participants are fully supported with a broad array of ancillary services to help them complete employment activities, training or education programs and successfully enter and remain in the labor market. The supportive services provided to participants through WIOA core and other required partner programs include, but are not limited to: subsidized childcare and dependent care, transportation assistance, referral to substance abuse treatment, linkages to community services, assistance with housing, assistance with educational testing, legal aid services, referrals to health care, assistance with work attire and work-related tools, assistance with books and other educational supplies for students, training-related payments and fees coverage, accommodations to individuals with disabilities including the use of assistive technology, and other needs-related payments that are necessary to enable an individual to participate in career and training services.

Supportive services are awarded to individuals in financial need based on an individual needs assessment, participation in approved program activities and the availability of funds. The Youth program also provides for appropriate incentives as part of supportive services to motivate youth to complete program goals. The system ensures that supportive services are provided to enhance an individual's ability to participate in workforce programs or to enhance probability of job placement and security. In providing supportive services, the

system maximizes available partner program services while avoiding duplication. The County's WIOA Title I program providers are required to set aside a minimum of 10% of their annual budget to address the Supportive Service needs of participants. At the same time, they are also mandated to identify and leverage the resources and supports of WIOA partner programs before WIOA supportive service dollars are used. For instance, with regard to participants who are co-enrolled in both a WIOA Title I and/or Title II program and the CalWORKs' "Greater Avenues for Independence" (GAIN) program, then the participants are to utilize the transportation, childcare, clothing and other supports provided by GAIN first. WIOA career development specialists coordinate with GAIN staff to ensure their supportive services are aligned, complimentary to one another, and serve the IEP or ISS of each participant.

C. SERVICES AND SERVICE DELIVERY STRATEGIES

i. Expanding Access to Services

The County will work with its partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly for individuals with barriers to employment as defined in WIOA Section 24 (A)-(M).⁴ The County's ISD model provides a framework that expands access to training, education, and career development for participants of any of our core and other required partner programs. AJCCs house, to the extent possible, the WIOA core and other required partner programs so that multiple programs may be accessed in one location. AJCCs serve as a single access point to education, training, career, and supportive services offered by all WIOA partner programs through cross-referrals, co-location, or other integration methodologies. Partner programs are coordinated and aligned to allow for more seamless delivery and take into account the uniqueness of the workforce region.

AJCCs are strategically located in close proximity to, or within, feeder education and training systems such as Adult Schools and Community Colleges. One of our AJCCs is located on the campus of Hacienda La Puente Adult School, a WIOA Title II Adult Education partner. This partnership allows for participants looking to start a career or upskill from a current position through easy access to stackable, short-term, industry recognized credentials that focus on middle skill jobs. AJCCs are also strategically located near public transportation. Additional access to WIOA programs are made available through the County library system and community centers.

To expand access to those with disabilities (uniquely abled), every AJCC operates in full compliance with federal and State guidelines and requirements for serving people with disabilities. AJCCs provide training that equips staff with tools to better serve uniquely abled customers through trainings on ADA customer service, assistive technology, and WIOA non-discrimination law and regulations, and ensure access to American Standard Sign Language translators. Every AJCC also utilizes technology that accommodates the needs of uniquely abled individuals. Many AJCCs currently have a representative from the Department of Rehabilitation (DOR) on-site, as a WIOA core program partner, to further assist with proper referrals for services and programming. All Comprehensive AJCCs will have DOR on-site by the end of 2017.

⁴ The term "individual with a barrier to employment," as defined in sec. 3(24) of WIOA, encompasses the following groups of people: individuals with disabilities, including youth with disabilities; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; older individuals; ex-offenders; homeless individuals, or homeless children and youths; 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 individuals facing substantial cultural barriers; farmworkers (as defined at sec. 167(i) of WIOA 37 and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the TANF program; single parents (including single pregnant women); and long-term unemployed individuals

To expand access to those from other target populations, such as from the re-entry, homeless, former and current foster youth, and limited English proficient populations, AJCC staff will be trained in cultural competency, trauma-informed service delivery and gender responsiveness. Additionally, the WDB has created specialized job centers to serve the unique needs of Veterans and those reentering from incarceration. To expand access to disconnected youth, the WDB has dedicated 100% of its WIOA Youth funding to serve out-of-school youth. Additionally, WIOA Youth services have been integrated with WIOA Adult services to better facilitate the access of youth ages 18 -24 to a continuum of services and support from both the Adult and Youth programs.

In addition to expanding access to the programs and services offered through the AJCCs, the County has developed or adopted a number of Special Initiatives specifically designed to engage best practices, proven innovations, and tested models to better reach, engage and achieve positive employment outcomes with those in these hard-to-serve target populations. These initiatives include, but are not limited to, the following:

The INVEST Program: In partnership with the National Institute of Corrections (NICs), the County has launched the INVEST program to establish workforce development service strategies that incorporate sustainable interagency coordination, streamlined service delivery and the expansion of Second Chance/Re-entry employment and training opportunities to collectively reduce recidivism and reliance on entitlement and safety-net programs. A collaboration between L.A. County WDACS, Probation and Sheriff's departments, EDD Wagner-Peysner, and community-based organizations, the program features the co-location of Probation officers at the County's AJCCs. Probation officers and AJCC career development specialists utilize a multidisciplinary approach to rehabilitation and job attainment rooted in evidence based strategies designed by the NIC. The program includes education and skills development, employment retention strategies, system navigation, and intervention with the ultimate goal of creating new opportunities and solutions to make this population employable and financially stable.

L.A. County Prop 47 Initiative: The County established this task force to formulate a countywide plan for establishing public-private partnerships that provide Prop 47 eligible individuals with workforce development, employment opportunities and wraparound services. Eligible individuals are those whose sentences were reduced due to the fact that they were based on non-violent drug and property crimes that qualify for such reduction as a result of this State act. There are roughly 500,000 individuals in the County who may qualify for relief under Prop. 47.

Jail Based Job Centers: Through a collaboration of many of its departments, the County is establishing its first Jail-Based Job Center at Pitchess Detention Center to provide a bridge for individuals released from the jail into the WIOA programs offered at our AJCCs. Similar plans are underway to seek funding to establish a job center at the L.A. County Century Regional Detention facility in Lynwood. Additionally, with the support of the California Attorney General's Office, the County is co-leading the effort to develop a Regional re-entry strategy that provides systematic connections into the region's entire workforce development system.

Re-entry for Youth Offenders-Accelerator Grant: The County received a State Workforce Accelerator grant to partner with the Center for Employment Opportunities, a social enterprise agency, to implement a pilot program to place 50 Probation youth in transitional jobs in work crews at County Parks to gain work experience while they receive job training and career development at a County AJCC.

Second Chance Business Champions: The County is implementing a multilayered business services strategy that includes dedicated staff focused on maintaining, growing and fostering current and new business relationships with Second Chance/Re-entry friendly employers and industries that can hire from this talent pool. In addition, it is building a coalition to promote opportunities through business-to-

business engagement and develop ongoing strategies to create sustainable career pathways for our re-entry population.

Fair Chance Employment Opportunities: Multiple County departments are collaborating with the City of Los Angeles, community based organizations (CBOs) and private partners to develop comprehensive Second Chance/Re-entry Workforce Development strategies and initiatives that expand capacity and expertise to better meet the needs of re-entry population. These strategies incorporate sustainable interagency coordination, streamlined service delivery and the expansion of Second Chance employment and training opportunities in an effort to collectively reduce recidivism and reliance on entitlement and safety-net programs.

Social Enterprise Businesses: The County has created an initiative to leverage the expertise of Social Enterprises in serving high-risk and re-entry populations with the resources of our AJCCs to support the career development of participants that require subsidized transitional and bridge employment services. Social Enterprises have traditionally hired under-served populations such as ex-felons and individuals with prior history in the criminal justice system and successfully provided bridge employment and stabilizing services such as housing and mental health services. This initiative provides training and access to middle-skilled higher-wage jobs in growing industries that will allow the participant to maintain the stability afforded them through their subsidized bridge employment.

Local/Target Worker Hire Program: The County recently adopted Countywide Local/Target Worker Hire policies to provide systematic opportunity to leverage County investments to maximize opportunities for hard to serve populations. AJCCs will play a key role in the administration of these policies by providing a pipeline of talent that meets the set local and target worker criteria.

Homeless Training Academy: The County has established a Homeless Initiative that includes a Training Academy designed to provide a 30-hour training to low-income and formerly homeless individuals to prepare them for entry-level jobs as outreach workers and peer counselors at local homeless and social services agencies. The initiative is a partnership between the County, L.A. City and the East San Gabriel Valley Regional Occupational Center.

TANF/General Relief and WIOA Co-location Model: The County has established and is overseeing a demonstration co-location model at its East L.A. AJCC, which aims to maximize workforce services for TANF/CalWORKs and General Relief participants by braiding program resources and providing wrap-around employment services.

Performance Partnership Pilot Program (P3): This initiative braids federal, state and local funding of multiple L.A. County and L.A. City departments to streamline a coordinated service delivery to produce better education, work and life outcomes for the region's disconnected youth.

Emphasis on STEAM (Science, Technology, Engineering, Arts, and Mathematics) through the Creative Arts: A means to better engage youth to better understand the concepts needed to succeed in the sectors that rely heavily on STEM competencies.

ii. Career Pathways & Co-enrollment in Core Programs

The County is facilitating the development of career pathways through its *Longitudinal Career Path Model* that brings education and training partners together with business and industry to create career pathways within the County's priority sectors. This career path development effort is characterized by a high degree of program alignment and service coordination among business partners and the County's core program partners, including co-enrollment in core programs when warranted.

The County identifies sequential opportunities within a sector that can be accessed at different points based on progressive levels of skill attainment on the part of the job-seeker. Business partners are engaged based on each business's current talent needs. The appropriate AJCC identified clients that might meet these skill needs. The AJCC forms a partnership with the appropriate education partner to identify or develop trainings that meet the business' talent needs. AJCC participants are then co-enrolled, as appropriate, in WIOA core programs, Carl D. Perkins CTE, adult education & literacy, or community college partner programs to receive the specified training.

Co-enrollment with education partners also occurs through the Cohort Training Model. In this model, the County contracts with specific community colleges, Title II Adult Education & Literacy, or Carl D. Perkins CTE partners and then links the contracted education partner with the business in need of talent to identify or develop the training that meets their need. The AJCCs form cohorts of participants whose IEP/ISS would be advanced by the Cohort Training being offered. The AJCC prepares the participants for the trainings by addressing basic skills, transportation, childcare, and other needs.

The County is at the forefront of establishing a construction pipeline career pathway for the L.A. Basin. L.A. Metro (Metro) Transportation recently launched its WIN initiative to address imminent attrition due to retirements and future staffing needs due to a recent infusion of \$860 million over the next several years to fund multiple transportation projects in L.A. City. The County is actively mobilizing training partners and the AJCCs to align existing and future efforts to meet Metro's needs. Through partnership with the YouthBuild Construction Industry Advisory Council, made up of 10 local YouthBuild partners, the County will lead a coordinated effort to co-enroll current YouthBuild participants into Title I Youth and/or Adult programs to establish entry onto the Construction pipeline. Once enrolled, AJCCs will incorporate the YouthBuild career plan in order to support wrap around services for youth to achieve: a secondary credential, an MC3 credential (post-secondary), other post-secondary training offerings and contextualized paid and unpaid work experience. The ultimate goal is to connect these youth with permanent employment through Metro or its contractors. In another initiative, the AJCCs will introduce youth to the Creative Arts economy directly linked to Construction in the Entertainment Sector. This will be done by developing STEAM linked, work-based-learning opportunities and programming through partnership with the Los Angeles County Arts Commission. According to the 2015 Otis Report on the Creative Economy in the Los Angeles region, every 10 direct creative economy jobs supports 9 indirect jobs.

iii. Improving Access to Industry-Recognized Post-Secondary Credentials

To meet its goal of helping more residents secure middle-income jobs, the County will improve participant access to activities that lead to a recognized post-secondary credential. One of the ways it will do this is by increasing co-enrollment of WIOA Title I program participants into basic skills, cohort, customized, on-the-job, and other trainings by partnering with WIOA Title II Adult Education & Literacy, community college and Carl D. Perkins CTE partners. The County is engaging with businesses to identify their needs, as well as with WIOA education partners to identify current trainings that meet these needs. To aid the process of matching skill need with training offerings, the County has begun to align the Taxonomy of Programs codes (TOP) which Community College and Adult Education Partners use to categorize their class offerings, with Standard Occupation Codes (SOC) and NAICs codes that the County's workforce development system uses to define career pathways within sectors. This alignment among TOP, SOC and NAICs codes is helping the County match businesses talent needs with training offerings to co-enroll of WIOA Title I program participants into trainings with WIOA Title II and Carl D. Perkins CTE partners to impart skills and credentials needed by business and industry.

Focus will also be placed on co-enrolling WIOA Title I program participants in WIOA Title II Adult Education & Literacy partners' basic skills programs to better prepare them for trainings producing certificates that can be stacked and ported. Many participants are low income and need to work while receiving training. They may only be able to engage in trainings incrementally. Access to portable and stackable credentials is crucial to helping such participants achieve credentials over time as they balance career advancement with the immediate demands of life and family. A Title I program participant's ISS or IEP consists of a strategy to combine education, training and work experience, as needed, to ensure that participants advance along their career path according to their plan. Many of our Adult School partners have basic skill and remedial education programs that are offered in collaboration with local community colleges such that the certificate a participant receives from their adult school program leads directly to a degree or credential program at the community college. Some of our program partners co-enroll the participant in a basic skills and a degree program simultaneously.

Co-enrollment with County education partners is further facilitated through the Cohort Training Model. In this model, the County contracts with specific community colleges, adult education & literacy or Carl D. Perkins CTE partners and then County links the contracted education partner with the appropriate AJCC and business in need of training. The Cohort Model also aids the County in providing the colleges with the required number of students they need to form a new credited class that will produce skills that our business partners need.

One such Cohort Training the County has established is the AltaMed Medical Assistant (MA) Career Pipeline program. This is a partnership between AltaMed, a large healthcare provider, the East San Gabriel Valley Regional Occupational Center (ESVROP), and the County's West Covina AJCC. AltaMed is a Federally Qualified Health Center with more than 40 clinical sites and over 2,300 employees. The model was launched in 2013 to address the growing demand within AltaMed to fill vacant MA positions at AltaMed clinics. Upon completion of training and certification, students are eligible for employment within AltaMed's clinics, or within the network of community based health clinics in the County. The certified, accredited nine-month MA training was developed by ESVROP in collaboration with AltaMed. The County funds the training and the AJCC conducts outreach, enrollment and case management services until students secure job placement. Providing access to this type of training activity will prepare the participant for the next level of credential attainment needed for the participant to advance their career.

Similar Cohort Trainings the County has developed to meet business and industry needs include: a Hospitality Training that is a partnership between Santa Monica City College and the West L.A. AJCC; an Advanced Manufacturing Training that is a partnership between the South L.A. AJCC and Valley College; another Advanced Manufacturing Training (CNC) that is a partnership between Glendale College and the Northeast San Gabriel Valley AJCC; and a Pharmacy Technician Training that is a collaboration between the South L.A. AJCC and the Richard N. Slawson Occupational Center.

iv. Engaging Employers in Workforce Development Programs

Effective employer engagement is a primary goal of the County's workforce development system. Employer engagement is paramount in determining the needs of business and industry and establishing regional and local strategies that provide them the tools and talent they need to succeed. Given the diverse economic and geographical characteristics of the region and the unique opportunities and challenges within each sub-region, LA County employs a diverse range of methods to garner business intelligence. These include the use of Industry, Sector and small business intermediaries, partnerships

with industry associations, and gathering input from local and regional employers on the workforce development system, programs and services.

Sector and Business Intermediaries: The County procured Industry Sector Intermediaries to help expand engagement and coordination of services with employers. The County's intermediaries are experts in their industries and help facilitate the gathering of industry intelligence and identify industry specific needs. These efforts inform operational decisions, build system capacity and help identify regional and local collaborative opportunities. Small businesses play a big role in driving the regional economy and represent a large percentage of the businesses that use the County's workforce services. In order to better engage and connect with small businesses, WDACS uses the County's Department of Consumer and Business Affairs which houses the County of Los Angeles Small Business Commission and the County's Small Business Concierge as the Small Business Intermediary. This ensures that workforce development services and small business programs are integrated to maximize service and effectively respond to their needs.

Industry and Economic Development Associations: The County leverages partnerships with both local and regional industry and business associations as a platform to engage businesses at scale. The WDB has approved memberships in several associations. This provides opportunities to actively participate and engage with member businesses, better understand their needs and ultimately connect them to available services. Currently the County is an active member of Los Angeles County Business Federation (BizFed), San Gabriel Valley Economic Partnership, Greater Antelope Valley Economic Alliance, and Santa Clarita Valley Economic Development Corporation, LAEDC, and works closely with the LA Area Chamber of Commerce in a variety of projects including regional re-entry efforts and strategies around Healthcare Industry needs.

SlingShot and the Los Angeles SlingShot Coalition: The Slingshot initiative provided an invaluable opportunity to develop regionally coordinated business engagement strategies around a common targeted industry. This led to the establishment of the Los Angeles County Regional SlingShot Coalition which is comprised of all seven (7) local Workforce Development Boards and looks to accelerating income mobility and regional prosperity through the coordination of the development of career pathways to meet the growing demand of regional employers for care coordination/managed care in the healthcare industry. The County not only supports and participates in this effort, but is mapping the current Healthcare education and workforce ecosystem to help the region better understand existing resources and better align regional resources to collectively address the industry's needs.

Industry Councils and Industry Advisories: Industry Councils and Advisory bodies provide an additional level of business intelligence, understanding of industry trends and an effective platform for garnering stakeholder input. Working with Industry Councils and Advisory bodies that help inform the County workforce system and the development of strategies and ideas for innovation. Working with LAEDC and the City of Los Angeles, the County will help establish LAEDC-led industry cluster councils that will create a systematic employer and industry "feedback loop" for the region as well as for the LAEDC's Institute for Applied Economics to further supplement its annual Industry and Market Intelligence Reports with on-the-ground demand-driven industry intelligence.

The County has established the L.A. County Healthcare Employers Taskforce which is comprised of Healthcare Industry executives, industry associations, chambers of commerce and economic development professionals. The purpose of this task force is to solicit the advice of healthcare industry employers and experts in identifying opportunities to align local and regional workforce systems to better meet business demand, local hiring initiatives, and County economic development priorities. The vision of the Taskforce is "Build a patient-centered healthcare workforce with the talent that meets the evolving needs of all residents across L.A. County, by the end of the decade."

Employer and Industry Input: County Business Services engages and consults with regional and local businesses and industry leaders on a daily basis. These relationships built through the provision of customized talent and workforce planning services provide direct access to on-the-ground real time business intelligence with local employers. At the regional level, the County establishes, fosters and develops relationships with large employers and industry associations in in-demand industries to gather feedback and help establish strategies that meet their workforce needs. This facilitates the development of regional and sub-regional partnerships within priority sectors that ensure County AJCCs meet the needs of businesses in a manner that aligns with countywide regional workforce and economic development priorities.

Business Engagement Committee: The County's WDB represents a diverse range of businesses throughout the County and is an invaluable resource for business engagement. The WDB's Business Engagement Committee brings together industry and business executives to help refine and develop ongoing business engagement strategies in an effort to ensure the County's Workforce System meets the employment needs of local and regional business and support economic development efforts. This includes the use of Labor Market Information and business intelligence to develop regional strategies to engage industry and businesses. In addition, the Committee will serve to create systematic linkages to industries and employers and promote the use of the County workforce system.

v. Meeting the Needs of Businesses

The County's Business Services Unit (BSU) was established to focus on effectively meeting the needs of the County's business community and to identify strategies that align and mobilize the County's workforce and economic development resources to ensure their success. The County employs a host of career services specifically developed to meet the needs of business and can be customized to meet the individual organizational needs of each business. BSU staff are trained on the multiplicity of business and economic development resources available to the business throughout the County and facilitate access to these services through referrals and by convening the appropriate partners to address their immediate and future needs. These efforts include identifying early warning signs of distress, opportunities for growth and expansion, and the retention of talent and resources.

The goal of the BSU is to create a sustainable pipeline of talent that meets employer needs upon hire and who have foundational skill sets that can be built upon to meet their future needs. This is accomplished through a number of comprehensive business and talent solutions:

Business Services		
Human Resources Consultation Services	Industry Sector Strategies	Business Needs Assessments
Development of Job Descriptions and Employee Handbooks	Labor Market Information	Layoff Aversion
Analyzing Employee Turnover	Access to Government Workforce and Economic Development resources	Outplacement Services
Assistance Developing Reasonable Accommodations	Customized Recruitment and Placement Services	Access to Tax Incentives
Workforce Planning	Hiring Events	Employer and Business Workshops
Succession Planning	Regional and Scaled Recruitment Services	Business Retention Services
Customized Training	Identifying, Developing & Supporting Career Pathways	Internship Services
		Rapid Response Services

The County's AJCCs serve as the hubs for local business engagement and as a catalyst for coordinated business services networks. Each AJCC has dedicated Business Services staff that engage with businesses in their sub-region and in response mobilize the wide range of County resources. Regional Business Services engage business and industry at the regional level and mobilize regional and sub-regional resources and partners to meet business commitments that require a coordinated and systematic response. To support coordinated engagement and responsiveness to business, the county has established a centralized business services inquiry email – bservices@css.lacounty.gov and is working on finalizing a centralized Business Services Hotline. Moreover, the County's franchise model will ensure consistent quality of service and uniformity throughout our system and ensure they meet the needs of businesses and align with countywide workforce and economic priorities.

Coordinated industry and sector partnerships in each region will play a key role in meeting the needs of business. These partnerships bring multiple employers within a sector together with representatives of labor, education and workforce professionals to examine the interrelated workforce needs of the entire industry. The aim of the partnerships are to address the industry's particular skills shortages and align the monetary and institutional resources of industry, labor, workforce, and education within each workforce region. This work includes convening of stakeholders on an on-going basis to develop a general understanding of the challenges the sector faces, and to engage in shared problem-solving.

The County uses several tools and strategies to ensure it understands and meets business's needs, including:

- On-going data analysis of the regional economy to identify growing and in-demand industry sectors, as well as sectors and businesses that are struggling;
- Use of research, data and sector intermediaries to identify skill gaps within prioritized sectors and identify tailored trainings that meet those gaps;
- Application of the Longitudinal Career Pathway Model to engage businesses within the sector to identify and meet individual employers' immediate training needs, while also taking into consideration and developing plans to meet their future needs;
- Co-enrollment of WIOA Title I program participants into WIOA Adult Education, Community College and Carl D. Perkins CTE education and training programs to produce the skills and credentials necessary to meet business's current and future skills needs;
- Development and coordination of industry and sector partnerships in each of the County's 10 workforce service delivery areas to align resources of industry, labor, workforce, and education within each area.

vi. Coordination of Workforce Development Programs with Economic Development

Given the size of Los Angeles County, and in an effort to align our workforce development system with regional economic development, the County has divided the L.A. Basin Regional Planning Unit into eight (8) Workforce Regions that align with the economic development regions previously determined by the LAEDC. These eight regions are: Antelope Valley, Santa Clarita, San Fernando Valley, Westside Cities, South Bay, Gateway Cities, Central Los Angeles, and San Gabriel Valley. Within these Workforce Regions are multiple business associations and economic development entities that offer opportunities to partner, coordinate and align efforts in support of local and regional economic development. Service delivery and coordination will be aligned within in each Workforce Region in a manner that supports both the unique needs of each region as well as countywide workforce and economic development strategies and initiatives. In an effort to better understand the needs of and better serve the industry within each

Workforce Region, WDACS is an active member of various economic development associations as describe in section C.iv.

In further effort to address regional economic and workforce needs, the County has established the Los Angeles Economic Development Policy Committee (LAEDPC) which implements forward-thinking programs that promote income growth and economic opportunity for residents of the County. The LAEDPC steers the County's economic and workforce development investments, resources, and programs into initiatives that support the region's high-growth industry sectors as well as help create opportunities for disadvantaged, priority populations to thrive as business owners and employees in those sectors. WDACS plays an active and key role in the development of county strategies as part of the LAEDPC and looks to deliver measurable gains in job creation and skill development among our priority and target populations who experience barriers to employment.

The vast and diverse economic landscape of Los Angeles may prove challenging and some businesses may find themselves in unstable or stagnant situations. The integration of the County's economic development resources with Business Services that assist with the retention and aversion of layoffs is an important countywide strategy that aims to support distressed businesses. The County's Layoff Aversion provides "at risk" business's customized and confidential plans that are crafted to help that business find alternatives to layoffs of employees and stay afloat should it need to downsize. The plans look to leverage County resources to provide viable wrap-around services to accomplish this.

The County's Rapid Response (RR) program provides services to both employers and employees transitioning through downsizing or plant closures. RR is a pro-active and business-focused program designed to respond to layoffs and plant closures in an effort to mitigate the adverse effects on the local economy. RR teams will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize disruption associated with job loss. RR can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transition associated with job loss. Our Rapid Response efforts are explained in more detail in section E iii.

vii. Strengthening Linkage with Unemployment Insurance Programs

The County's workforce development system will work in conjunction with EDD to ensure that AJCCs' existing links to Unemployment Insurance (UI) programs are maintained and reinforced. EDD UI staff will be co-located, to the extent possible, at County AJCCs. To strengthen its coordination with the UI program, the County has mandated that its AJCC staff be trained to use EDD's UI online system to aid AJCC staff in assisting UI customers in managing their UI claims. Further, service engagement strategies will be employed to increase the number of UI claimants who use the labor exchange, career development, training and supportive services available to them through WIOA partner programs offered through the AJCCs.

D. AMERICA'S JOB CENTERS OF CALIFORNIASM (AJCC)

i. Ensuring Continuous Improvement of Services

The County will implement a number of strategies to ensure the continuous improvement of services offered by its AJCC WIOA program providers. Beginning July 1, 2017, it will require that all AJCCs, in order to receive continued WIOA and other workforce system funding, be certified for meeting a set of quality standards based on Malcom Baldrige National Quality Award Criteria. Quality warranting certification is

achieved by engaging in a required Continuous Quality Improvement (CQI) process outlined, supported, monitored and evaluated by the County. Supporting CQI and quality certification is the *Customer Service and Quality Control Plan* (QCP Plan) that all County AJCC Operators and WIOA Title I program providers will be contractually required to abide by in order to ensure a high level of service is provided consistently throughout the system. Each AJCC's QCP Plan will include methods used to ensure that the quality of services provided fully meets the County's performance requirements of AJCC operators and program providers. This includes methods for identifying and preventing deficiencies in the quality of service performed before the level of performance becomes unacceptable.

The QCP also requires that regular Customer Satisfaction Surveys be administered to evaluate the quality of services provided by the AJCCs and their WIOA partner programs. Surveys will be administered to job-seekers, program participants, WIOA partner programs, and business and industry partners. These surveys will be made available to participants, program partners, and employers at least once a quarter each fiscal year. The results of the surveys will be used by the County to ensure continuous quality improvements in AJCC WIOA services. Each AJCC will establish a process for addressing identified concerns and measuring outcomes of recommendations implemented as a result of the surveys. Additionally, all the WIOA core and other required partners who are signatories of the WIOA Phase I MOU have agreed to jointly develop, implement, and regularly evaluate QCP Plans to ensure that a high level of service is provided by all WIOA core and other required programs.

To further ensure the continuous improvement of services, the County conducts continuous capacity building through training and professional development. It also conducts technical assistance (TA) for the WIOA Title I programs. TAs involve an extensive review of the AJCC operator and WIOA program providers' administrative and programmatic process including, but not limited to, the establishment of program eligibility, priority of service, right to work determination, selective service registration, training services, supportive services, co-enrollment, IEPs, OJTs, and overall review of WIOA applications and enrollments. Consistent review of CalJOBS is conducted to ensure eligibility criteria are captured correctly. This is complemented with a physical file review. In addition, the County also prepares and shares with providers weekly error reports that agencies utilize to correct identified errors. After a TA is conducted, the County determines if the provider requires further technical assistance, or whether a WIOA training is warranted.

ii. Access to AJCC Delivery System Services

The County is on the forefront of facilitating access to services provided through its AJCC one-stop delivery system. For example, the County is using innovative technology to facilitate access, such as with its new *CalJOBS VOSGreeter* and *Document Imaging* pilots. The purpose of the CalJOBS VOSGreeter pilot is to improve and expand constituent access to the system and the timely delivery of customer services by streamlining "front-desk" processes of connecting clients with staff. It is a technical "check-in" system with which individuals interact when they walk into the AJCC. A kiosk with the Virtual VOSGreeter module is placed at the main entrance to capture the client's needs as they walk in. It also notifies staff when clients have arrived for scheduled appointments, and tracks wait times before clients are assisted. This new greeter system will expedite lobby management by eliminating the need for paper sign-in sheets and automating the queue process. It will also reduce client wait times and enhance the electronic tracking and reporting of services.

The Document Imaging pilot will also serve to improve and expand constituent access and the timely delivery of customer services. The Document Management module of the pilot allows staff to scan documents and store them within the CalJOBS system. It also allows staff to upload documents from a

computer file and store them within the virtual database. This new system of collecting and storing supporting documents will be used for various verification purposes within the CalJOBS system. It will eliminate participants' need to provide documents multiple times when co-enrolling, via CalJOBS, in WIOA partner programs, or co-enrolling in services provided at different AJCCs. The County is concluding its second phase of this pilot in which signature pads are installed alongside the scanners to facilitate electronic signatures of clients and staff on all required documents. This will eliminate the need to print out, sign and scan documents back into CalJOBS. The use of the electronic signature pads will create efficiencies such as a reduction in reliance on hard copy files and in client wait times. In addition, to streamline and revolutionize the WIOA enrollment and eligibility intake process across, the County is exploring the possibility of expanding document imaging as part of the CalJOBS registration process by allowing individuals to upload eligibility determination documentation from any remote location. AJCC staff would then need to verify the original documents thus saving time and resources.

An additional technology the County is developing to improve access to services is a *Workforce Program Referral System*. This system is a web-based system for referrals through which on-site and off-site referrals may be tracked to and from any of the County's WIOA partner programs. The use of this system is meant to ensure that customer co-enrollment between partner programs happens quickly and efficiently so that customers are enrolled in or served by the referred program right away do not "fall through the cracks."

Access to AJCC system and its services will also be facilitated by stationing system access points in or near customer feeder systems, such as community colleges, libraries and adult schools. AJCCs or their Affiliate sites will be located either close to or inside these feeder systems. In addition, the County's network of Community Service Centers will act as service hubs for the AJCC workforce delivery system. System access will also be facilitated through the County's specialized Veterans and Jail-Based job centers. Finally, the County encourages its AJCC Operators and partner programs to use technologies such as "Facetime" or "Skype" to provide services such as workshops in order to enable access opportunities to a wider range of customers, especially those in remote areas or with disabilities.

iii. Accessibility for Individuals with Disabilities

The County requires its AJCC operators and program providers to ensure the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. All of the County AJCC sites are required to meet strict contractual stipulations regarding accessibility of facilities and services to remain in compliance with ADA and WIOA Section 188. They are also required to ensure that work-based learning sites are ADA compliant and meet the accessibility needs of those with disabilities. Many AJCCs currently have a representative from the Department of Rehabilitation (DOR) on-site as a WIOA program partner, and all Comprehensive AJCCs will have DOR on-site by the end of 2017. The County is working closely with DOR to develop and conduct basic training for all AJCC staff on strategies and accommodations in serving persons with disabilities. This training will be conducted in person with follow up instruction on-line. The training is required as part of the County's Continuous Quality Improvement process in place to achieve and maintain standards of excellence throughout our system.

The training being developed by DOR will augment training already in place at the County AJCCs that equips staff with tools to better serve those with disabilities, including ADA Customer Service, Use of Assistive Technology, use of TTY telephone, and Compliance with WIOA Title I Non-Discrimination Laws and Regulations. These trainings include experiential learning with exercises that help staff understand the challenges customers with disabilities encounter. Sign Language Interpreters are engaged when

needed. Every AJCC utilizes technology that accommodates the needs of individuals with disabilities including: *Zoom Text Extra 7.0* software that magnifies text up to 16 times the normal size; *Jaws for Windows* software that allows individuals with low vision or who are blind to navigate Windows and the Internet; *Magic Cursor 2000* software which performs all the functions of a mouse; hands-free manipulation equipment; and TTY telephone. All special equipment is readily available and set-up to be self-directed.

To increase the number of individuals with disabilities who are served and placed in employment by our system, the County is identifying and implementing best practices and proven strategies for disability recruitment and hiring. Strategies include posting job announcements on accessible web-based “job boards” that specialize in identifying qualified individuals with disabilities, in disability-related publications, and with specific disability organizations. Another strategy being employed is to provide job application documents, training materials and tests in alternative formats such as in large font or Braille. Other strategies include: centralizing all resources for people with disabilities in one location; promoting the availability of reasonable accommodations; publicizing the County’s commitment to hiring those with disabilities; and creating an ad campaign featuring employed persons with disabilities.

iv. Roles & Resource Contributions of AJCC Partners

The roles and responsibilities of the AJCC partners who are signatories to the Phase I MOU (page 6) are outlined in the MOU (Attachment IV). Also outlined in the MOU are the resource contribution that each partner is making available to participants through the AJCC delivery system (Matrix of Partner Resources, pages 6-7, Phase I MOU.) The County is currently negotiating a cost sharing formula and cost sharing agreements with the partners to comply with the State’s deadline for MOU Phase II completion by September 2017.

The Phase I MOU went into effect with County BOS approval in June of 2016. It establishes a cooperative working relationship among the 46 core and other required partners for the provision of shared services to employers, incumbent workers, job seekers and others needing workforce development services. In formulating the MOU, the County met with the partners individually and collectively to seek input and agreement on how AJCC services will be delivered through the AJCC delivery system. In order to serve shared customers and deliver shared services as appropriate, the Phase I MOU partners agreed to participate in joint planning, coordination and evaluation of AJCC activities. They also committed to collaborating to provide physical and electronic access to shared customers, as well as to participate in training and cross-training designed to increase awareness and understanding of individuals with barriers to employment. The Phase I MOU shared customers include:

- Adult job seekers in search of pre-employment services, training for in-demand occupations, or those seeking a new career;
- Dislocated workers who need support and services to re-connect to employment or who need additional training and services for employment in new or emerging industry sectors, or a new career;
- Youth & young adults age 14-24, especially disconnected youth who did not complete high school, who are not currently enrolled in school, or who are not working including foster, probation or low-income youth;
- Businesses and employers that are seeking assistance in finding prepared and qualified candidates for current or future employment, or seeking to upskill existing employees (incumbent workers) for new positions to meet new job requirements, to meet new industry standards, and/or to prevent or reduce layoffs or termination.

v. MOUs and Cooperative Agreements

Local Board MOUs are included as Attachment IV to this Local Plan. These include the Phase I MOU with 46 core and other required partners. It also includes agreements with other WDBs and County departments that define how the County's workforce delivery system providers will integrate and provide access to WIOA core and other required partner program services available through our AJCC delivery system. The Phase II MOU is currently being negotiated and on track for completion by September 2017.

vi. Indian and Native American Equal Access to AJCC Services

The County works closely with WIOA Section 166 grantees to ensure that Indian and Native Americans in its service areas are provided equal access to AJCC programs and services. The County's Native American Commission is housed at WDACS, which administers the County WIOA workforce development system. Through this connection, the County is able to conduct outreach to the region's Native American community, and regular dialogue with this community on ways the County AJCC system may best meet the workforce needs of this community.

vii. Migrant Worker Equal Access to AJCC Services

With regards to WIOA Section 167 Migrant Seasonal Farmworkers grantees, those services are not provided in the L.A. Basin region.

viii. AJCCs as On-Ramps to Regional Sector Pathways

In Program Year 2015-16, the County made a tactical decision to earmark the majority its AJCC WIOA Adult, Dislocated Worker and Youth training dollars to fund training explicitly related to the needs of businesses in the County's priority sectors. The County's priority sectors (as listed in B.i. "Sector Strategies") were chosen due to the fact that they were identified as high growth sectors. They are directly aligned with the sectors identified in the Los Angeles Basin Regional Planning Unit regional plan.

Dedicating funds to trainings specifically related to the County's priority sectors helps the County AJCCs provide job seekers a gateway to skills and credentials that can move them into high-paying jobs, or entry level jobs that provide a foothold onto an articulated career pathway.

Another way in which County AJCCs serve as on-ramps for regional sector pathways is by directly partnering community colleges and adult schools as part of the County's Cohort Training initiatives. The County's agreements with the community colleges and adult schools who are partners in the Cohort Training initiatives stipulate that these schools work directly with selected County AJCCs to enroll Title I program participants into their Cohort Trainings. The agreements also stipulate that these trainings must fall within at least one of the County's priority sectors, and have an employer from one of these sectors committed to hiring participants who successfully complete the training.

Finally, the County will utilize the AJCCs as on-ramps to regional sector pathways by creating task forces in each of the County's priority sectors. The Sector Task Forces will identify the specific needs of employers in each sector in each of the County's workforce service delivery areas. For example, the County has established a Healthcare Sector Taskforce devoted to addressing skill gaps at healthcare facilities in one particular workforce service delivery area. The task force then works with AJCC, employers within the sector, and the WIOA education partners in that service delivery area to identify the career pathways in the sector, identify the trainings that prepare job-seekers for the jobs along that pathway, and co-enroll

AJCC Title I participants into the identified trainings that produce the skills and credentials needed for those identified jobs.

E. PROGRAMS, POPULATIONS, AND PARTNERS

i. Regional Economic Development Coordination

The County has developed a number of policies to maximize the breadth of its resources to positively impact economic development in our region. At the direction of the County Board of Supervisors, the County's workforce development system administrator, WDACS, is partnering with the newly established Los Angeles Economic Development Policy Committee (LAEDPC) to develop countywide workforce and economic development initiatives and policies that include the Countywide Business Registry Initiative, local hire initiatives, and the Local and Small Business Enterprise Preference Program. WDACS is also helping to lead the coordination of all County entities that provide services to business, such as the Department of Business and Consumer Affairs, Health Services, Regional Planning, Community Development Commission, Fire, Office of the Assessor, and the Treasure and Tax Collector. These efforts include cross training and resource and information sharing to better assist businesses and to expand business engagement. Economic development efforts are organized around several priorities including encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents. The County's workforce development priorities are in alignment with its long term economic development goal of supplying a workforce prepared for the jobs of the future, as well as with immediate goals of matching job seekers most in need with viable employment opportunities.

The County has also undertaken a number of efforts to support and promote services to micro-enterprises. The County's Office of Economic Development recently launched a *Local and Small Business Enterprise Preference Program* that offers County support and incentives to micro-enterprises. It's Department of Consumer and Business Affairs' Small Business Division is another mechanism through which micro-enterprises are supported. These services are offered by the County's workforce development system to micro-enterprises. With regards to entrepreneurship skills training, this training is an element embedded in many of the County's sector-based trainings and special initiatives for target populations. Entrepreneurship skills are taught as a means of packaging and promoting ones skills whether that be to a client, or to an employer who may hire the participant. As part of their career development, participants are encouraged to gain an array of work-based experience. They are encouraged to participate in internships, apprenticeships and on-the-job trainings in large companies, as well as in small businesses and micro-enterprises so they may gain first-hand experience observing and learning how others take their skills or service and turn it into a business.

ii. Adult & Dislocated Worker Employment and Training Activities

The County's WIOA AJCC service delivery system is comprised of eight Comprehensive AJCCs, three standard AJCCs, and one Countywide Veterans AJCC. All of these AJCCs provide the WIOA Title I Adult and Dislocated Worker (ADW) programs and the full breadth of required Basic and Individualized Career services, Follow-Up services, and Training services as set forth under WIOA law and regulations. Comprehensive AJCCs provide, additionally, complementary Wagner-Peyser program employment services by way of co-located EDD staff. Qualifying dislocated workers receive training services through the Trade Adjustment Assistance (TAA) program administered by co-located EDD staff. AJCCs also provide direct connection to employment and training services available through the TANF/CalWORKs-funded

GAIN and GROW programs operated by DPSS by way of partnership and AJCC co-location. Department of Vocational Rehabilitation programs are available to ADW program participants through co-located DOR staff. Specialized services are also available to Veterans, through our specialized Veterans Center, and to the re-entry populations, through the County's Jail-Based AJCC.

All AJCCs enjoy close partnerships with the community colleges, adult schools and other institutions that provide WIOA Title II and Carl D. Perkins CTE programs in the workforce development service delivery areas to which they are assigned. AJCC Title I program participants are co-enrolled in WIOA partner programs as needed per the participant's Individual Service Strategy (ISS) or Individual Employment Plan (IEP). Individuals who are basic skills deficient, including those who are limited English proficient, are co-enrolled in basic skills programs with Title I Adult Education & Literacy partners. One County AJCC is located on the campus of its adult school partner, Hacienda La Puente, in order to enhance connection between the WIOA Title I, Title II and CTE programs. The County is currently negotiating additional co-location strategies with its community college and adult school partners, as well as technology, cross-training and other mechanisms to enhance training activities for ADW program participants.

iii. Rapid Response Activities

L.A. County's Rapid Response activities are coordinated and administered by WDACS and delivered through three (3) Comprehensive AJCCs. Rapid Response protocols have been established through a standard of operations agreement led by EDD and in partnership with most WDBs across Southern California. The WDBs participate in Rapid Response Regional Roundtables on the third Thursday of every month where best practices are shared and protocols are updated, if needed. The monthly meetings provide a forum for on-going input and feedback to ensure continuous improvement of all Rapid Response (RR) programs in the region. The County's Rapid Response providers also attend monthly meetings to effect strengthened partnership, coordination and continuous improvement of the County's program. These meetings address best practices, impending layoffs, specialty grants, resources available to strengthen Rapid Response activities and build capacity, and information sharing regarding regional Rapid Response activity in multi-jurisdictions.

L.A. County's RR program provides services to both employers and employees affected by a business's downsizing or plant closure. It is a pro-active, flexible, business-focused program designed to quickly respond to layoffs and closures by coordinating services and providing immediate aid to companies and their affected workers. Three Comprehensive AJCCs, located in the Antelope Valley, Gateway Cities, and San Gabriel Valley regions respectively, will provide services to all affected businesses in the County's workforce service delivery areas on a 24 hour-per-day, 7 days-a-week basis. The County assigns Worker Adjustment and Retraining Notification (WARN) notices to each of the three regional AJCC Rapid Response providers on a rotational basis. After receiving the notice, the provider must connect with employer within 24 hours. In addition, the AJCC Rapid Response teams are charged with identifying "Non-WARN" lay-offs: lay-offs not covered by the WARN Act in which the business accepts Rapid Response services to assist employees being laid-off. The teams will provide customized services on-site at an affected company, accommodating any schedule, and assisting both companies and workers through the challenges associated with lay-offs and job loss.

The AJCC Rapid Response teams are tasked with establishing partners to quickly maximize public and private resources in order to minimize disruption associated with job loss. The teams will coordinate partners to provide the following services: assessment and implementation of layoff aversion strategies; on-site orientations to impacted employees; provision of information about unemployment benefits,

Trade Adjustment Assistance Act benefits, COBRA benefits, AJCC re-employment services, coordination with Labor-Management/Workforce Transition Committees. They will also coordinate among the partners the following Lay-Off Aversion activities: assisting businesses with devising and overseeing strategies to prevent plant closures; providing referrals within the community to government services; providing linkages to economic development activities at the federal, State and local levels; and providing linkages to Federal Department of Commerce programs. The Lay-Off Aversion activities that the AJCC provides directly are: on-site access to CalJOBS; on-site registration with the AJCC; access to job fair and job posting information; training orientations on industry specific opportunities; resources for food, shelter, clothing and other emergency assistance; business services workshops; and training to upgrade skills for reemployment. In addition, the Rapid Response teams will work with Rapid Response liaisons stationed at each County AJCC site to ensure RR services are coordinated and provided throughout the County's service delivery areas. The County provides on-going technical assistance to and regular review of RR providers to ensure services are being delivered in a consistent and comprehensive manner across the service area.

iv. Youth Workforce Development Activities

Utilizing the full breadth of the County's WIOA AJCC service delivery system, WIOA Title I Youth and non-WIOA youth services are braided and offered as the County's Youth@Work program. Priority is placed on reengaging disconnected, out-of-school youth to employment and/or education that leads to viable career paths. The Longitudinal Career Path Model (LCPM) is utilized to position youth to access sector-based training, work experience and employment opportunities offered through a three-tiered service delivery model: Level I/Work-Based Learning and Career Exploration; Level II/Career Development (education, training and work experience); and Level III/Comprehensive Career Planning & Training. Level I services are paired with paid Personal Enrichment Training (PET) modules that include: financial literacy, life skills, work ethics, career exploration, and goal setting based on Stephen Covey's 7 Habits of Successful Teens. Level I services are countywide with funding provided to the other 6 WDBs to carry out uniform, work-based learning to approximately 10,000 youth each year. AJCCs provide access to all of the 14 WIOA Youth program elements through its Level II services.

The Youth@Work program prepares youth to enter career pathways in the Priority Sectors by exposing them to Earn & Learn opportunities as early 14 years old. Youth progress along their career path by matriculation through Level II and Level III services. This longitudinal career path development approach supports a youth in making informed career decisions over time based on LMI, real-life work experiences, and advanced education and/or training moving them closer each year into the skilled labor force.. In addition, youth services occur at the AJCCs and will be expanded as appropriate to other access points including but not limited to: County Libraries, Parks & Recreation centers, Community centers, and Teen Clubs providing our youth with greater access to the overall continuum of workforce services positioning them for the next credential and better opportunity along their chosen career path.

The WDACS conducted a countywide gap analysis and asset mapping of the types of programs, services, and resources that are relevant and available for our Youth, particularly with regard to foster, probation, TANF and those with special needs. The County's workforce development system serves a significant number of youth with learning disabilities, many of whom are foster youth. To strategically and systemically serve this priority population, a coordinated effort was established through the Opportunity Youth Collaborative (OYC) comprised of the WDB, the City of Los Angeles WDB, the Alliance for Children's Rights, the Los Angeles Chamber, the Aspen Institute, the Los Angeles Unified School District (LAUSD), the Department of Children and Family Services, and other stakeholders. The goal of the collaborative is to

facilitate re-engagement of the youth in education programs to complete their education with appropriate assistance. Youth participate in trauma-informed work readiness training, engage in work-based learning and transition to permanent employment. The County will partner with the Children's Law Center to identify and refer foster youth who are within 18-24 months of losing their AB12 status into County AJCC services. It will also implement Performance Pilot best practices including the co-location of LAUSD Pupil Services Attendance Counselors (PSAs) at select AJCCs as a reengagement strategy for out-of-school youth.

The County is also actively pursuing the adoption of the term "uniquely abled" to support the goal of the Uniquely Abled Project whose aim is to influence a paradigm shift in viewing individuals with special needs as "uniquely abled" as opposed to "disabled." This model also prepares high functioning individuals with autism for high skilled jobs in manufacturing through innovative training. Youth also receive paid internships leveraged through WIOA and non-WIOA programs as appropriate. Partners include the Department of Rehabilitation, Glendale Community College, the Verdugo Jobs Center, Goodwill Industries of Southern California and other stakeholders.

The County dedicates funding to provide Level I Youth@Work services to Probation youth while they are at camp. Youth earn participation in the program through good behavior. The County is implementing a strategy to identify youth for enrollment into Level II services prior to their release from camp to prevent recidivism. Youth on public assistance are also a top priority for the County. The majority of our youth program's non-WIOA funds are dedicated to TANF youth in particular. Special attention is placed on outreaching to these youth to provide them with opportunities to avoid future reliance on public assistance. Each week data on these youth is shared with the region's 7 WDBs to aid their enrollment into Level I services. It is the County's plan to establish a uniform strategy with stronger linkages for this population to access WIOA services. Since 2013, over 25,000 TANF youth been provided work experience.

v. Coordination with Secondary & Post-Secondary Education Programs and Activities

The County will align WIOA Title II and Carl D. Perkins CTE education services with AJCC workforce development activities in each of its 10 workforce service delivery areas to aid participants in attaining a secondary school diploma as well as post-secondary education and training aligned with their identified career pathway. In addition to identifying the training offerings of WIOA education partners that align with the career pathways identified in the County's priority sectors, and aligning these classes' TOP codes with SOC and NAICS codes associated with the sectors, and pathway jobs within the sector, the County is developing a one-stop online center that will include secondary and post-secondary education program resources per workforce service delivery area that will assist participants in developing their literacy and in obtaining the knowledge and skills necessary for employment and economic self-sufficiency. The County will provide public access to a website that will allow local job seekers and workers to access the education and career preparation course offerings of all Title II providers. The County will also conduct regional forums in which access to Title II program, resources and services will be provided to those seeking to enter the workforce.

The County will collaborate with the local Adult Education Consortia that have aligned program services amongst Title II education providers based on a regional needs assessment in order to avoid unnecessary duplication of services. Through this collaboration, a master program of services and programs will be made available through the workforce development website and its AJCCs. A link to the County's workforce development website will be accessible from the local Title II programs' websites. Access to

register for WIOA AJCC workforce services will be available at all Title II program sites. Training and assistance on AJCC WIOA workforce development services will be offered to Title II staff on a quarterly basis in order to ensure information and access to potential workforce registrants is made accessible through all Title II program sites. A regional training for AJCC operators, Title I program providers, and Title II program partners will be held quarterly to ensure that all participating programs and AJCCs are made aware of services provided throughout the region in coordination and alignment with educational and vocational training programs.

vi. Coordination of Supportive Services

Given that many of the County's WIOA participants experience multiple barriers to successful program participation to achieving sustained employment, the coordinated provision of supportive services and needs-related payments, including transportation, to participants is of maximum importance in ensuring their success. One of the purposes of collaborating and braiding resources with WIOA core and other required partners is to ensure that shared customers receive wrap-around services, including supportive services, in a manner that coordinates and leverages partner dollars as opposed to duplicating efforts. The County's AJCC program providers are instructed to inform participants about the wide range of supportive services available to them through WIOA partner agencies, as well as to provide the appropriate referrals to the programs that offer these services. AJCC staff are required to identify and use the supportive services resources offered through those partner programs before they utilize WIOA supportive service dollars. An example of AJCCs utilizing and leveraging partner resources to enhance supportive services provision is seen in the County's WIOA/TANF co-location pilot in which DPSS GAIN and GROW staff are co-located at the AJCC. AJCC WIOA Title I program career development specialists coordinate with GAIN case managers to ensure each program's supportive services are aligned, complimentary to one another, and serve the Individual Employment Plan of each participant. The same arrangement and mandate exists with regard to TAA clients and supportive service dollars, or any other of our WIOA partner programs.

vii. Coordination with Wagner-Peyser

The County's WIOA AJCC one-stop delivery system is based on the ISD model because this model provides the framework by which the alignment of programs and services of all WIOA core and other required partners may be best effected. At the center of this model is the on-site co-location of EDD Wagner-Peyser at all of the County's Comprehensive AJCCs. Our ISD model is intended to reduce duplication and administrative burdens between the County's WIOA Title I programs and the Wagner-Peyser program in order to provide a better match between participants and employers through more coordinated screening, assessment, skill development, and skill certification opportunities related to the need of employers. The ISD Model includes three core principles: (1) Common Customer Pool; (2) Common Customer Flow; and (3) Common Staffing. Through the implementation of these three core principles, the County's integrated service delivery system reduces the duplication of services with Wagner-Peyser and better ensures that it responds to industry demand, aligns services and trainings to these demands, and provides job seekers with skills that lead to self-sufficiency.

viii. Coordination with Adult Education & Literacy

The County's WIOA Phase I MOU (Attachment IV) demonstrates its coordination with several providers of Adult Education & Literacy under WIOA Title II including the following institutions: Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified

School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Monterey Park Monterey Library; Los Angeles Unified School District, Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; and William S. Hart Union High School District.

English Learners	Population	Percentage
Speaks English Less Than	2,407,270	25.8%
Speaks English "Very Well"	2,890,179	31.0%
Speaks Only English	4,032,116	43.2%
Total	9,329,565	100.0%

The County works closely with the Adult Education Block Grant (AECG) Regional Consortia related to the County's workforce service delivery areas to ensure expanded access to adult education and literacy for its WIOA Title I program participants. The County will collaborate with the Consortia to align program services amongst Title I workforce service providers and Title II education providers based on a regional needs assessment in order to avoid unnecessary duplication of services. Through this collaboration, a master program of services and programs will be made available through the County's workforce development website, as well as through its AJCCs. A link to the County's workforce development website will be accessible from the local Title II programs' websites. Access to register for WIOA AJCC workforce services will be available at all Title II program sites. Training and assistance on AJCC WIOA workforce development services will be offered to Title II staff on a quarterly basis in order to ensure information and access to potential workforce registrants is made accessible through all Title II program sites. A regional training for AJCC operators, Title I program providers, and Title II program partners will be held quarterly to ensure that all participating programs and AJCCs are made aware of services provided throughout the region in coordination and alignment with educational and vocational training programs.

The County will follow EDD Workforce Services Information Notice WSIN16-26 to review each eligible provider's Title II Adult Education and Family Literacy Act (AEFLA) application. The County will complete and submit recommendations for promoting alignment with the local plan through the online system as identified in the Information Notice, beginning on May 17, 2017, and ending on May 31, 2017, unless otherwise stipulated or directed.

ix. Services for English Language Learners

The County has prioritized WIOA programs and services for Limited English Proficiency (LEP) individuals. Los Angeles County is home to just over 3.5 million immigrants from around the world. It hosts the largest communities of expatriates of several nations. More than half of the foreign-born population originates from Latin America and South America, approximately one third from eastern and southeastern Asia, and the remaining 10%, from the rest of the world. Language ability is an important aspect of employment and economic participation. Over half of the population in the County (57%) speaks a language other than English at home, with Spanish being the most common. Just 43% of residents speak only English at home. Of the 5.3 million residents that speak languages other than English at home, approximately 27% speak English less than well.

Before WIOA, workforce systems statewide served only a small percentage of this significant sub-group of Californians. The State Unified Plan challenges regions and local areas statewide to do a better job of

engaging LEPs in the WIOA system to better support these residents in achieving middle income employment. Key to the County's efforts to engage and serve LEPs is its partnership with Title II Adult Education & Literacy partners who provide English as a Second Language (ESL) programs, and other programs that address this population's basic skills deficiencies. All the County AJCCs enjoy well established partnerships with local Title II providers. The County will be building on these partnerships to provide Vocational English as A Second Language (VESL) programs throughout its workforce development system to provide LEPs with language learning that is contextualized to the vocation they are pursuing. VESL courses are developed through collaboration between adult school and business partners so that curriculum is infused with the terminology and language proficiency needed for particular job functions. VESL courses also serve as a bridge for participants into credit-earning courses. The County has developed a policy requiring a VESL component as part of any work-based learning or training activity in which an LEP participant is engaged.

F. GRANTS AND GRANT ADMINISTRATION

The BOS has designated WDACS as the administrator of the federal WIOA funding it receives each year. On behalf of the County, WDACS conducts the procurement of the WIOA AJCC system through a Request for Proposal (RFP) competitive bid process to award sub-grant contracts to AJCC One Stop Operators (OSOs) and WIOA Title I program providers. WDACS issued its RFP to procure AJCC OSOs and WIOA program providers on September 30, 2016. The RFP and addenda are available at <http://wdacs.lacounty.gov/business-opportunities-with-cssdoing-business-with-css/>. A Proposer's Conference was held on October 19, 2016. Proposals were due to the County December 19, 2016. Proposals were reviewed by a panel in January 2017. Winning proposers will be notified in March 2017, contracts signed by May 30, 2017, and County's new WIOA AJCC system rolled out by July 1, 2017.

The RFP solicited proposers from for profit and non-profit organizations, public agencies, social enterprise agencies, and public and private institutions of higher education. Proposals were solicited for: OSOs for the eight (8) Comprehensive AJCCs and their associated Affiliate AJCCs; three (3) additional AJCCs with sites in South Los Angeles, the Westside and Santa Clarita; and an OSO for the countywide Veterans AJCC. The Santa Clarita AJCC will operate a Jail Based Affiliate site, which will be a joint effort with the Los Angeles County Sheriff's Department and other County departments to establish a jail-based job center inside the Pitchess Detention Center (PDC)-South Facility. All OSOs will implement the WIOA Title I ADW and Youth programs. Some Comprehensive AJCCs will also be awarded the WIOA Rapid Response and Senior Community Service Employment Program (SCSEP) contracts. SCSEP services, with the recent reauthorization of the Older Americans Act (OAA), were aligned with those of WIOA and will be operated out of the San Gabriel Valley, Antelope Valley and Gateway Cities AJCCs in conjunction with the WIOA programs. In order to apply for the RR program and/or the SCSEP, proposers must have also applied to serve as OSO for a Comprehensive AJCC. Agencies awarded Comprehensive AJCC contracts will implement the ISD model ensuring coordination with the other WIOA core and other required partner programs. They will also be responsible for implementing the workforce development aspects of County Special Initiatives, such as the Proposition 47, Community Recidivism Reduction Grant, My Brother's Keeper, and Homeless initiatives.

It is the intent of the County to ensure, at a later date, that Comprehensive AJCCs and AJCCs provide a gender-responsive, trauma-informed Jail-Based program, dependent on the availability of funding, which shall include: jail in-reach employment readiness services for those currently incarcerated; system navigation into community-based Comprehensive AJCC or AJCC services once inmate is released; and re-entry-specific employment services at the Comprehensive AJCC or AJCC to include wrap-around services,

through partnership with other County departments and agencies, including but not limited to: housing, substance abuse, mentorship, and family reunification services leveraged with WIOA partner programs.

G. PERFORMANCE GOALS

To meet WIOA performance mandates as well as our system's workforce goals, the County adheres to the WIOA Accountability Measures and targets negotiated with the State. It also incorporates performance elements beyond the Accountability Measures to include unique measures that assess workforce program performance and community impact. Two sets of goals to measure the performance of our system have been established: The first set are the six (6) Accountability Measures based on performance indicators set by the Department of Labor⁵. These goals (see charts below) measure Unsubsidized Employment Rate (2nd quarter after exit), Unsubsidized Employment Rate (4th quarter after exit), Median Earnings (2nd quarter after exit), Credential Attainment (during program participation or within 1 year after exit), Measureable Skills Gains (during program participation), and Indicators of Effectiveness in Serving Employers. The second set of goals are not mandated, but assist the County in tracking performance with regard to engagement of priority populations, training-related employment placements, and locally-defined business services performance indicators. Also, in order to ensure that we produce 31,200 middle-skill industry valued credentials between 2017 and 2020 as our Local Area's contribution to the State's stretch goal of producing 1 million such credentials between 2017 and 2027⁶, we have included in our Secondary Performance Goals measurement of the achievement of credentials resultant from completed trainings related to our high-growth priority sectors.

L.A. COUNTY STATE NEGOTIATED PERFORMANCE GOALS PY 2016-17*

ADULT			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
65.0%	62.5%	\$4,657	52.9%
DISLOCATED WORKER			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
68.0%	66.5%	\$7,308	60.0%
YOUTH			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
62.4%	64.2%	Baseline	54.7%

L.A. COUNTY STATE NEGOTIATED PERFORMANCE GOALS PY 2017-18*

ADULT			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
68.0%	65.5%	\$5,157	55.9%
DISLOCATED WORKER			

⁵ Based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1).)

⁶ Defined as sub-baccalaureate credentials with demonstrable labor market value, including industry-recognized certificates, or certifications, or certificates of completion of apprenticeship, or professional licenses, recognized by California or the federal government, as well as industry-valued associate degrees that facilitate movement into either the labor market or longer term educational programs aligned with the state's workforce needs.

Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
71.0%	69.5%	\$7,523	63.0%
YOUTH			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
65.4%	67.2%	Baseline	57.7%

*Measureable Skills Gains and Indicators of Effectiveness in Serving Employers are not negotiated and will be baseline measures per EDD Directive WSD-149

H. HIGH PERFORMANCE BOARD (HPB) EFFORTS

The County's WDB was one of the original 16 local boards to receive High Performing Board (HPB) certification in 2012. In order to ensure its WDB continues to meet and surpass HPB standards, the County ensures that its system remains fully compliant with state-issued AJCC policies in the WIOA Adult Program Priority of Service (WSD15-14), Memorandums of Understanding Phase I (WSD15-12), and Phase II Memorandums of Understanding (WSD16-09) directives.

With regards to Priority of Service, all County-contracted AJCC providers have been directed, per L.A. County WIOA *B15-03: WIOA Operating Guidance*, to provide priority of service to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. In addition, WIOA partners signatory to the Phase I MOU have agreed to prioritize coordinated services and support to participants in the priority of service categories.

With regard to compliance with the State directives on the Phase I and Phase II MOUs, the County's Phase I MOU has been signed and executed by all mandated partners and is included in this plan (Attachment IV). The Phase II MOU is due June 30, 2017. Meetings with partners began in October of 2016 and have included negotiations for cost sharing agreements. The County is on target to meet the deadline as required.

With regard to planning with HPB-required entities as outlined in the State Workforce Services Directive (WSD16-07), in the six stakeholder forums it held as part of its Local Plan planning efforts, the County actively engaged stakeholders including, but not limited to: key stakeholders, major employers and industry groups from the relevant regional economy and organized labor; partners in K-12 education, career technical education, the community college system, other post-secondary institutions and other Local Areas operating in the relevant regional economy; and partners with DOL programs, including Youth Build and Job Corps programs.

I. RELEVANT INFORMATION ON TRAINING ACTIVITIES

All of the County's WIOA eligible training programs are pre-screened and ETPL- approved before WIOA participants may be considered eligible for participation in the program. The County has a contract with South Bay WDB to maintain the region's I-Train system of ETPL-approved training institutions. The South Bay WDB reviews L.A. County workforce development system's training institutions for ETPL eligibility; uploads the training institutions onto ETPL; processes renewals; and monitors all training provider performance. The County also requires that the training institution provide the training in accordance with the approved curriculum as specified in the school catalog and consistent what is being offered the general public. Participants' trainings are documented in CalJOBS using training activity codes. AJCC WIOA

providers are contractually obligated to ensure Customer Choice in training options. Participants are given access to I-Train to compare training institutions and their programs in order to select their preferred program, and demonstrate that the training chosen was by customer choice by signing off on an *Informed Customer Choice Form*. Participants in the WIOA Youth program who are over the age of 17 have access to ITAs as well.

J. PUBLIC TRANSPARENCY, ACCESSIBILITY AND INCLUSIVITY

To ensure accessibility and inclusivity in its Local Plan planning efforts, the County held six stakeholder planning forums throughout the County's workforce service delivery areas from November through December 2016 (<https://drive.google.com/file/d/0B799Ja12yhYmV3dXTHZPRVJrTEU/view?usp=sharing>). It worked closely with each of its AJCCs to ensure effective outreach was conducted to stakeholders and CBOs representing individuals from target populations reflective of the demography of each service area. In conducting its outreach, the County placed particular emphasis on outreach to current and prospective partners with experience serving high-need and historically disadvantaged communities such as ex-offenders and out of school and/or disconnected and foster youth. Another prioritized group targeted in outreach efforts were current and future partners who serve English Language Learners. Included in the Regional Plan is a detailed description of how and which groups were contacted and invited to participate in regional planning efforts. The Local Plan was issued for a 30 day public comment period from February 1 through March 2, 2017. Outreach to gain public comment on the plan was conducted to a wide-ranging and diverse array of stakeholders, including the 300 stakeholders who attended Local Planning forums (<https://drive.google.com/file/d/0B799Ja12yhYmLUh4NXBGTTBvcDg/view?usp=sharing>).

K. COMMON INTAKE AND CASE MANAGEMENT EFFORTS

Intake and case management are conducted by AJCC Career Development Specialists and managed through the CalJOBS labor exchange and case management system. The County WIOA core program partners are provided access to case notes and other pertinent information on shared customers through CalJOBS, as available. This approach allows the County to track co-enrolled individuals across WIOA core programs. Partners meet to coordinate the co-enrollments to ensure that services are not duplicated and resources are leveraged. Partners work closely together to share information and participant progress and to ensure needs and barriers that may emerge are addressed.

L. OTHER MISCELLANEOUS INFORMATION REQUIREMENTS

i. Title II Access to the Local Plan

Title II partners will be notified of the posting of the Local Plan on the WDACS website. Announcements of the plan's availability will be made in all AJCC and WDB meetings. Copies will be available at the AJCC sites. Executive Summaries of the plan will be made available in Spanish and in any other languages upon request.

ii. Priority of Service Requirements

The County meets priority of service requirements as outlined in Section H. All contracted AJCC providers have been contractually mandated to ensure that 51% of people served by the WIOA Adult program must come from at least one priority of service category. Within the basic skills deficient category, particular priority is placed on ELLs to meet the County's goal of increasing the number of ELLs served by its system.

All AJCC provider staff have been trained on priority of service requirements and strategies. The County has also instituted policy establishing additional priority groups to include target populations that are the focus of Los Angeles countywide initiatives, including: foster youth, ex-offenders, individuals with disabilities, and those experiencing homelessness.

iii. Portion of Local Plan Addressed in Regional Plan

A summary of economic analysis of our region and details on Regional Industry Sector Strategies are outlined in the Regional Plan. Listing of Stakeholder Forum participants and a summary of stakeholder input on Local and Regional Plan development are also available in the Regional Plan. All elements, as required, are addressed in the Local Plan.

DRAFT

ATTACHMENT I

LOCAL PLAN - EXECUTIVE SUMMARY

The Los Angeles County Workforce Development Board (WDB) is one of seven Local Boards that comprise the Los Angeles Basin Regional Planning Unit (RPU). The WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of the County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. It administers approximately \$35 million annually in WIOA funding to provide workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities and all of its 151 unincorporated areas.

The County's WDB worked closely with the six other WDBs in the RPU to develop the Regional Workforce Development Plan. The County's Local Plan is aligned with the Regional Plan as well as with California's Unified Strategic Workforce Development Plan. While the Regional Plan outlines regional sector strategies and career pathways, the Local Plan describes how the County's workforce development system will utilize partnerships between business, workforce development, education and other key partners to achieve its vision that ***"every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has access to upward mobility and prosperity."*** The Local Plan was developed with input from over 500 partners and key stakeholders representing education, labor, economic development, and community based organizations as well as customers including job seekers, youth, and businesses. The County conducted six stakeholder forums throughout its service delivery areas attracting overwhelming participation and invaluable input guiding the development of both the Regional and Local Plans.

The County has established the following goals for implementing an innovative, customer-centered, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy:

- 1. Focus on the Needs of Business**
- 2. Spearhead System Alignment and Coordination**
- 3. Create Middle Skill Credentials**
- 4. Expand Earn & Learn**
- 5. Strengthen Economic Development**
- 6. Focus on WIOA Priority Populations**
- 7. Increase Service to English Language Learners**
- 8. Create System Inclusivity & Accessibility**
- 9. Continually Improve the System & Surpass High Performance Board Standards**

In order to meet the State Unified Plan goal to increase the attainment of middle skill, industry recognized credentials, the County has developed twelve key strategies:

- 1. Strategic Business Engagement**
- 2. System Alignment, Integration and Regional Coordination**
- 3. Career Pathways**
- 4. On the Job Training**
- 5. Engagement in County's Economic Development Efforts**
- 6. Specialized Centers and Programs for Priority Population**

- 7. Accessibility & Inclusivity**
- 8. Consistent Branding as America's Job Center of California**
- 9. Integrated Service Delivery (ISD)**
- 10. Multi-Generational Workforce Development Services**
- 11. Technology for Efficiencies**
- 12. Performance Driven System**

The Local Plan outlines how the County's workforce development system will serve as the vehicle through which its goals will be achieved and its strategies effected. The system is a franchise model of America's Job Centers of California (AJCCs) that offers consistent quality and uniformity of service throughout the system. AJCCs serve as hubs for local business engagement, catalysts for coordinated business services networks, central points of entry to employment and job training programs, and on-ramps to the regional sector pathways outlined in the Regional Plan. The system consists of:

- 8 Comprehensive AJCCs that fully integrate with EDD Workforce Services Partners, providing direct services to job seekers and businesses, as well as linkages to WIOA Partner and additional Partner programs and services;
- 4 additional AJCCs, including a specialized AJCC fully dedicated to serving Veterans countywide;
- 8 Affiliates, one of which is a jail-based Affiliate at L.A. County Sheriff's Pitchess Detention Center in Castaic to provide targeted workforce services to the re-entry population; and,
- A Centralized Business Services Team to lead and coordinate the County's efforts to meet the needs of business community, and to identify strategies that align and mobilize the County's workforce and economic development resources to ensure their success.

The system is built upon an Integrated Service Delivery (ISD) model which provides the optimal framework for coordination, alignment and leveraging of resources, services and programs of the County's WIOA Core and other required program partners. Forty six of these partners are signatories to the County WIOA Phase I Memorandum of Understanding (MOU) demonstrating their commitment to a common vision, values and goals for providing comprehensive, coordinated, customer-centered services to Businesses and Job Seekers.

Impacting the growth of the regional economy by serving the talent needs of business and industry is one of the primary goals of the Plan. The County has made a number of investments in economic development and in assisting residents--particularly those with barriers to employment-- in achieving self-sufficiency and livable wages. The Plan outlines how the County workforce system will play a central role in maximizing these investments by leveraging them with the breadth of partnerships and services sustained through its network of AJCCs. The Plan describes the role of the newly established Business Services Unit (BSU) within WDACS whose exclusive focus is on meeting the needs of the County's business community, and implementing strategies to align County workforce and economic development resources to ensure businesses' success. It describes plans for coordinated sector partnerships in each of the County's 10 workforce service delivery areas which will bring multiple employers within a sector together with education and workforce professionals to examine skills shortages. It describes strategies for serving residents most in need with innovative approaches to career pathway development leading to livable wages. In short, the Plan serves as the blueprint that will guide the system and its WIOA partners in impacting the growth of the regional economy by building a well-trained workforce attractive and responsive to businesses within the County's most growing and in-demand industries.

ATTACHMENT II

M. Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- a. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- b. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- c. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- d. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- e. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- f. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- g. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIA Section 14230[a][6])
- h. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIA Section 14233).
- i. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- j. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- k. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for

administering AJCC services in accordance with roles that have been defined by the Local Board.

SIGNATURE PAGE

Instructions:

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board Chair

Local Chief Elected Official

Signature

Erick Verduzco-Vega

Name

Chair – L.A. County WDB

Title

Date

Signature

Mark Ridley-Thomas

Name

Chair – L.A. County Board of Supervisors

Title

Date

ATTACHMENT III

N. AJCC Locations and AJCC Partners






- AJCC locations
 - *Current Locations* – SEE: [List of Current AJCCs](#)
 - *New locations* – in place July 1, 2017. The system is currently in procurement
 - SEE: [Map of Regions in Future System](#)
- AJCC Partners – as of MOU Phase I are listed below (NOTE: Partner list will change as the MOU Phase II resource sharing agreement negotiations begin and our new system has been procured):

Partner Type	Organization
WIOA Title I Adult, Dislocated Worker, and Youth Title V Older Americans Act	L.A. County Workforce Development, Aging and Community Services
WIOA Title II Adult Education and Literacy (25)	Antelope Valley Union High School District Azusa City Library Azusa Unified School District Baldwin Park Unified School District Bassett Unified School District Claremont Unified School District City of Covina Public Library Culver City Unified School District El Monte Union High School District El Rancho Unified School District Glendora Unified School District Hacienda La Puente Unified School District Los Angeles Unified School District Lynwood Unified School District Monrovia Unified School District Montebello Unified School District Monterey Park Monterey Library Mt. San Antonio Community College Paramount Unified School District Pomona Unified School District Rowland Unified School District Santa Monica Community College Santa Monica-Malibu Unified School District Whittier Union High School District

	William S. Hart Union High School District
WIOA Title III Wagner-Peyser Migrant Seasonal Farmworkers Veterans Trade Adjustment Assistance Act Unemployment Compensation (Insurance)	Employment Development Department
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation
Carl D. Perkins Career Technical Education (6)	Antelope Valley College Citrus College College of the Canyons Mt. San Antonio College Rio Hondo College Santa Monica College
Job Corps	Los Angeles Job Corps
Native American Programs	Southern California Indian Center
Youth Build	Youth Policy Institute
Community Services Block Grant Temporary Assistance to Needy Families (TANF)	L.A. County Department of Public Social Services
Housing and Urban Development	L.A. County Community Development Commission
Second Chance	L.A. County Probation Department



**LOS ANGELES COUNTY
AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC)
PROGRAM YEAR 2016-17**

Antelope Valley AJCC 1420 West Avenue I, Lancaster, CA 93534 Phone: (661) 726-4128 TTY: (661) 951-1695 FAX: (661) 945-5767 Website: www.jvsla.org	West Hollywood AJCC 625 North San Vicente Blvd, 1 st floor, West Hollywood, CA 90069 Phone: (310) 652-6378 TTY: (310) 652-6816 Fax: (310) 652-6816 Website: www.jvsla.org
Santa Clarita AJCC (Affiliate to Antelope Valley AJCC)  26455 Rockwell Canyon Road #250, Santa Clarita, CA 91355 Phone: (661) 799-9675 TTY: (800) 815-9387 FAX: (661) 288-4449 Website: www.lancasterajcc.org	West Los Angeles AJCC  13160 Mindanao Way, Suite 240, Marina del Rey, CA 90292 Phone: (310) 309-6000 TTY: (310) 309-6018 FAX: (310) 309-6032 Website: www.jvsla.org
Northeast San Fernando Valley AJCC  11623 Glenoaks Boulevard, Pacoima, CA 91331 Phone: (818) 492-4065 TTY: (818) 897-9791 FAX: (818) 897-9793 Website: www.ypiusa.org	Northeast San Gabriel Valley AJCC 2550 W. Main Street suite 101, Alhambra, CA 91801 Phone: (626) 284-9715 TTY: (323) 261-1366 FAX: (626) 284-9951 Website: www.mcscareergroup.com
South Valley AJCC 38510 Sierra Hwy, Palmdale, CA 93550 Phone: (661) 265-7421 TTY: (661) 265-9649 FAX (661) 265-9322 Website: www.cityofpalmdale.org/SVWC	West Covina AJCC 933 South Glendora Avenue, West Covina, CA 91790 Phone: (626) 814-8234 TTY: (626) 814-8234 Fax: (626) 962-6826 Website: www.mcscareergroup.com
South Los Angeles/Compton AJCC 2909 East Pacific Commerce Dr., Compton, CA 90221 Phone: (310) 762-1101 TTY: (310) 762-1283 FAX: (310) 762-1129 Website: www.communitycareer.org	East Los Angeles AJCC 5301 Whittier Blvd. 2 nd Floor, Los Angeles, CA 90022 Phone: (323) 887-7122 TTY: (323) 832-1278 FAX: (323) 887-8236 Website: www.rescare.com
Central San Gabriel Valley AJCC 11635 Valley Blvd. Unit G, El Monte, CA 91732 Phone: (626) 258-0365 TTY: (626) 258-0429 FAX: (626) 258-0428 Website: www.goodwillsocial.org	Florence Firestone AJCC (Affiliate to East LA AJCC)  2166 East Florence Avenue, Walnut Park, CA 90255 Phone: (323) 583-9655 TTY: (323) 923-4822 FAX: (323) 583-8969 Website: www.rescare.com
Pomona AJCC 264 East Monterey Avenue, Pomona, CA 91767 Phone: (909) 242-7999 TTY: (909) 865-2835 FAX: (909) 242-7998 Website: www.goodwillsocial.org	Santa Fe Springs AJCC 10400 Pioneer Blvd., Suite 9, Santa Fe Springs, CA 90670 Phone: (562) 946-2237 TTY: (562) 236- 2899 FAX: (562) 946-5818 Website: www.sassfa.org
Huntington Park AJCC 2677 Zoe Avenue, 2 nd Floor, Huntington Park, CA 90255 Phone: (323) 586-4700 TTY: (323) 586-4707 FAX: (323) 586-4701 Website: www.hubcities.org	Paramount AJCC (Affiliate to Santa Fe Springs AJCC)  15538 Colorado Avenue, Paramount, CA 90723 Phone: (562) 633-9511 TTY: (562) 633 -1716 Fax: (562) 633-9514 Website: www.sassfa.org

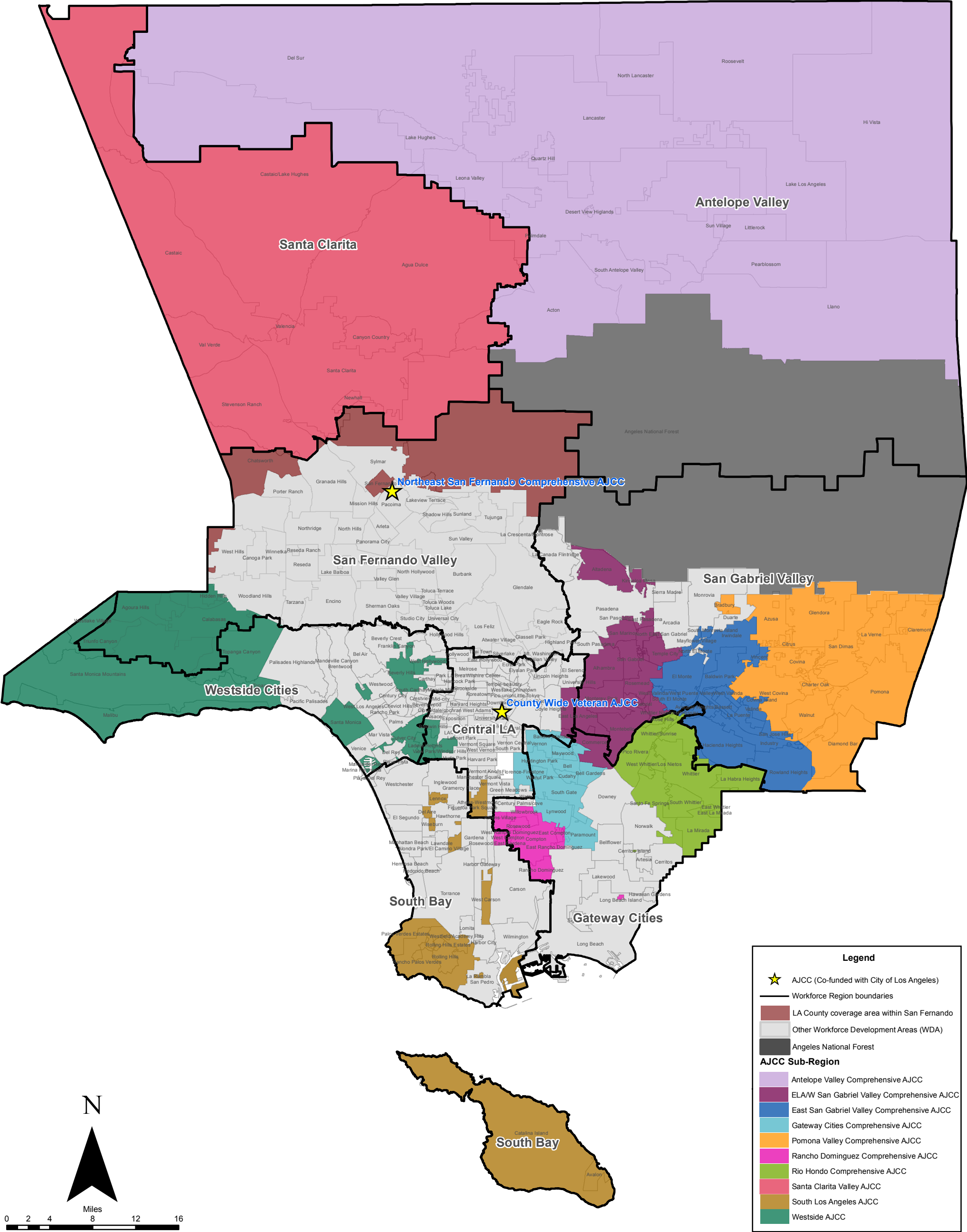




Attachment II A

Los Angeles County

AJCC Locations and Sub-Regions



*Please note that Catalina Island is not to scale
Workforce Development, Aging and Community Services, Research & Statistics Division

ATTACHMENT IV

O. AJCC MEMORANDA OF UNDERSTANDING

LA County's Memoranda of Understanding (MOUs) can be found here:

- [LA County WDB Phase I MOU with required partners](#)
- Intermediary Agreements between the RPU's seven WDBs to implement the L.A. County Youth Jobs (LACYJ) countywide youth work experience program:
 - [Foothill](#)
 - [L.A. City](#)
 - [Pacific Gateway](#)
 - [South Bay](#)
 - [SELACO](#)
 - [Verdugo](#)
- [Agreement between WDACS and DPSS that provides CalWORKs funding for LACYJ](#)
- [MOU between WDACS and Probation that provides Juvenile Justice Crime Prevention Act funding to WDACS to provide WIOA AJCC services to Probation youth](#)
- [MOU between WDACS and Child Support Services assists non-custodial parents addressing the child support fine barrier to employment via AJCCs](#)
- [L.A. County Board of Supervisors Motion outlining commitments between WDACS and other County departments to provide AJCC and other services to Prop 47 beneficiaries](#)

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD
AND
MANDATED PARTNERS OF LOS ANGELES COUNTY'S
AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) SYSTEM**

Purpose

The Workforce Innovation and Opportunity Act (WIOA) requires that a Memorandum of Understanding (MOU) is developed and executed between the Local Board and the partners of the America's Job Center of California (AJCC) to establish an agreement concerning the operations of the AJCC delivery system. Pursuant to California Employment Development Department (EDD) Directive WSD15-12, WIOA Memorandums of Understanding, the purpose of this MOU is to establish a cooperative working relationship among the Parties identified herein, and to define their respective roles and responsibilities related to shared customers and shared services. This MOU also serves to establish the framework for providing shared services to employers, incumbent workers, job seekers and others needing workforce development services.

AJCC's are the cornerstone of California's workforce development system. The AJCC system partners are jointly responsible for workforce and economic development, educational, and other human service programs. Therefore, the AJCC system is tasked with developing partnerships and providing programs and services to achieve three main goals established by the *California Workforce Development Strategic Plan*:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate and integrate programs

These goals will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Looking for a job
- Building basic educational or occupational skills
- Earning a post-secondary certificate or degree
- Obtaining guidance on making career choices
- Seeking to identify and hire skilled workers

The past performance and successes of the Los Angeles County Workforce Investment Board and its partners under the Workforce Investment Act is due to high quality comprehensive services offered through the collaborative efforts of local and regional partnerships. Looking forward, central coordination of business services will increase strategic alignment and investment of training resources and sector priorities with AJCC system partners, and strengthen coordination of efforts to more effectively meet the employment and training needs of employers. Businesses and employers will have access to a larger and more competitive pool of job seekers. Sharing regional labor market information and using common economic intelligence data to inform decisions and priorities will enhance coordination and collaboration between and among all AJCC system partners.

The Los Angeles County Workforce Development Board (WDB) and AJCC system partners are committed to advancing the achievement of the local *Los Angeles County Regional Strategic Workforce Plan* under WIOA for the benefit of businesses, employers and jobseekers of Los Angeles County.

Vision

To enable the upward mobility and prosperity of Los Angeles County residents, particularly those with barriers to employment, by increasing access to quality workforce development, training and educational opportunities in the region.

Mission

To create an innovative, well-coordinated, integrated, and data-driven workforce development system that is aligned with economic development to meet the needs of employers and prepare youth and adults with the knowledge and skills needed for the jobs of tomorrow.

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 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 networks between education, business and industry representatives, labor and other regional workforce development partners to develop new and align existing programs and services with 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, 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 obtain marketable and industry-recognized middle skill credentials, with a priority on unemployed, underemployed, low-skilled, low-income, recipients of public assistance, limited English speaking, veterans, individuals with disabilities, foster youth, reentry and other high priority at-risk populations.
- Increase the scope and breadth of opportunities for youth, especially low-income, at-risk, disconnected and out-of-school youth, and those from low-income communities, who graduate prepared for postsecondary vocational training, post-secondary education, and/or a career.

Values

The following are values shared by the Parties to this MOU:

Accountability

We accept individual responsibility for the quality of service provided to customers and the overall success of the system. We strive to make our practices transparent and to make our reports accessible to foster a system of shared accountability.

Collaboration

We work constructively together to better align, integrate, and coordinate the delivery of services. We recognize the importance of meaningful cooperation and compromise in ensuring the vitality and success of the system as a whole.

Excellence

We are committed to excellence and continuous improvement in all aspects of our individual and collective work. We are dedicated to providing all customers with an exemplary level of service that meet their diverse and unique needs.

Innovation

We strive to develop and adopt new strategies and methods to add value for our customers and our communities. We incorporate new tools and technologies into our work to facilitate communication, data sharing, and to streamline the delivery of services.

Partnership

We acknowledge the synergy produced from working together as true partners to operate the Los Angeles County AJCC system. We foster shared leadership and strive to build consensus to structure and oversee a system that reflects our shared goals.

Responsiveness

We aspire to operate a system that constantly seeks feedback from customers and stakeholders to stay ahead of economic and workforce development trends to deliver valuable and cutting-edge services.

Respect

We recognize and appreciate the diversity of our customers and their unique needs, particularly for individuals who face barriers to employment. We are committed to treating all individuals with the courtesy, dignity, and respect.

The Parties

- WIOA Title I Adult, Dislocated Worker, Youth: L.A. County Community & Senior Services

- WIOA Title II Adult Education and Literacy (25): Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Literacy for all of Monterey Park (LAMP) Literacy Program; Los Angeles Unified School District; Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; William S. Hart Union High School District
- WIOA Title III Wagner-Peyser: Employment Development Department (EDD)
- WIOA Title IV Vocational Rehabilitation: California Department of Rehabilitation (DOR)
- Carl Perkins Career Technical Education (6): Antelope Valley College; Citrus College; College of the Canyons; Mt. San Antonio College; Rio Hondo College; Santa Monica College
- Title V Older Americans Act: Community & Senior Services, Area Agency on Aging
- Los Angeles Job Corps: Department of Labor operated in Los Angeles County by YWCA Greater Los Angeles
- Native American Programs: Department of Labor operated in Los Angeles County by Southern California Indian Center, Inc.
- Migrant Seasonal Farmworkers: Employment Development Department (EDD)
- Veterans (JVSG): Employment Development Department (EDD)
- Youth Build: Department of Labor operated in Los Angeles County by Youth Policy Institute
- Trade Adjustment Assistance Act: Employment Development Department (EDD)
- Community Services Block Grant: L.A. County Department of Public Social Services
- Housing & Urban Development: L.A. County Community Development Commission
- Unemployment Compensation (Insurance): Employment Development Department (EDD)
- Second Chance: Los Angeles County Probation Department
- Temporary Assistance to Needy Families: L.A. County Department of Public Social Services

Responsibility of the AJCC System Partners

The Parties to this MOU agree to participate in joint planning, coordination and evaluation of AJCC activities to serve shared customers and deliver shared services, as appropriate, in order to:

- Identify opportunities to participate in and enhance the operation of the AJCC system
- Ensure accessibility of services
- 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

AJCC System Design

The Los Angeles County local workforce development system is comprised of 8 Comprehensive AJCCs, which provide access to mandated partner services, including full co-location of our State partners, EDD, and 4 additional AJCCs, one of which is a dedicated countywide veterans AJCC. We also operate 8 Affiliates to the Comprehensive AJCCs and AJCCs, including one jail-based AJCC at the Pitchess Detention Center in Castaic.

The Los Angeles County AJCC system is an Integrated Service Delivery (ISD) system with EDD. All of the AJCCs in our system provide a single access point to education and training programs for both adults and youth. The youth workforce development program, Youth@Work, is inclusive of the Workforce Innovation and Opportunity Act (WIOA) Title I Youth Program and the County's Subsidized Youth Work Experience Program, referred to as Work Based Learning (WBL), and Youth/Young Adult Workforce Development special initiatives.

The Youth@Work program is designed to deliver work-based learning, academic and career development and advanced career services to Youth with direct access to the Adult program when and if needed. 100% of WIOA Youth funding under the Youth@Work program is designated for older, disconnected out-of-school youth, ages 17-24. Non-WIOA funding under the Youth@Work program supports subsidized work-based learning for youth ages 14-24 and also academic and career development for in-school youth, ages 16-21.

Comprehensive AJCCs and AJCCs deliver high quality integrated workforce services and implement sub-regional strategies, in coordination with mandated partners and other key stakeholders, within one of 8 designated economic development regions of Los Angeles County. The 8 workforce regions are *Antelope Valley, Santa Clarita Valley, San Gabriel Valley, South Bay, Gateway Cities, Westside, Central, and San Fernando Valley*. The County has further carved out 10 sub-regions to maximize service delivery, in all areas that are under the purview of the Los Angeles County Workforce Development Area. The 10 sub-regions are *Antelope Valley, East San Gabriel Valley, East Los Angeles/West San Gabriel Valley, Gateway Cities, Pomona Valley, Rancho Dominguez, Rio Hondo, South Los Angeles, Westside and Santa Clarita Valley*. Each sub-region has a Comprehensive AJCC and an Affiliate, or an AJCC that are located at, or in close proximity to, community colleges and adult schools.

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 on their own initiative.

AJCCs 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; as well as workforce development services and programs provided by mandated partners.

Los Angeles County's ISD design allows for the Parties to this MOU to deliver shared and complementary services in collaboration with a diverse scope of regional partners (see chart below) 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-high demand occupations in high growth industries.

	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	WIOA Title II Adult Education	WIOA Title III Wagner- Peyer Act	Title I of Rehabilitation Act	Carl D. Perkins Career and Technical Education	Title V Older Americans	L.A. Job Corps	Native American Programs
Assess Skills and Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X	X	X	X	X
Assist with Tuition/Fees	X	X	X							
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X
Deliver Training	X	X	X	X		X	X		X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X
Identify Industry-Recognized Credentials	X	X	X			X	X	X	X	X
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X	X	X	X	X	X
Provide Case Management	X	X	X			X	X			X
Provide Informational Services	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X		
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X
Provide Support Services	X	X	X							
Provide Work-Based Learning Opportunities	X	X	X			X	X	X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X
Housing									X	

	Migrant Seasonal Farmworkers	Veterans (JVSG)	Youth Build	Trade Adjustment Assistance Act	Community Services Block Grant	Housing and Urban Development	Unemployment Compensation	Second Chance	TANF
Assess Skills and Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X		X	X
Assist with Tuition/Fees			X		X	X			
Develop Curriculum/Programs			X		X	X		X	X
Deliver Training			X		X			X	X
Engage Employers	X	X	X	X	X		X	X	X
Identify Industry-Recognized Credentials			X		X				
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X	X		X	X
Provide Case Management		X	X	X	X			X	X
Provide Informational Services	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X			X	
Provide Job Search Assistance	X	X		X	X	X		X	X
Provide Labor Market Information	X	X	X	X	X	X		X	X
Provide Support Services				X	X	X		X	X
Provide Work-Based Learning Opportunities			X		X			X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X
Housing									

Shared Business Services

In providing services to the entire Los Angeles County region, the Parties to this MOU agree to collaborate to identify strategies and opportunities for regional and coordinated business engagement efforts that respond to industry and labor market needs.

Shared Customers

Shared customers include businesses and employers seeking assistance to find prepared and qualified candidates for current or future employment; business and employers seeking to upskill existing employees (incumbent workers) for new positions, for new equipment, new job requirements, new industry standards, and to prevent or reduce layoffs or termination.

Adult job seekers in search of pre-employment services, training for in-demand occupations, or those seeking a new career, including low-income; individuals on public assistance; limited English speaking; 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 re-connect to employment or who need additional training and services for employment in new or emerging industry sectors, or a new career.

Youth, age 14-24, especially disconnected youth who did not complete high school, not currently enrolled in school, or not working, including foster youth and probation youth.

Customer Service and Quality Control

The Parties to this MOU agree to jointly develop, implement, and regularly evaluate a Customer Service and Quality Control Plan (Plan) for AJCCs by December 2016 to ensure that a high level of service is provided throughout the term of the MOU. This Plan will include a system for on-going and periodic review to ensure quality customer service, quality programs and services, and quality training. Planned and unscheduled visits to AJCCs will be conducted by the Parties to this MOU and records of such visits and inspections will be shared and discussed with AJCC Operators, and written reports provided to all Partners. Reports will be maintained, including the timeliness and status of follow-up or corrective action, if any.

AJCCs will provide surveys for customers and employers to complete online and at all AJCCs to evaluate the quality of services. Quarterly reports on customer satisfaction survey results will be provided to all Los Angeles County AJCC system partners.

Shared Costs

The Parties to this MOU agree to explore a fair and equitable cost sharing formula by March 1, 2017 to comply with the December 31, 2017 deadline for approval of an updated MOU. Cost Sharing Agreements for Los Angeles County administered services will be negotiated through Community and Senior Services as the designated intermediary. The Parties will ensure that the shared costs, not excluding in-kind contributions, are supported by accurate data in accordance with local district and governing board policies.

Referral of Shared Customers

The Parties to this MOU may manage referrals through, but not limited to, the following methods:

- Training of designated staff
- Use of the state's CalJobsSM system
- A portal listing the respective programs and contacts for each AJCC system partner

Los Angeles County Community and Senior Services, with input from the Parties to this MOU , will develop a web-based system for referrals through which on-site and off-site referrals can be tracked to and from any of the Los Angeles County AJCC system partners. The Parties to this MOU will have access to cross-training for staff to use of the state-mandated CalJOBSSM system. Los Angeles County will provide all of the Parties to this MOU with access to CalJOBSSM and work with EDD to develop a system for referrals.

AJCCs will provide access to County AJCC system partner's programs through cross-referrals; co-location, or other integration as appropriate, of MOU party staff at AJCCs; post and disseminate printed information and materials on partner services and programs and locations; provide information sessions to shared customers at Los Angeles County AJCC system partner sites.

Access for Individuals with Barriers to Employment

Los Angeles County's AJCC system 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, limited English speaking; basic skills deficient, unemployment insurance claimants, Veterans and their eligible spouses, homeless, foster youth; probation youth, persons with disabilities, re-entry and Prop 47 beneficiaries with reclassified sentences.

Los Angeles County's workforce development system includes a dedicated Veteran's AJCC to ensure tailored and culturally sensitive strategies are developed and implemented; and a Jail based AJCC to provide pre-release employment and training services and referrals for this high priority populations with significant barriers to employment.

100% of WIOA Youth funding is dedicated to older, disconnected out-of-school youth. WIOA Youth services are integrated with WIOA adult services. This allows youth age 18 -24 to have access to a continuum of services and support from both the adult and youth programs, as appropriate and allowable.

A specialized job center for Veterans, and one that provides pre-release employment services to Incarcerated Individuals, leverage WIOA and non-WIOA resources to increase access to tailored services to these high priority individuals with barriers to employment.

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 AJCC 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

Los Angeles County will maximize appropriate features of the State's CalJOBS system to implement data and demand driven initiatives to improve employment outcomes for high-growth industries and priority populations. CalJOBS is a State system and access will be increased from community centers, and libraries to allow participants to gain access to information about the local labor market, in-demand occupations and employment opportunity. LA County Community and Senior Services will allow the use of CalJOBS as the singular system for the data collection and the reporting of WIOA participant performance.

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 name, educational history, biometric identifiers (fingerprints, voiceprints, iris scans, etc.), medical history, financial information, and computer passwords.

The Los Angeles County's AJCC Workforce Development System (WDS) may have in their possession large quantities of protected PII relating to their organization and staff; partner organizations and their staff; and individual program participants. This information is generally found in on-line systems, personnel files, participant data sets, performance reports, program evaluations, grant and contract files and other sources.

All The Parties to this MOU agree to designate staff to attend and receive training on shared technology and system security, and sign an acknowledgment of responsibility in regards to DOL Funded data systems and protected PII.

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 Los Angeles County Workforce Development Board policy on the Protection of Personally Identifiable Information, which can be found on the Workforce Development Board website.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, 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 will 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 or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, English proficiency, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation 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.

The Parties to this MOU will commit to capacity building, professional development, and cross training for staff to increase awareness, sensitivity, and understanding of individuals with barriers to employment and individuals with disabilities.

The Parties to this MOU will abide by the existing policies of the Workforce Development Board of Los Angeles County on Non-discrimination and Equal Opportunity and on Reasonable Accommodation. These policies are published on the Los Angeles County Workforce Development Board website.

The Parties also agree to post the following in highly visible locations: Non-discrimination; Equal Opportunity Policies and Procedures; Equal Opportunity is the LAW Posting; and Grievance and Complaint Procedures posters in English and Spanish to any interested parties and members of the public.

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. The County of Los Angeles has its own established Program Grievance/Complaint Procedures. They recognize each individual's right to receive fair and impartial treatment under all of its services, and they encourage and support a model of open communication and resolution at all program levels.

All AJCC customers have the right to file a grievance or complaint with the AJCC Operator or with Los Angeles County Community and Senior Services. 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 include providing instructions on how to file a grievance/complaint.

All grievances/complaints must be in writing and be filed with Los Angeles County Community and Senior Services. Upon receipt of any grievances or complaints, the County of Los Angeles will provide an informal resolution or an administrative hearing. An informal resolution will commence within 10 working days of the date of the complaints. An administrative hearing on any grievance or complaint shall be scheduled within 30 days of filing. The complainant and the respondent will be notified in writing of the hearing 10 days prior to the date of the hearing.

Not later than 60 days after the filing of the grievance or complaint, the Hearing Officer shall send, via certified mail, a written decision to both parties.

Any grievance or complaint may be appealed to EDD. If no decision is reached within 60 days or if either party is dissatisfied with the County of Los Angeles Hearing Officer's determination, the complainant may request a State hearing by submitting a written notice of appeal. Formal complaints may be filed with Los Angeles County Community and Senior Services, 3175 West 6th Street, Los Angeles, CA 90020; Attention: Jhony Acosta, WIOA Grievance Officer (213)738-2605; jacosta@css.lacounty.gov. All complaints will be handled confidentially.

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 CFR 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 will be from July 1, 2016 through December 31, 2017.

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 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. In the event that 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.

Administration and Operations Management

The Parties to this MOU agree the day-to-day supervision of any staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change of work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The Parties to this MOU further agree the office hours for any staff at AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the host agency at the beginning of the fiscal year. Disciplinary actions may result in removal of co-located staff from the AJCCs, and each party will take appropriate action.

Dispute Resolution

The Parties to this MOU agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they will be referred to the management staff of the respective staff employer for discussion and resolution. Should informal efforts at resolution fail, either party may file a formal grievance in accordance with Los Angeles County's grievance procedures. All of the Parties to this MOU agree to be bound by the final determination resulting from that proceeding.

Press Releases and Communications

Participation in media communications by each Party to this MOU will be determined by each Party's designated communications or public relations representative. The Parties to this MOU acknowledge the workforce development system and Job Centers funded by the County of Los Angeles are uniformly branded as Los Angeles County America's Job Centers of California, or L.A. County AJCC.

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.

Authority and Signature

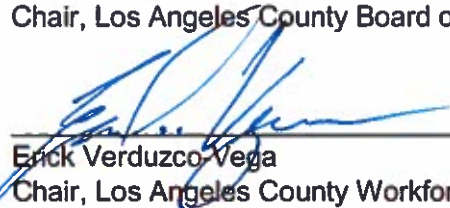
The individual signing for each mandated AJCC system partner below have the authority to commit the party they represent to the terms of this MOU.



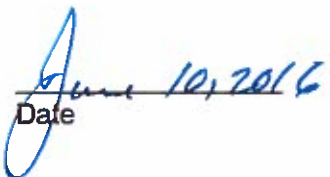
Hilda L. Solis
Chair, Los Angeles County Board of Supervisors

JUN 21 2016

Date



Erick Verduzco Vega
Chair, Los Angeles County Workforce Development Board

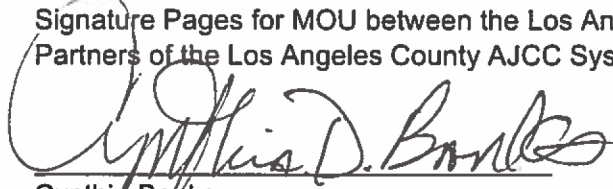


Date

Continued on next pages

MOU Signature Pages

Signature Pages for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System



Cynthia Banks

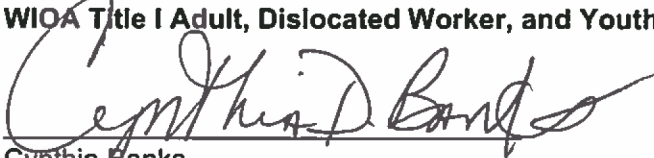
Director

Los Angeles County Community and Senior Services

WIOA Title I Adult, Dislocated Worker, and Youth

5/27/16

Date



Cynthia Banks

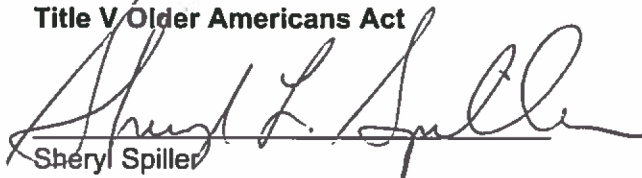
Director

Los Angeles County Community and Senior Services

Title V Older Americans Act

5/27/16

Date



Sheryl Spiller

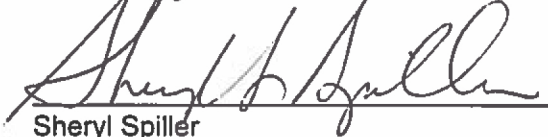
Director

Los Angeles County Department of Public Social Services

Community Services Block Grant

6/14/16

Date



Sheryl Spiller

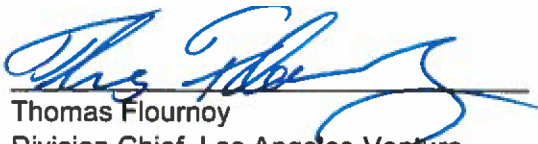
Director

Los Angeles County Department of Public Social Services

Temporary Assistance to Needy Families (TANF)

6/14/16

Date



Thomas Flournoy

Division Chief, Los Angeles-Ventura

Employment Development Department

WIOA Title III Wagner-Peyser


6/8/16

Date

MOU Signature Pages


Thomas Flourney
Division Chief, Los Angeles-Ventura
Employment Development Department
Migrant Seasonal Farmworkers

6/8/16
Date


Thomas Flourney
Division Chief, Los Angeles-Ventura
Employment Development Department
Veterans (JVSG)

6/8/16
Date


Thomas Flourney
Division Chief, Los Angeles-Ventura
Employment Development Department
Trade Adjustment Assistance Act

6/8/16
Date


Agustin Huerta
Employment Development Administrator
Employment Development Department
Unemployment Compensation

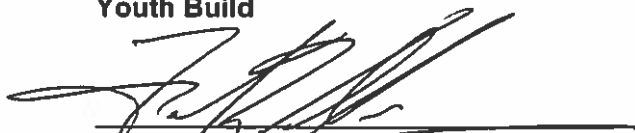
6/14/16
Date

Wan-chun chang
Wan-Chun Chang
District Administrator
California Department of Rehabilitation
WIOA Title IV Vocational Rehabilitation

6/8/16
Date


Dixon Slingerland
Executive Director, Youth Policy Institute
Youth Build

5/31/16
Date


Fred Williams
Center Director, Los Angeles Job Corps
YWCA Greater Los Angeles
Job Corps

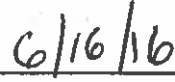
5/23/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Housing & Urban Development**



Sean Rogan
Executive Director
Los Angeles County Community Development Commission



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: Second Chance

A handwritten signature in blue ink, appearing to read "Calvin Remington", written over a horizontal line.


**Calvin Remington
Interim Chief Probation Officer
Los Angeles County Probation Department**

A handwritten date "6-9-16" in blue ink, written over a horizontal line.

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board &
Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy



Dr. David Vierra
Superintendent
Antelope Valley Unified High School District

June 15, 2016

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

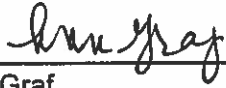


Alex Rojas
Superintendent
Bassett Unified School District

6/28/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Ann Graf
Director of IT & Library Services
City of Azusa

6/9/16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy.**

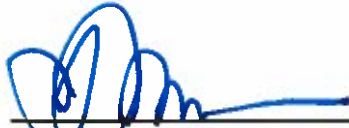


Linda Kaminski Ed.D.
Superintendent,
Azusa Unified School District

6/21/16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy



Froilan Mendoza
Superintendent
Baldwin Park Unified School District

6-14-16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

Don Penman

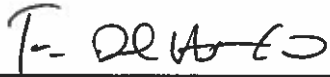
Don Penman
Interim City Manager
City of Covina

June 8, 2016

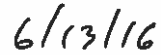
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy



Felipe Delvasto
Coordinator of Alternative Education
Claremont Unified School District




Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy



Dave LaRose
Superintendent
Culver City Unified School District



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy



Cynthia Shieh
Chief Business Official
El Monte Union High School District

6-16-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



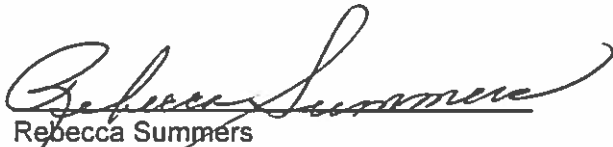
Martin Galindo
Superintendent
El Rancho Unified School District

6/6/16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**

A handwritten signature in cursive script, reading "Rebecca Summers", written over a horizontal line.

Rebecca Summers

Director

Glendora Unified School District

6/27/2016
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Cynthia Parulan-Colfer
Superintendent

Hacienda La Puente Unified School District

6/2/16
Date

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Bruce Trenbeth
Contract Administration Manager
Procurement Services Division
Los Angeles Unified School District

6-17-16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy




Paul Gothold
Superintendent
Lynwood Unified School District

6-23-16

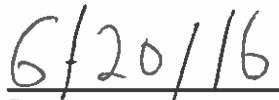
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



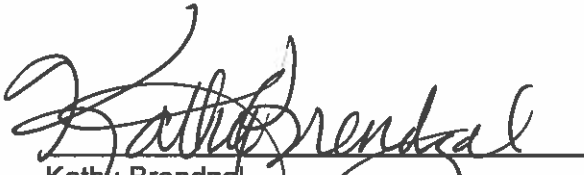
Flint Fertig
Director of Adult Programs
Monrovia Community Adult School
Monrovia Unified School District



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**


Kathy Brendzal
Director, Adult Education Consortium
Department of Adult Education
Montebello Unified School District

6-3-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Norma Arvizu
City Librarian/Literacy Administrator
Monterey Park Monterey Library



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System



Dr. William T. Scroggins
President and Chief Executive Officer
Mt. San Antonio Community College District
Carl D. Perkins Career and Technical Education



Date



Dr. Irene Malmgren
Vice President, Instruction
Mt. San Antonio Community College District
WIOA Title II, Adult Education and Literacy



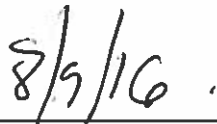
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Dr. Ruth Perez
Superintendent
Paramount Unified School District



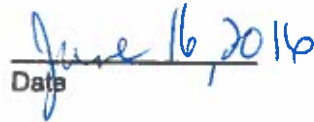
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy




Dr. Leslie Barnes
Assistant Superintendent/Chief Financial Officer
Pomona Unified School District



Date

Approved as to Form:

MUNDELL, ODLUM & HAWS, LLP
General Counsel



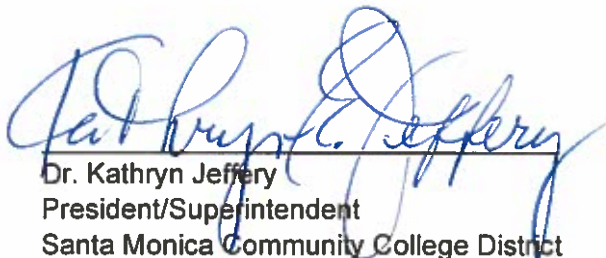
Signature Page for MOU between the Los Angeles County Workforce Development Board &
Partners of the Los Angeles County AJCC System: WIOA Title II, Adult Education and Literacy

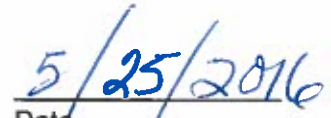

Alejandro Flores
Assistant Superintendent – Administrative Services
Rowland Unified School District

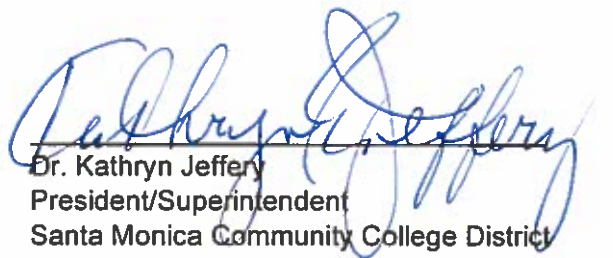

Date


MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board &
Partners of the Los Angeles County AJCC System

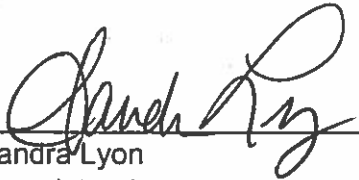

Dr. Kathryn Jeffery
President/Superintendent
Santa Monica Community College District
WIOA Title II Adult Education and Literacy


Date


Dr. Kathryn Jeffery
President/Superintendent
Santa Monica Community College District
Carl D. Perkins Career Technical Education


Date

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Sandra Lyon
Superintendent
Santa Monica-Malibu Unified School District



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Martin Plourde
Superintendent
Whittier Union High School District

6-13-16

Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **WIOA Title II, Adult Education and Literacy**



Mike Kuhlman
Asst. Superintendent, Ed Services
William S. Hart Union High School District



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Carl D. Perkins Career and Technical Education**



Edward Knudson
President/Superintendent
Antelope Valley College

7/12/16

Date


MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: **Carl D. Perkins Career and Technical Education**



Dr. Geraldine M. Perri
President/Superintendent
Citrus College

6/22/16
Date



Dr. Arvid Spor
Vice President, Academic Affairs
Citrus College

6-21-16
Date



James Lancaster, Ed.D.
Dean of Curriculum, Career, Technical and Continuing Education
Citrus College

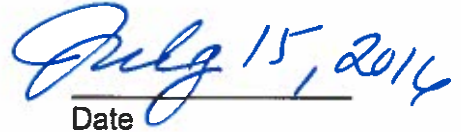
6-13-16
Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: Carl D. Perkins Career and Technical Education



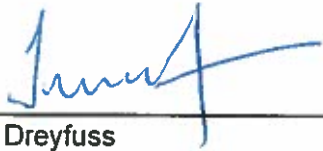
Dr. Dianne G. Van Hook
Chancellor
Santa Clarita College District-College of the Canyons



Date

MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: Carl D. Perkins Career and Technical Education



Teresa Dreyfuss
President/Superintendent
Rio Hondo College




Date



MOU Signature Pages

Signature Page for MOU between the Los Angeles County Workforce Development Board & Partners of the Los Angeles County AJCC System: Native American Programs



Paula Starr
Executive Director
Southern California Indian Center, Inc.

5-24-16
Date



lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Phillip Dunn, Executive Director
Foothill Workforce Development Board
1207 E. Green Street
Pasadena, CA 91106

CHANGE NOTICE - REVISED FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0614, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of \$197,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$101,000), 50 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); (\$76,000), 38 Youth to be placed.

5.2.1.1.1.3 Foster Youth; (\$20,000), 10 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$136,800 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is \$114,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$77,000), 35 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); (\$28,000), 13 Youth to be placed.

5.2.1.1.2.3 Foster Youth; (\$9,000), 4 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK, WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

- 4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of \$10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.**

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	\$1,920
Administration	\$ 150
Total Cost Per Participant	\$2,070

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	\$2,000
Administration	\$150
Total Cost Per Participant	\$2,150

Change Notice - REVISED

March 25, 2016

Page 3

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

A handwritten signature in blue ink that reads "Carol Domingo". The signature is fluid and cursive, with a small "d" at the end.

CAROL DOMINGO, Program Manager
Contract Management Division



lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Robert Sainz, Assistant General Manager
City of Los Angeles
Economic & Workforce Development Department
1200 W. 7th Street-6th Floor
Los Angeles, CA 90017

CHANGE NOTICE - REVISED FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0114, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of \$7,603,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$3,871,000), 1,926 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); (\$2,959,000), 1,485 Youth to be placed.

5.2.1.1.1.3 Foster Youth; (\$773,000), 380 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$5,322,000 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is \$4,435,000 and is specified below. The remainder, 887,000, will be available in subsequent quarters subject to the County Board of Supervisor's approval.

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$2,995,000), 1,391 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); (\$1,092,000), 505 Youth to be placed.

5.2.1.1.2.3 Foster Youth; (\$348,000), 159 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

5.2.1.1.3 For the contract period April 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$161,333 in funding for providing Program Evaluation and Customer Satisfaction Surveys – Summer Youth Employment Evaluation Services.

In addition, EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK, -WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS has been deleted and replaced as follows:

- 4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of \$10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.**

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	\$1,920
Administration	\$ 150
Total Cost Per Participant	\$2,070

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	\$2,000
Administration	\$150
Total Cost Per Participant	\$2,150

Change Notice - REVISED
March 25, 2016
Page 3

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

A handwritten signature in blue ink that reads "Carol Domingo" with a stylized flourish at the end.

CAROL DOMINGO, Program Manager
Contract Management Division



lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Erick Serrato, Executive Director
Pacific Gateway Workforce Development Board
3447 Atlantic Avenue
Long Beach, CA 90807

CHANGE NOTICE - REVISED FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0214, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of \$1,113,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$567,000), 282 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); (\$433,000), 217 Youth to be placed.

5.2.1.1.1.3 Foster Youth; (\$113,000), 55 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$780,000 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is \$650,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$439,000), 204 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); (\$160,000), 74 Youth to be placed.

5.2.1.1.2.3 Foster Youth; (\$51,000), 23 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK, WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

- 4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of \$10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.**

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	\$1,920
Administration	\$ 150
Total Cost Per Participant	\$2,070

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	\$2,000
Administration	\$150
Total Cost Per Participant	\$2,150

Change Notice - REVISED
March 25, 2016
Page 3

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

A handwritten signature in blue ink that reads "Carol Domingo" followed by a small "ct" superscript.

CAROL DOMINGO, Program Manager
Contract Management Division



lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Jan Vogel, Executive Director
South Bay Workforce Development Board
11539 Hawthorne Blvd., Floor #5
Hawthorne, CA 90250

CHANGE NOTICE - REVISED FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0314, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of \$628,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$319,000), 158 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); (\$245,000), 122 Youth to be placed.

5.2.1.1.1.3 Foster Youth; (\$64,000), 31 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$440,400 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is \$367,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$248,000), 115 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); (\$90,000), 41 Youth to be placed.

5.2.1.1.2.3 Foster Youth; (\$29,000), 12 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK, -WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

- 4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of \$10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.**

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	\$1,920
Administration	\$ 150
Total Cost Per Participant	\$2,070

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	\$2,000
Administration	\$150
Total Cost Per Participant	\$2,150

Change Notice - REVISED

March 25, 2016

Page 3

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

A handwritten signature in blue ink that reads "Carol Domingo" with a stylized flourish at the end.

CAROL DOMINGO, Program Manager
Contract Management Division



lacounty.gov

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Yolanda Castro, Executive Director
Southeast Los Angeles County Workforce Development Board
10900 E. 183rd Street, Suite 350
Cerritos, CA 90703

CHANGE NOTICE - REVISED FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0514, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of \$540,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$275,000), 136 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); (\$210,000), 105 Youth to be placed.

5.2.1.1.1.3 Foster Youth; (\$55,000), 27 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$379,200 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is \$316,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$213,000), 99 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); (\$78,000), 36 Youth to be placed.

5.2.1.1.2.3 Foster Youth; (\$25,000), 11 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK, WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS has been deleted and replaced as follows:

- 4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of \$10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.**

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	\$1,920
Administration	\$ 150
Total Cost Per Participant	\$2,070

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	\$2,000
Administration	\$150
Total Cost Per Participant	\$2,150

Change Notice - REVISED

March 25, 2016

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If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

A handwritten signature in blue ink that reads "Carol Domingo". The signature is written in a cursive, flowing style with a small "d" at the end.

CAROL DOMINGO, Program Manager
Contract Management Division



lacounty.gov

Hilda L. Solís
Mark Ridley-Thomas
Sheila Kuehl
Don Knabe
Michael D. Antonovich

County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020
Tel: 213-738-2600 • Fax 213- 487-0379

Enriching Lives Through Effective And Caring Service



css.lacounty.gov

Cynthia D. Banks
Director

Otto Solórzano
Chief Deputy

March 25, 2016

Judith Velasco, Executive Director
Verdugo Workforce Development Board
1255 South Central Ave.
Glendale, CA 91204

CHANGE NOTICE - REVISED FY 2016-2017 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM

On June 24, 2014, the Los Angeles County Board of Supervisors (BOS) provided delegated authority to Community and Senior Services (CSS) to execute and or amend Intermediary Agreements with the six Workforce Development Boards (WDB)s in Los Angeles County. Subsequently, on June 9, 2015, the BOS provided CSS delegated authority to increase contract allocations by greater than 10% for youth workforce contractors.

Pursuant to your agency's Intermediary Agreement No. IA-0414, Section 5.2, Funding Allocations, Sub-Section 5.2.1, Maximum Contract Sum and Section 5.2.2, Maximum Contract Sum Funding Source(s), sub-section 5.2.2.1, the following additions have been made:

5.2.1.1.1 For the contract period July 1, 2015 through June 30, 2016, Contractor shall receive a Total Maximum Amount of \$360,000 in funding for providing Services outlined in this Agreement and is broken down as follows:

5.2.1.1.1.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$183,000), 90 Youth to be placed.

5.2.1.1.1.2 Other Underserved Youth monies (formerly known as NCC); (\$140,000), 70 Youth to be placed.

5.2.1.1.1.3 Foster Youth; (\$37,000), 18 Youth to be placed.

5.2.1.1.2 For the contract period July 1, 2016 through June 30, 2017, Contractor shall receive a Total Maximum Amount of \$253,200 in funding for providing Services outlined in this Agreement. The initial total County shall pay Contractor is \$211,000 and is broken down as follows:

5.2.1.1.2.1 California Work Opportunity and Responsibility Kids Temporary Assistance for Needy Families (CalWORKs TANF) monies; (\$142,000), 66 Youth to be placed.

5.2.1.1.2.2 Other Underserved Youth monies (formerly known as NCC); (\$52,000), 24 Youth to be placed.

5.2.1.1.2.3 Foster Youth; (\$17,000), 7 Youth to be placed.

5.2.1.1.2.4 The full Total Maximum Amount noted in 5.2.1.1.2 above will be available contingent on availability of funds, full expenditure of initial funds and Contractor performance.

In addition, **EXHIBIT A, FY 2015-16 LOS ANGELES COUNTY YOUTH JOBS (LACYJ) PROGRAM STATEMENT OF WORK, -WORKFORCE DEVELOPMENT BOARDS SECTION 4.6: PAID WORK EXPERIENCE (WEX), SUB-SECTION 4.6.1 and SECTION 26.0: PARTICIPANT COSTS** has been deleted and replaced as follows:

- 4.6.1 Contractor(s) shall provide Youth with an average of 120 hours of paid WEX, over the term of the Contract, at the minimum wage rate of \$10/hour effective January 1, 2016, until June 30, 2016, including appropriate income taxes, Workman's Compensation benefits and social security benefits.

26.0 PARTICIPANT COSTS

Contractor(s) shall not exceed the maximum total Cost Per Participant as follows:

26.1 For Services between July 1, 2015 through June 30, 2016:

Program Costs	\$1,920
Administration	\$ 150
Total Cost Per Participant	\$2,070

26.2 For Services between July 1, 2016 through June 30, 2017:

Program Costs	\$2,000
Administration	\$150
Total Cost Per Participant	\$2,150

Change Notice - REVISED

March 25, 2016

Page 3

If you have any questions regarding this notice, please contact Ara Gabrielian your assigned contract analyst via email at agabrielian@css.lacounty.gov.

Sincerely,

A handwritten signature in blue ink that reads "Carol Domingo". The signature is stylized with a large "C" and a long, sweeping "D" that ends in a small "t" or flourish.

CAROL DOMINGO, Program Manager
Contract Management Division



MEMORANDUM OF UNDERSTANDING
BETWEEN

LOS ANGELES COUNTY DEPARTMENT OF
PUBLIC SOCIAL SERVICES

AND

LOS ANGELES COUNTY DEPARTMENT OF
COMMUNITY AND SENIOR SERVICES

FOR

YOUTH EMPLOYMENT PROGRAMS

Prepared by:

Department of Public Social Services
CalWORKs and GAIN Division, Section III
City of Industry, CA 91746
(562) 908-8370

August 14, 2012

MEMORANDUM OF UNDERSTANDING

BETWEEN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES AND LOS
ANGELES COUNTY DEPARTMENT OF COMMUNITY AND SENIOR SERVICES
FOR
YOUTH EMPLOYMENT PROGRAMS

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MEMORANDUM OF UNDERSTANDING

BETWEEN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES AND
LOS ANGELES COUNTY DEPARTMENT OF COMMUNITY AND SENIOR SERVICES
FOR
YOUTH EMPLOYMENT PROGRAMS

I. PURPOSE

A. Youth Employment Program (YEP)

This Memorandum of Understanding (MOU) is entered into between the Department of Public Social Services (DPSS) and Community and Senior Services (CSS) for CSS to administer Youth Employment Programs (YEPs) via an intrafund transfer utilizing CSS' contractors.

The purpose of this MOU is to forge an agreement between the DPSS and CSS to provide employment and training services to youth, between the ages of 14 to 21, who are currently enrolled in CalWORKs. This will fulfill the Board of Supervisors' goal to integrate services and have departmental collaboration while ensuring services to these populations are rendered in accordance with the demands of the funding source.

Provisions for sharing of confidential youth data are specified in the MOU between DPSS and CSS for sharing of confidential youth data for term June 1, 2012 through December 31, 2017.

B. General Relief Opportunities for Work Youth Employment Program (GYEP)

The purpose of this MOU is for CSS to provide a General Relief Opportunities for Work Youth Employment Program (GYEP) for Transition Age Youth (TAY), ages 18 to 24.

This program will provide subsidized employment to General Relief Opportunities for Work (GROW) participants who are determined to be job-ready and available for work, offered through this agreement.

Within the scope of this MOU, CSS would administer the GYEP through participation of selected WorkSource Centers contracted by CSS for this purpose.

II. TERM OF MOU

A. YEP

The term of the MOU shall begin on June 1, 2012 and terminate on December 31, 2017 unless terminated earlier. The MOU shall be amended

each fiscal year starting with July 1, 2013, contingent upon available funding and to incorporate the level of funding and current budget upon the written consent of the Directors of DPSS and CSS and contingent upon an acceptable level of performance as evidenced in DPSS' monitoring of this MOU or unless terminated as provided herein.

The funding level for CSS administered YEPs for CalWORKs youth beginning June 1, 2012 shall not exceed annual allotted amount indicated in Attachment J.

If either party decides to terminate the agreement before the end of the agreement period, notice shall be provided in writing no less than thirty (30) days prior to the date of termination. If either party requests modification(s) to the agreement, request shall be done in no less than thirty (30) days of the anticipated changes. Either party may terminate this Agreement without stating a cause, provided that the required advance written notification is provided.

B. GYEP

The term of this Agreement shall begin on June 1, 2012 and terminate on December 31, 2017 unless terminated earlier. The MOU shall be amended each fiscal year starting with July 1, 2013, contingent upon available funding and to incorporate the level of funding and current budget upon the written consent of the Directors of DPSS and CSS and contingent upon an acceptable level of performance as evidenced in DPSS' monitoring of this MOU or unless terminated as provided herein. Services may be terminated at any time without cause by either party upon giving at least thirty (30) days prior written notice, thereof to the other.

GYEP will begin on June 1, 2012. Direct services will begin the first day of the initial referral and must continue through the fourth month of direct service provision. The funding level for the CSS administered GYEP shall not exceed the annual allotted amount indicated in Attachment K.

The GYEP may be immediately terminated if funding becomes unavailable.

The GYEP will be a pilot project and the outcome and funding availability will determine whether future GYEP projects will be implemented.

Each year that the GYEP is implemented, DPSS GROW Program Section will determine which GROW sites will participate in the program.

III. ROLES AND RESPONSIBILITIES

DPSS RESPONSIBILITIES

A. YEP

Provide CSS a list and/or database of all eligible CalWORKs youth between ages 14 to 21 for CSS administered YEPs. Specifics to be requested will include common data fields such as youth's full name, date of birth, age, mailing address, phone number, last 4 digits of the youth's social security number, case name/number, program/aid type, DPSS district office, and DPSS Eligibility Worker File number.

1. DPSS shall review the MOU no less than annually to ensure that the MOU is needed and that all terms and conditions are current, including payment provisions and the work requirements.
2. Designate the following County Contract Administrator (CCA):

Lynol Phillips, ASM I
Department of Public Social Services
Contract Management Division
12900 Crossroads Parkway South
City of Industry, CA 91746
(562) 908-4431
Email: lynolphillips@dpss.lacounty.gov

3. Address all correspondence with inquiries regarding this MOU to CSS as follows:

Magdalena Mireles, Program Manager
Department of Community and Senior Services
3175 W. 6th Street, Room 300
Los Angeles, CA 90020
Phone: (213)-738-2198
Email: mmireles@css.lacounty.gov

B. GYEP

1. DPSS will refer a total of 100 participants to participate in the GYEP, with the following distribution:
 - a. 33 participants from Lancaster GROW Site
 - b. 33 participants from San Gabriel GROW Site
 - c. 34 participants from South Special GROW Site

- d. Selected participants will meet all ten (10) criteria established in the GROW "work-readiness" criteria established for this project (Attachment A-2)
2. DPSS will assign one liaison at each of the three selected GROW sites, and will provide their contact information, upon execution of this Agreement.
3. DPSS assigned liaisons will be responsible for the referrals of selected GROW participants to the corresponding WorkSource Center, for enrollment in subsidized employment, according to the terms and conditions of this MOU.
4. DPSS assigned liaisons will work closely with CSS GYEP representatives and with WorkSource staff assigned to this project, in order to facilitate the referral and enrollment of GROW participants in this project, as well as the resolution of any issues regarding this project.
5. DPSS liaison will ensure that GROW participants selected to participate in this project meet the "work-readiness" criteria established for this project (Attachment A-2).
6. DPSS liaison will ensure GROW participants selected to participate in this project have completed Job Skills Preparation Class, Pathways to Success or Fastrak components, registered with CalJobs and selective services, and receive ancillary payments until the GR case is terminated.
7. DPSS liaison will send the DPSS/WorkSource Center Referral (Attachment A-3) to the participating WorkSource Center when a GYEP is initiated.
8. DPSS liaison will ensure selected GROW Sites designate a Job Developer to work with the WorkSource Center in identifying job sites for this project.
9. DPSS liaison will initiate a Welfare-to-Work plan to be signed by the selected participants to document their agreement to participate in this project for 20 hours per week.

CSS RESPONSIBILITIES

A. YEP

1. Use DPSS CalWORKs youth data for the sole purpose of outreach and to determine eligibility for the various YEPs, as indicated in this MOU. CSS shall place CalWORKs youth in subsidized employment for at least 20 hours per week.
2. Designate the following person to serve as CSS' MOU Manager to function as Liaison with DPSS and coordinate overall management of this MOU on CSS' behalf:

Magdalena Mireles, Program Manager
Department of Community and Senior Services
3175 W. 6th St., Room 300
Los Angeles, CA 90020
Phone: (213)-738-2198
Email: mmireles@css.lacounty.gov

B. GYEP

1. Hours of Operation

CSS shall be available to provide the required services during the period indicated in this MOU; between the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday.

CSS is not required to provide services on the County recognized holidays

2. CSS shall ensure that 100 GR youth are placed into subsidized employment for at least 20 hours per week.
3. CSS shall designate at least one WorkSource Center for each of the GROW Sites selected to participate in this project (Lancaster, San Gabriel and South Special GROW Sites).
4. CSS/WorkSource Centers will select one liaison to work with the DPSS liaison at each of the selected GROW Sites. This liaison will be responsible to provide any necessary information regarding enrollment and progress of the GROW participants assigned to this project Via the ABP 1464 WSC. Additionally, this liaison will work with the designated DPSS liaison in the resolution of any issues arising from participants assigned to this project.
5. CSS/WorkSource Centers will maintain files for each GROW participant assigned to this project, in order to document subsidized employment information, including but not limited to: work start date; hours of employment; job position; expected duration; any issues and their resolution.
6. CSS/WorkSource Centers will be responsible to provide any necessary information regarding enrollment/progress/dropouts of GYEP participants.
7. CSS/WorkSource Centers will complete the DPSS/WorkSource Center referral (Attachment A-3) and return it to the DPSS Liaison within five (5) business days of GYEP enrollment date.
8. CSS/WorkSource Centers will provide detailed verification of employment for GROW participants within five (5) business days of their start date. This verification will be provided to the DPSS liaison for this project.

IV. CONFIDENTIALITY

CSS shall maintain the confidentiality of all records and information relating to CalWORKs/GR participants it receives from DPSS under this MOU. CSS agrees to adhere to the requirements of Welfare & Institutions Code (WIC) Section 10850 et seq. and the California Department of Social Services, Manual of Policies and Procedures, Confidentiality Fraud, Civil Rights, and State Hearings, as well as all other applicable State and County laws, ordinances, regulations and directives relating to confidentiality. CSS shall inform all its managers, supervisors, employees and contracted providers providing services hereunder, of the confidentiality provision of this MOU.

This MOU and any projects hereunder that provide for the sharing of individually identified information shall only be used for purposes directly connected to the administration of public social services programs of Los Angeles County pursuant to Welfare and Institutions Code Section 10850 et seq. and the California Department of Social Services, Manual of Policies and Procedures, Confidentiality Fraud, Civil Rights, and State Hearings. The Parties agree that the sharing of identified information can only occur where there is a legally permissible or required authorization or the disclosure is otherwise permitted or required by law.

CSS, its employees, agents, contractors and subcontractors, shall maintain the confidentiality of all records obtained from DPSS under this MOU, in accordance with all other applicable federal, state or local laws, ordinances regulations, and directives, including but not limited to, Welfare and Institutions Code Sections 10850.

CSS is fully responsible for all performances required under this MOU, including those that have been subcontracted. All contract and subcontracted staff that work with participants must review and sign the Contractor Employee Acknowledgment and Confidentiality Agreement (See Attachment B). CSS must keep copies, along with the original copy on file, and ready for distribution upon request from DPSS and/or any other authorized department or agency.

In no case shall records or information pertaining to individuals receiving aid be disclosed to any person except designated County/contractor employees without prior written permission of the DPSS Director or their authorized representative. The DPSS Director shall be advised of any request for such records or information.

CSS will notify DPSS of any breach of security within one (1) business day of CSS' obtaining knowledge of such breach and will cooperate with DPSS in any investigations of information security incidents. The notification must describe the incident in detail and provide contact information if different from the contact information described herein. In addition, if requested by DPSS Director, CSS shall provide notification to all persons whose unencrypted personal information was,

or is reasonably believed to have been, acquired by any unauthorized person, and the content, method, and timing of such notification shall be subject to the prior approval of DPSS Director. CSS shall not use the data provided for any purpose or reason other than to fulfill its obligations under this MOU. Additionally, all security events shall be reported to Departmental Information Security Officers and the County Chief Information Security Officer.

CSS and its Contractors shall ensure that all monitors, printers, hard copy printouts or any other forms of DPSS data are maintained so that they may not be viewed by the public or other unauthorized persons.

V. COMPLIANCE WITH CIVIL RIGHTS LAWS (YEP/GYEP)

- A. CSS and its contractors will abide by the provisions of Title VI and Title VII of the Federal Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1975, the Food Stamp Act of 1977, the Americans with Disabilities Act of 1990, WIC Section 10000, California Department of Social Services Manual of Policies and Procedures, Division 21, and other applicable federal and State laws to ensure that employment practices and the delivery of social service programs are nondiscriminatory. Under this requirement, CSS and its contractors will not discriminate on the basis of race, color, national origin, ethnic group identification, political affiliation, religion, marital status, domestic partnership, sex, age, sexual orientation, or disability and in compliance with all anti-discrimination laws of the United States of America and the State of California.
- B. CSS and its contractors will abide by all provisions contained in the DPSS Civil Rights Training Handbook. The DPSS Civil Rights Training Handbook, which was developed in compliance with the Resolution Agreement between Los Angeles County and the federal Office of Civil Rights of the Department of Health and Human Services, incorporates the Civil Rights requirements of the Agreement along with all other mandated federal and State requirements that must be adhered to by DPSS, its contractors, and subcontractors. They include, but are not limited to the following:
 - 1. Effectively identifying participant's designated/preferred language. This can be accomplished by using DPSS' Language Designation form (PA 481) or a similar form that CSS already has in place and approved by DPSS.
 - 2. Ensuring that notices sent to participants are in their respective designated/preferred language.
 - 3. Providing and assisting participants, as needed, when completing a Complaint of Discriminatory Treatment (PA 607) form (Attachment GG) in the participant's primary language.

4. Maintaining a log of civil rights complaints. CSS and its contractors will maintain the confidentiality of the log by maintaining it in a locked drawer or cabinet.
 5. Designating a person who will act as the Civil Rights Liaison (CRL) between DPSS and the DPSS Civil Rights Section (CRS).
 6. Forwarding all PA 607s to the DPSS MOU Administrator under this MOU within two (2) business days.
 7. CSS and its contractors will not attempt to investigate civil rights complaints under this MOU. All investigations are handled by the DPSS CRS.
- C. CSS shall ensure that all sub-contractors attend the mandatory COUNTY provided Civil Rights training.

VI. REPORTING REQUIREMENTS

A. YEP

1. CSS shall make reports as may be required by DPSS concerning its activities as they affect the duties and purposes contained herein for each fiscal year that this MOU is in existence and when funding is made available.
2. In years where funding is made available, CSS shall provide on the 10th calendar day of each month to DPSS a Monthly Management Report (MMR) (Attachment C) report on the YEP.

The MMR reports shall include the following fields for YEP, countywide:

- a. The names of each and the total number of youth applying for the program.
- b. Total enrollments.
- c. Total placements.
- d. The names of each and total number of youth who did not complete their work experience will be provided in the final report.

B. GYEP

CSS will provide a bi-weekly management report (Attachment D) each Friday. This report will include an attached list of the GROW participants receiving subsidized employment under this project, and payroll information including, but not limited to, gross income, tax and any other deductions; and individuals terminated from this project, effective date and reason for termination.

VII. PERFORMANCE MEASURES

A. YEP

The County's goal is to assist youth in YEPs in overcoming barriers to employment. For the YEP participant, a work readiness measure is the means in which YEP participants can be determined to have overcome barriers to employment. For a youth to be successfully evaluated for the YEP, participation must be for a minimum of 100 hours of subsidized employment. CSS or its contractors must complete the approved pre and post assessment tool to determine if the youth has met the work readiness measure.

CSS or its contractors must ensure that 70% of all YEP Youth complete a minimum of 100 hours of employment in the YEP, successfully exit from the program, and achieve work readiness.

B. GYEP

CSS will provide proof of GROW TAY participants' enrollment in subsidized employment as indicated under CSS responsibilities. CSS will be required to enroll 100 % of referred participants, who meet the qualifying criteria established for this project, within thirty (30) calendar days. Participants who successfully complete this program would have acquired job experience which will increase their opportunities to reach self-sufficiency through unsubsidized employment.

VIII. DATA DESTRUCTION (YEP/GYEP)

The Data Security Plan for Data Provided to CSS by DPSS (See Attachment F), has the data destruction instructions.

IX. MONITORING

A. YEP/GYEP

1. Not less than once for each fiscal year that this MOU is in existence, DPSS shall issue a monitoring report on its overseeing of this MOU.
2. CSS will ensure that the program is monitored once during the duration of the MOU. The monitoring will be conducted by the County Auditor-Controller (A-C) and will include a program and fiscal review. Upon receipt of the A-C's report of each monitoring review by contractor, CSS will provide DPSS with a copy of the report and the actions that will be taken to resolve any findings/questioned costs in the report if any.
3. DPSS shall monitor CSS performance under this MOU in accordance with the MMR to ensure that services and associated costs are valid. Such

monitoring shall address the outcome measure along with fiscal and administrative reviews, including the following

DPSS Monitoring activities will include:

- a. Fiscal Monitoring – which will include review of invoices and supporting documents to ensure appropriate services and valid associated costs.
- b. Service Delivery Monitoring – which will include verification of adequate services to CalWORKs and GROW youth, timely delivery of services, and compliance with related terms and conditions of this MOU.
- c. Administrative Monitoring – which will include verification that CSS is in compliance with applicable laws and regulations established by the County in relation to this MOU. Compliance with MOU Reporting Requirements for both GAIN and GROW and must include verification of services to CalWORKs and GROW youth enrolled in this program, payroll report indicating the amounts paid in wages, tax deductions and any other payroll-related information.

X. PAYMENT PROVISIONS

A. Inter-Fund Transfer Initiators (IFTIs)

1. CSS shall prepare a separate monthly IFTI (Attachment E) to DPSS according to actual costs for each CalWORKs and GR youth served. IFTIs received from CSS will be identified as Cost Reimbursement (CR) under the description section of the IFTI.

CSS shall request, on the IFTI, a monthly payment based on the actual number of youth's served during the service month per procedures approved by the Auditor–Controller and the Chief Executive Office (CEO).

2. CSS shall submit a copy of the monthly IFTI to DPSS within thirty (30) calendar days after the eCAPS data entry. Failure to submit a timely and accurate monthly IFTI will result in an agreement discrepancy and a delay in payment.
3. Each IFTI shall be supported by back-up documentation to validate the IFTI amounts. This documentation shall include, but not be limited to, those items as specified in the MMR. CSS shall ensure that its contractors maintain, track, and monitor all supporting data on each participating youth. CSS contractors shall maintain payroll registers/records which will

include the following information: youth's first/last name, last four digits of Social Security Number, Pay Period, Check Date, and Number of Hours Worked. DPSS will not authorize payment on an inaccurate IFTI.

4. The IFTI copy should provide a breakdown of the total actual costs reflected on the IFTI into administrative costs, direct services costs, and any other relevant participant data.
5. CSS shall submit a copy of the IFTI, MMR reports and back-up documentation for the YEPs for CalWORKs youth to the following address:

Department of Public Social Services
Contract Management Division
12900 Crossroads Parkway South
City of Industry, CA 91746
Attention: Lynol Phillips

6. CSS shall adhere to the instructions set forth hereunder in the Billing Reconciliation Process for the YEPs for CalWORKs and GROW youth.
7. CSS shall maintain centralized files for monitoring of YEPs referral expenditures, actual and projections, to ensure the funding commitments referenced in Fiscal Provisions (Section XIII) are being met.

B. PAYMENT

1. CSS shall submit a copy of the monthly IFTI to DPSS within thirty (30) calendar days after the eCAPs report is available. Failure to submit a timely and accurate monthly IFTI will result in an agreement discrepancy and a delay in payment.
2. Upon DPSS review and approval of an IFTI, DPSS shall authorize payment contingent upon 100% review of documentation required by the invoice and MMR.
3. DPSS shall make payment to CSS within thirty (30) calendar days of receipt of an IFTI, which is accurate as to form and content.
 - a. CSS shall provide a final IFTI no later than thirty (30) days from the last day of the month when services were provided.
 - b. CSS shall notify DPSS once the IFTI is submitted.
 - c. DPSS shall pay the final billings by no later than thirty (30) days after receipt of complete and accurate IFTIs.

4. CSS shall have no claim against DPSS for payment of any money or reimbursement of any kind for any service provided by CSS after the expiration or termination of this MOU. Should CSS receive any such payment, it shall immediately notify and repay all such funds to DPSS.
5. Payment by DPSS for services rendered after expiration/termination of this MOU shall not constitute a waiver of DPSS' right to recover such payment from CSS. This provision shall survive the expiration or other termination of this MOU.
6. DPSS shall have no requirement for payment other than as set forth in this MOU.

XI. SUBCONTRACTING (YEP/GYEP)

DPSS must authorize any subcontracting with other agencies for services performed in relation to this MOU. Subcontracts shall be made in the name of Community and Senior Services and shall state that "All representations and warranties shall inure to the benefit of the County of Los Angeles."

If CSS contracts with other agencies, CSS shall include in the contracts a provision that DPSS shall not be liable for billings submitted more than thirty (30) calendar days after the date services were rendered. Charges not billed within the thirty (30) calendar day time frame are not collectable unless DPSS agrees to accept the charges.

When required by State regulations, subcontracts shall be advertised, competitively bid and evaluated in a manner which will meet the California Department of Social Services Manual of Policies and Procedures (MPP), Section 23-600, Purchase of Service.

The making of subcontracts hereunder shall not relieve CSS of any requirement under the Agreement, including, but not limited to, the duty to properly supervise and coordinate the work of subcontractors. In no event shall approval of any subcontract by CSS be construed as effective any increase in the amount provided for in the Agreement.

XII. FISCAL PROVISIONS

A. YEP

1. Based on the FY 2011-12 and 2012-13 DPSS allocation for CSS' CalWORKs YEPs shall not exceed \$1.5 million.

The CalWORKs GAIN fund is budgeted as follows:

Of the \$1.5 million CalWORKs YEP fund, \$214,000 is budgeted for coordination and administration and \$1,286,000 for participant services

provided by the CSS's contractors. The \$1,500,000 CalWORKs YEP fund is estimated to serve approximately 943 participants based on estimated cost of \$1,590 per participant.

2. DPSS shall reimburse CSS 100% of the actual costs which include direct services costs for YEPs provided to eligible CalWORKs youth. These costs are reimbursable, provided they are in accordance with this MOU terms and conditions. As is customary, CSS operated YEP expenses including housing costs and incentives for participants will not be reimbursed by DPSS. Certain costs such as food and consumables for orientation purposes may be reimbursed upon review and approval by DPSS.
3. DPSS shall prepare a Departmental Service Order (DSO) each fiscal year to CSS based on the final budgeted amount, in accordance with the Auditor-Controller (A-C) instructions. The MOU budget and DSO may be adjusted according to any Board-approved adjustments made to the DPSS budget or allocation funding. Payments to CSS for YEPs under this MOU shall be based upon an amount agreed by DPSS and CSS during the budget process.
4. DPSS shall process the DSO in accordance with the A-C guidelines. The DSO amount shall be based on the final budgeted amount. DPSS will pay only up to the DSO amounts.
5. In no event shall the total fiscal year billings from CSS for the YEPs exceed the total DSO amount.
6. If, at any time during the term of this MOU, authorized representatives of DPSS conduct an audit of CSS regarding the services provided herein under and if such audit finds that DPSS' dollar liability for such services is less than payments made by DPSS to CSS, CSS agrees that the difference, at the DPSS Director's discretion, shall be either: 1) repaid forthwith by CSS to DPSS; or 2) at DPSS' option, applied by DPSS to future CSS payments. In no event shall DPSS' maximum obligation for this MOU be exceeded.
7. In the event that payments are owed by one department to another after the close of the fiscal year and the amount cannot be resolved by the departments, it shall be referred to the CEO for resolution in the best interest of the County.
8. CSS shall be required to adhere to strict fiscal and accounting standards and must comply with the Cost Principles of the Office of Management and Budget (OMB) Circular A-102 for Grants and Cooperative Agreements with State and Local Government agencies and OMB Circular A-133 for Audits of States, Local Governments and Non-Profit Organizations.

B. GYEP

Based on the 2011-12 and 2012-13 DPSS allocation for CSS' GYEP shall not exceed \$500,000. Of the \$500,000 GYEP fund, \$75,000 is budgeted for coordination and administration and \$425,000 is for participant services provided by CSS's contractors. The \$500,000 GYEP fund is estimated to serve approximately 100 participants based on estimated cost of \$5,000 per participant.

XIII. LIABILITY (YEP/GYEP)

Each department shall retain responsibility for any and all liability, including, but not limited to, demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees) arising from or connected with that department's respective acts and/or omissions arising from and/or relating to this MOU.

XIV. AGREEMENT

In witness whereof, the parties hereto agree to execute this Memorandum of Understanding as of this 1st day of June, 2012.

County of Los Angeles
Department of Community
and Senior Services

 8-13-2012
Cynthia D. Banks Date
Director

County of Los Angeles
Department of Public
Social Services

 9-4-12
Sheryl L. Spiller Date
Director

**Youth Employment Programs
Community and Senior Services
Statement of Work (GAIN)**

As the lead agency responsible for administering the Youth Employment Program (YEP) for CalWORKs youth in the Los Angeles County Service Delivery Area/Workforce Investment Area (SDA/WIA), Community and Senior Services (CSS) shall do the following:

- A. Once CSS receives CalWORKs data on eligible youth from DPSS, the data will be loaded into the Oracle database.

Program Eligibility - DPSS will provide a database of eligible youth and the eligibility is based on point and time of the database. Other documents approved by DPSS may be used to establish eligibility of the following categories. DPSS will determine ad-hoc eligibility.

Eligibility for services in the YEP is limited to youth who ages 14 to 21 in CalWORKs Households.

- B. CSS will ensure that its contractors provide orientation and training to all staff who work directly with youth, informing them of the rules, guidelines, and requirement of the YEP.
- C. CSS shall ensure that all participating youth completing 100 hours or more of work are given a pre and post assessment to determine Work Readiness as indicated in the Youth Employment Programs Work Readiness Checklist Work Readiness Pre-test and Post-test (Attachment A-2) to determine if the work readiness outcome was met. This process is intended to assist participants in identifying strengths, transferable skills, interests, work values, and priorities.
- D. CSS will ensure via its contractors that all eligible youth will be provided with work experience. Youth will also be provided with additional supportive services if an objective needs assessment indicates that any of these services are needed by the youth.
1. Career Planning
 2. Employment Readiness Skills
- E. CSS will ensure that its contractors maintain centralized files for monitoring of all YEPs expenditures, actual and projections.

- F. Walk-ins:

Contractor should initially ask the walk-in youth to self-identify which of the eligible populations they qualify under. If they self-identify as CalWORKs the following process should be applied:

1. Contractor will first attempt to verify if the youth is on the eligible database.

Please note: Only one eligible list will be provided to CSS by DPSS for CalWORKs youth.

2. Youth not found in the YEP eligible list are to be verified by designated DPSS staff to establish their eligibility.
3. Contractor shall obtain as much case information as possible from the youth or parent to complete the Confidential Verification Sheet for YEP (Attachment A-1).

Information needed to complete request:

- a. Youth's name
- b. Last four digits of youth's Social Security Number
- c. Case Number and Name (usually in mother's name)
- d. Address
- e. Youth's Birth Date

Please note: The Confidential Verification Sheet will be hand carried by youth and/or parent to their CalWORKs District Office's Customer Service Liaison for verification of CalWORKs eligibility.

The Customer Service Liaison will review the information provided and determine whether the individual is eligible. After the request is received, the Customer Service Liaison will complete the bottom portion of the Eligibility Verification Request and return it to the parent and instruct the parent that he/she or the youth may return the form back to the contractor. The contractor is to maintain the form and all attachments in the case file.

If eligibility is verified, the youth will be contacted by the YEP Contractor to enroll in the YEPs. If Youth is determined not eligible to participate in the program, the Contractor will notify the Youth and will drop the youth from the enrollment process.

4. Contractor will ensure that the following documents are obtained (if applicable) from youth participating in the YEP:
 - Employment Eligibility Verification (Form I-9)
 - Work Permit

**General Relief Opportunities for Work Youth Employment Program
Community and Senior Services
Statement of Work (GROW)**

As the lead agency responsible for administering the General Relief Opportunities for Work Youth Employment Program (GYEP) for youth in the Los Angeles County Service Delivery Area/Workforce Investment Area (SDA/WIA), Community and Senior Services (CSS) shall do the following:

- A. Ensure 100 GROW referred Youth who meet the below selection criteria are placed into subsidized employment for at least 20 hours per week for at least 13 weeks. Referred participants will be selected from the Lancaster, San Gabriel and South Special GROW sites.
 1. Ages 18 to 24;
 2. Determine Job Ready using the Youth Employment Programs Work Readiness Checklist Pre-Test and Post-Test (Technical Exhibit A-2);
 3. Complete Job Skill Preparation Class and Pathways to Success; and
 4. Register with CalJobs.
- B. CSS will ensure that its contractors provide orientation and training to all staff who work directly with Youth, informing them of the rules, guidelines, and requirement of the GYEP.
- C. Designate at least one WorkSource Center for each of the GROW Sites selected to participate in this project (Lancaster, San Gabriel and South Special GROW Sites).
- D. CSS/WorkSource Centers will select one liaison to work with the DPSS liaison at each of the selected GROW Sites. This liaison will be responsible to provide any necessary information regarding enrollment and progress of the GROW participants assigned to this project. This liaison will work with the designated DPSS liaison in the resolution of any issues arising from participants assigned to this project.
- E. CSS/WorkSource Centers will maintain files for each GROW participant assigned to this project, in order to document subsidized employment information, including but not limited to: work start date; hours of employment; job position; expected duration; any issues and their resolution.
- F. CSS/WorkSource Centers will provide verification of employment within five (5) business days of its start date. This verification will be provided to the DPSS GROW liaison for this project.
- G. CSS/WorkSource Centers will complete the DPSS/WorkSource Center referral (Attachment A-3) and return it to the DPSS Liaison within five business of GYEP enrollment date.

CONFIDENTIAL VERIFICATION SHEETYouth Employment Program (YEP)
CalWORKs Youth Ages 14 to 21

Date: _____

CONTRACTOR INFORMATION:

Agency Name	Contact Name
Phone Number	

YOUTH INFORMATION *(please complete all known information):*

Youth Name	Last four digits of SSN	Case Number
Address	Birth Date	Case Name

Signature _____ Date _____
(Parent on CalWORKs case, if applicable)

TO BE COMPLETED BY DPSS STAFF ONLY (check applicable box)

- ☐ This Youth qualifies for the Youth Employment Program due to receiving:
- ☐ CalWORKs (includes MFG youth)
- ☐ Not Eligible

Verified by: _____ Signature: _____
 (DPSS staff printed name)

Date: _____

**YOUTH EMPLOYMENT PROGRAMS
WORK READINESS CHECKLIST
WORK READINESS PRE-TEST AND POST-TEST**

PARTICIPANT	DATE
INTERVIEWER/RATER	PRE-TEST SCORE/POST-TEST SCORE

Participant must have no felonies and must receive a score of 10 on the below indicators to meet Work Readiness requirements.

Please check appropriate box for each indicator/competency.

	Work Readiness Indicator	Pass	Fail
1	Follows Instructions	<input type="checkbox"/> Responds accurately and appropriately to verbal and written instructions.	<input type="checkbox"/> Does not respond accurately and appropriately to verbal and written instructions.
2	Completes Tasks Accurately	<input type="checkbox"/> Carefully completes all tasks and assignments.	<input type="checkbox"/> Does not carefully complete all tasks and assignments.
3	Demonstrates "Learner's Attitude"	<input type="checkbox"/> Demonstrates a clear interest in tasks and assignments.	<input type="checkbox"/> Does not demonstrate a clear interest in tasks and assignments.
4	Accepts Constructive Criticism	<input type="checkbox"/> Always reacts appropriately and positively to corrections and guidance.	<input type="checkbox"/> Does not always react appropriately and positively to corrections and guidance.
5	Punctual/Timely	<input type="checkbox"/> Always arrives and completes tasks on schedule.	<input type="checkbox"/> Does not always arrive on time and does not always complete tasks on schedule.
6	Consistent	<input type="checkbox"/> Consistently demonstrates positive work behaviors and skills.	<input type="checkbox"/> Does not consistently demonstrate positive work behaviors and skills.
7	Presents Self Appropriately	<input type="checkbox"/> Dress, grooming, mannerisms and speech are work appropriate.	<input type="checkbox"/> Dress, grooming, mannerisms and speech are not work appropriate.
8	Communicates Clearly	<input type="checkbox"/> Expresses thoughts and ideas clearly.	<input type="checkbox"/> Does not express thoughts and ideas clearly.
9	Drug/Alcohol Free Behavior	<input type="checkbox"/> Demonstrates a commitment to drug-and-alcohol-free behavior.	<input type="checkbox"/> Does not demonstrate a commitment to drug-and-alcohol-free behavior.
10	Positive Attitude	<input type="checkbox"/> Demonstrates a positive work attitude.	<input type="checkbox"/> Does not demonstrate a positive work attitude.
Total/Pass/Fail Scores:			
Comments:			
Interviewer/Rater Signature:			

DPSS/WORKSOURCE REFERRAL

Participant's Name:		LAST	FIRST	MIDDLE
Appointment Information (Completed by DPSS)				
Date of Referral: / /			Worksource Center Referred to:	
Date of Appointment: / /			Location:	
Time of Appointment:				
Contact Person:			Contact #: () -	
E-Mail:			Fax #: () -	
Reason for Referral: GROW Youth Employment Program Other: _____				
DPSS Information (Completed by DPSS)				
Name of DPSS District/GAIN/GROW Office:			Address:	
Contact Person:			Contact #: () -	
Email:			Fax #: () -	
Current Services Being Provided by DPSS: GROW GAIN FOOD STAMPS CALWORKS GR Other: _____				
(Acknowledgement of Referral and Consent to Release of Information) <i>I authorize DPSS and WorkSource staff to exchange information regarding my case file, participation, and counseling for employment and training services.</i> Participant Signature: _____ Date: _____				
Outcome/Result of Appointment (Completed by WorkSource Agency)				
Attended Appointment: Yes No			Start Date:	
Assigned Activity: Employment Education/Training			Schedule or Days of Attendance:	
Worksite/Training Site:			Hours Per Week:	
Address:		Telephone:		Expected Completion Date:
Agency Staff Signature:			Date:	

**CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT AND
CONFIDENTIALITY AGREEMENT**

(Note: This certification is to be executed and returned to the Department of Community and Senior Services (CSS) with Contractor's executed Agreement. Work cannot begin on the Contract until CSS receives this executed document.)

Contractor Name: _____ Agreement No. _____

Employee Name: _____

GENERAL INFORMATION

The Contractor referenced above has entered into a contract with CSS to provide _____. CSS requires your signature on this Contractor Employee Acknowledgement and Confidentiality Agreement.

EMPLOYEE ACKNOWLEDGEMENT

I understand and agree that the Contractor referenced above is my sole employer for purposes of the above reference contract. I understand and agree that I must rely exclusively upon my employer for payment of salary and any and all other benefits payable to me or on my behalf by virtue of my performance of work under the above-reference contract.

I understand and agree that I am not an employee of CSS or Los Angeles County for any purposes whatsoever and that I do not have and will not acquire any rights or benefits of any kind from the CSS or County by virtue of my performance of work under the above reference contract. I understand and agree that I do not have and will not acquire any rights or benefits from CSS or County pursuant to any agreement between any person or entity and CSS or County.

I understand and agree that I may be required to undergo a background and security investigation(s). I understand and agree that my continued performance of work under the above referenced contract is contingent upon my passing, to the satisfaction of CSS and County of Los Angeles, any and all such investigations. I understand and agree that my failure to pass, to the satisfaction of CSS and County of Los Angeles, any such investigation shall result in my immediate release from performance under this and/or any future contract.

CONFIDENTIALITY AGREEMENT

I may be involved with work pertaining to services provided by the County of Los Angeles and, if so, I may have access to confidential data and information pertaining to persons and/or entities receiving services from the County. In addition, I may also

have access to proprietary information supplied by other vendors doing business with the County of Los Angeles. CSS and the County of Los Angeles have a legal obligation to protect all such confidential data and information in its possession, especially data and information concerning health, criminal, and welfare recipient records. I understand that if I am involved in County work, the County must ensure that I, too, will protect the confidentiality of such data and information. Consequently, I understand that I must sign this agreement as a condition of my work to be provided by my employer for CSS and the County of Los Angeles. I have read this agreement and have taken due time to consider it prior to signing.

I hereby agree that I will not divulge to any unauthorized person any data or information obtained while performing work to the above-referenced agreement between my employer and CSS and the County of Los Angeles. I agree to forward all requests for the release of any data or information received by me to my immediate supervisor.

I agree to keep confidential all health, criminal, and welfare recipient records and all data and information pertaining persons and/or entities receiving services from the County, design concepts, algorithms, programs, formats, documentations, Contractor proprietary information and all other original materials produced, created, or provided to or by me under the above-referenced contract. I agree to protect these confidential materials against disclosure to other than my employer or County employees who have a need to know the information. I agree that if proprietary information supplied by other County vendors is provided to me during this employment, I shall keep such information confidential.

I agree to report to my immediate supervisor any and all violations of this agreement by myself and/or by any other person of whom I become aware. I agree to return all confidential materials to my immediate supervisor upon completion of this contract or termination of my employment with my employer, whichever occurs first.

SIGNATURE: _____ Date: _____

PRINTED NAME: _____

POSITION: _____

WITNESS SIGNATURE: _____ Date: _____

WITNESS PRINTED NAME: _____

**MONTHLY MANAGEMENT REPORT
YOUTH EMPLOYMENT PROGRAM
COMMUNITY AND SENIOR SERVICES**

MONTH/YEAR_____

1. Total number of youth applying for the program.
2. Total enrollments.
3. Total placements.
4. Total number of youth who did not complete their work experience
(include in final report)

Please note: Include in the final report, as back-up, listing of names to support the numbers reported.

* CSS' Program to Date Report (PTD) will be acceptable in lieu of this MMR.
Cumulative totals will be acceptable in lieu of monthly totals.

SUBMITTED BY_____

(NAME AND TITLE)

SIGNATURE_____DATE_____

GROW BI-WEEKLY MANAGEMENT REPORT
GENERAL RELIEF YOUTH EMPLOYMENT PROGRAM
COMMUNITY AND SENIOR SERVICES

WEEK ENDING/YEAR_____

1. Total number of youth referred to the program.
2. Total enrollments.
3. Total No Shows
4. Total placements.
5. Total number of youth who did not complete their work experience.
6. Total number of GROW youth who entered employment.
7. Total number of active GROW youth in employment.

NOTE: This report must include a detailed listing of GROW participants placed into subsidized employment (including payroll information) and individuals terminated from this project, including effective date and reason for termination.

SUBMITTED BY_____

(NAME AND TITLE)

SIGNATURE_____DATE_____

Department of Community and Senior Services
Inter Fund Transfer Initiator (IFTI)
Youth Employment Program/General Relief Youth Employment Program

Service Month: _____

Program: (example CalWORKs YEP or GYEP) _____

PERSONNEL COST

ACTUAL MONTHLY
COSTS

A. PROGRAM AND ADMINISTRATION COST

1. Salaries (attach Personnel Schedule) _____

2. Employee Benefits _____

3. Overhead _____

1+2+3 Total Program and Administrative Costs

B. DIRECT SERVICES COSTS

C=A+B TOTAL RELATED COSTS PAYABLE TO CSS

*Attach supporting documentation

CSS' Authorizing Signature

Date

County Contract Administrator's Authorizing Signature

Date

Data Security Plan

for

Data Provided to

**The Los Angeles Department of Community and
Senior Services**

by

**The Los Angeles County
Department of Public Social Services**

INTRODUCTION

This Security Plan documents the procedures to be used by the Department of Community and Senior Services (CSS) to provide safeguards regarding the use and disclosure of data provided by the Los Angeles County Department of Public Social Services (DPSS) under the terms of the Memorandum of Understanding (MOU) Sharing of Confidential Data for CSS administered Youth Employment Programs. The data files to be provided to CSS under the MOU are from the Los Angeles County LEADER consortium system and other data systems.

SAFEGUARDS REGARDING THE USE AND DISCLOSURE OF DATA

1. General

All confidential data made available to CSS by DPSS shall be protected by CSS and its Contractors from unauthorized use and disclosure. Confidential information includes, youth's full name, date of birth, age, mailing address, phone number, last 4 digits of the youth's social security number, case name/number, program/aid type, DPSS district office, and DPSS Eligibility Worker File number. Pursuant to California Welfare and Institutions Code Section 10850 confidential information includes the name(s) of applicants or recipients of social services. CSS will comply with all provisions of the MOU between CSS and DPSS and ensure that all authorized contractors will comply with these requirements. The data provided under the MOU will be subject to safeguards and those specified in the MOU between CSS and DPSS.

2. Records Usage, Duplication, and Redisclosure Restrictions

Data provided by DPSS and any records created as a result of the data provided by DPSS will be used for the purposes of, and only to the extent necessary in the administration of, the information sharing covered by the MOU. CSS and DPSS agree that the use of the data provided under the MOU or created as a result of the MOU are only for the purposes covered by the MOU and will not be redisclosed, other than to CSS contractors who have signed the Contractor Employee Acknowledgment and Confidentiality Agreement.

3. Assurance

CSS will assure that all Contractors will sign a Contractor Employee Acknowledgment and Confidentiality Agreement (see Attachment B) and comply with all provisions of the law that affect information acquired by DPSS.

CSS employees and contractors who improperly disclose confidential information are subject to criminal sanctions.

CSS agrees that access to the personally identifiable information provided under the MOU will be restricted to authorized CSS employees and contractors with authorized access limited to the purpose described under the MOU.

4. Computer Security

The County Chief Information System Officer (CISO) and Departmental Information System Officer (DISO) will approve the transit and handling methods.

Network Configuration

Upon delivery of data files to CSS, a digital copy will be stored in a restricted access folder designated solely for this project with an access policy built on the principles of least privilege and need-to-know.

Off-site Use Permitted

The data files provided by DPSS can be used by contractors at their job sites who have signed the Contractor Employee Acknowledgement and Confidentiality Agreement. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Unauthorized Access Prohibited

The data files provided by DPSS will not be accessed in the presence of unauthorized, third parties. Screen locks will be used whenever unauthorized, third parties enter the room. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel and accessed only through secure application framework.

Media Disposal and Re-Use

The folder, or any media that potentially contains data files provided by DPSS, will be thoroughly wiped before it is disposed of or re-used. The data files provided by DPSS in electronic format will be stored on erasable digital storage media. At the end of the project or the MOU, all writeable space of any kind on the media will be wiped, overwritten; or the media will be both physically destroyed and degaussed to such an extent that no portion is capable of being read. This requirement applies to fixed and removable media, including media used for backup. Backup tapes will be dedicated to this MOU and will be degaussed at the end of the project, prior to reuse. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Access Control

Access to the restricted data will require a verification process. Each user will be required to maintain a Password. Password protection will remain active at all times. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Audit Control

The operating system log on and log off procedures provides additional documentation, including data and time of access. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

All data files provided by DPSS will be electronic copies of original electronic files.

Encryption

All data files provided by DPSS stored in the folder designated solely for this project will be encrypted when not actively in use to prevent unauthorized access. The standard for minimum encryption strength will be 256-bit key. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

Automated Shutdown

Files will be closed and the system shut down whenever the computer is not in active use. An automated shutdown or screen locks will be enabled after 20 minutes of idle time. Data will be made available only through securely managed applications and not at the sole discretion of non-County personnel.

5. Security of Paper/ Hard Copies

Disposal of Paper Documents

Destruction of documents containing any personally identifying information will be accomplished by pulping, shredding, or complete incineration.

6. Facility Security

Physical Security Procedures

Encryption of all confidential data stored on portable electronic media (including, but not limited to, CDs and thumb drives) and on computing devices (including, but not limited to, laptop computers and PDAs) with a solution that uses proven industry standard algorithms.

7. Transmission and Transportation of Data

DPSS will transmit electronic data files to CSS in a manner that satisfies security requirements. The data shall be encrypted.

8. Destruction of Data

All original data and files created from original data, excluding de-identified data, shall be destroyed upon completion, expiration, or termination of this MOU. The media used for any part of the project will be wiped or destroyed, and all writeable space of any kind on the media will be wiped or overwritten; or the media will be

both physically destroyed and degaussed to such an extent that no portion is capable of being read. This requirement applies to fixed and removable media, including media used for backup. The dedicated backup tapes will be degaussed at the end of the project, prior to reuse.

9. Breach Disclosure and Legal Actions

CSS employees and contractors are expected to immediately report any known or suspected violations of security procedures, or any exposure of known sensitive material to unauthorized personnel. This report will be made within twenty-four hours to the designated contacts for CSS and DPSS.

CSS agrees to notify the designated contacts for DPSS within twenty-four hours, upon discovering any unauthorized disclosure of confidential information. CSS agrees to notify the designated contacts for DPSS within twenty-four hours upon discovering:

- Any breach or suspected breach of security.
- Any unauthorized disclosure of the confidential information.

CSS agrees to notify the designated contacts for DPSS within twenty-four hours upon receipt of any legal, investigatory, or other demand for access to the confidential information in any form. To the fullest extent permitted by law, CSS shall refer any Freedom of Information Act request for confidential information provided by CSS to DPSS for response.

CIVIL RIGHTS COMPLAINT PROCEDURES

A. Accepting Civil Rights Discrimination Complaints from the Department of Public Social Services (DPSS) California Work Opportunities and Relief for Kids (CalWORKs)/General Relief (GR) Youth Participating in Youth Employment Programs

Any CalWORKs/GR youth alleging discrimination has the right to file a complaint of discrimination. It is the responsibility of the Department of Community and Senior Services (CSS) and its contracted agencies to ensure that all complaints of discriminatory treatment filed by CalWORKs/GR youth are handled professionally and with respect.

CSS and its contracted agencies **must accept all complaints** of discriminatory treatment, written and/or verbal from DPSS CalWORKs/GR youth. Individuals are not required to disclose the nature of the complaint in order to obtain a DPSS "Complaint of Discriminatory Treatment" form (PA 607). If a verbal allegation of discrimination is made, either in person or by telephone, and the complainant refuses or is incapable of putting the allegation in writing, the staff person with whom the complainant is discussing the allegation shall put the elements of the complaint in writing, using the PA 607 form.

A complainant who wishes to be anonymous may also file a complaint. Individuals should be given the PA 2457, Civil Rights Information Notice regarding Civil Rights Laws & Complaints. This document contains the contact information for the various Civil Rights agencies that monitor DPSS and its contractors.

B. Facilitating the Discrimination Complaint Process – Responsibilities of CSS and its Contracted Agencies

In order to facilitate the complaint process, the PA 607 shall always be readily accessible at CSS' contracted agencies in the appropriate threshold languages. If a CalWORKs/GR youth indicates to a CSS' contracted staff at any time during any conversation that he/she has experienced discrimination, provide the PA-607 in the participant's preferred language and refer the participant directly to your designated Civil Rights Liaison. CalWORKs/GR youth may also be directly referred to the DPSS Civil Rights Section at (562) 908-8501.

All CSS' contracted agencies must have a designated Civil Rights Liaison. The Civil Rights Liaison will provide the CalWORKs/GR youth with the PA 607, in the language he/she preferred and must not compel them to discuss the complaint in the office or be forced to resolve the issue against their better judgment. Participants are not required to disclose the nature of their complaint in order to obtain a PA 607 form.

Once a complaint has been received, the Civil Rights Liaison must enter the complaint in the Civil Rights Log. However, he/she must **NEVER** conduct a Civil Rights investigation. The task of performing this function is the responsibility of the DPSS Civil Rights Investigator, who is trained to review and investigate complaint allegations of discrimination.

Once the Civil Rights Liaison at the CSS' contracted agency has received and logged the complaint, he/she must forward all complaints of discriminatory treatment made by CalWORKs/GR youth to the DPSS Civil Rights Section within 24 hours. A copy of the complaint and the Complaint Log must also be submitted within 24 hours to the DPSS Contract Management Division and Civil Rights Coordinator at CSS.

The DPSS Civil Rights Section is responsible for registering, investigating, and resolving Civil Rights complaints. The original Complaint of Discriminatory Treatment form (PA 607) should be forwarded to:

Department of Public Social Services
Civil Rights Section
12860 Crossroads Parkway South
City of Industry, CA 91746
(562) 908-8501

A copy of the Complaint of Discriminatory Treatment form (PA 607) and a copy of the Complaint Log must be submitted to:

DPSS Administrative Headquarters
Contract Management Division
12900 Crossroads Parkway South
City of Industry, CA 91746
Attention: Lynol Phillips

AND

Department of Community and Senior Services
3175 W. 6th Street, Room 300
Los Angeles, CA 90020
Attention: Civil Rights Coordinator

C. Civil Rights Complaint Log & Procedures

All Civil Rights complaints must always be entered in the Civil Rights Complaint Log. The Civil Rights Log, which must be on-hand at every CSS' contracted agency is subject to review and inspection by the DPSS auditors/monitors and must always be maintained for the purpose of recording, tracking, and reviewing Civil Rights complaints. CSS' contracted agencies shall ensure that all complaints filed by a CalWORKs/GR youth alleging discrimination are filed

separately and logged in the Civil Rights Complaint Log, not in their general complaint files.

The minimum information to be maintained on each Civil Rights Discrimination Complaint Log should include the following:

1. The complainant's name
2. DPSS Case Number and California Department of Social Services/Civil Rights Bureau case, if known.
3. Program(s) involved such as CalWORKs or GR
4. Basis of alleged discrimination:
 - (a) Race
 - (b) Sex
 - (c) Religion
 - (d) National Origin
 - (e) Color
 - (f) Disability
 - (g) Age
 - (h) Marital Status
 - (i) Political Affiliation
 - (j) Sexual Preference
5. Nature of the complaint. This should be a brief description of the Provider's alleged action or inaction, such as delay of services, withholding of treatment, discourtesy, etc.

The following information (Items 6 – 9) shall be included in the Complaint Log upon resolution of the alleged complaint.

6. Resolution of the complaint such as investigation completed, withdrawal, failure to pursue, etc.
7. Whether discrimination was found.
8. Date complaint was resolved or investigation completed.
9. Disposition of the complaint.

County of Los Angeles

Department of Public Social Services

COMPLAINT OF DISCRIMINATORY TREATMENT

TO: DEPARTMENT OF PUBLIC SOCIAL SERVICES
CIVIL RIGHTS SECTION
12860 CROSSROADS PARKWAY SOUTH
CITY OF INDUSTRY, CALIFORNIA 91746

CASE NAME:

CASE NUMBER:

I, _____, hereby file this complaint of discriminatory treatment
(Please print your name) and request that an investigation be conducted.

I believe I was discriminated against because of my:

- | | | |
|--|---|--|
| <input type="checkbox"/> RACE | <input type="checkbox"/> DISABILITY | <input type="checkbox"/> ETHNIC GROUP IDENTIFICATION |
| <input type="checkbox"/> NATIONAL ORIGIN | <input type="checkbox"/> RELIGION | <input type="checkbox"/> SEX |
| <input type="checkbox"/> MARITAL STATUS | <input type="checkbox"/> AGE | <input type="checkbox"/> COLOR |
| <input type="checkbox"/> POLITICAL AFFILIATION | <input type="checkbox"/> SEXUAL ORIENTATION | <input type="checkbox"/> DOMESTIC PARTNERSHIP |

DATE OF OCCURRENCE: _____

NAME(S) AND TITLE(S) OF THE PERSON(S) WHO I BELIEVE DISCRIMINATED AGAINST ME:

THE ACTION, DECISION OR CONDITION WHICH CAUSED ME TO FILE THIS COMPLAINT IS AS FOLLOWS:

I WISH TO HAVE THE FOLLOWING CORRECTIVE ACTION TAKEN:

Initial on the line
above if you give
consent.

CONSENT GRANTED – By initialing this option, I am authorizing the Department of Public Social Services, Civil Rights Section (CRS) to reveal my identity and other personal information to persons at the organization or institution under investigation and to other Federal and State agencies in accordance with applicable federal and state laws and regulations. I hereby authorize CRS to receive material and information including, but not limited to applications, case files, personal records, and medical records. The material and information shall be used for authorized civil rights compliance and enforcement activities. I understand that I am not required to authorize this release and I do so voluntarily.

Initial on the line
above if you do
not give consent.

CONSENT DENIED – I do not give my consent for the release of my name or other personally identifying information. I understand that this complaint may not be investigated as a result of my refusal to give my consent for the release of information.

(SIGNATURE)

(DATE)

ADDRESS: _____

TELEPHONE: _____



CIVIL RIGHTS INFORMATION NOTICE

YOUR CIVIL RIGHTS

WHAT ARE CIVIL RIGHTS?

Civil Rights are laws that protect individuals from being discriminated against. The Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 and other federal and State regulations say that discrimination is against the law in programs receiving federal and state financial aid.

WHO DO THEY PROTECT?

If you are applying for or receiving cash assistance, Medi-Cal, Food Stamps, or Social Services in Los Angeles County, you are protected under the law against discrimination regarding these benefits and you have specific rights:

You have the right to receive the same services, consideration, and equal treatment given to all other applicants or participants regardless of race, color, religion, sex, national origin (this covers speaking a different language other than English), political affiliation, disability, marital status, ethnic group identification, sexual orientation or any other factor. You have the right:

- to receive free interpreter services if you need help to apply for or to keep receiving benefits from us; and
- to be given a bilingual worker for your case who speaks your language if you speak one of the following languages: Armenian, Cambodian, Chinese, English, Farsi, Korean, Russian, Spanish, Tagalog and Vietnamese; and
- to receive free interpreter services for your case even if you speak a language other than those listed above; and
- to call the office and have an English Notice that you received, translated and explained to you.

HOW TO FILE A CIVIL RIGHTS COMPLAINT

If you believe you have been discriminated against because of race, color, religion, sex, national origin, political affiliation, disability, age, marital status, ethnic group identification, sexual orientation or any other factor, you may take one or all of the following actions:

You may ask to speak with the local office Civil Rights Liaison. He or she can help you resolve your complaint and/or explain your rights. This includes assisting you with obtaining a PA 607, "Complaint of Discriminatory Treatment," and helping you complete the form. You may also contact the Los Angeles County Department of Public Social Services (DPSS) Civil Rights Section or the State directly at the addresses and telephone numbers listed in the next column.

You may request an investigation from the DPSS Civil Rights Section either verbally or in writing by contacting the Civil Rights Unit. You may use the PA 607 to document your complaint. The PA 607 is available to any person or organizational representative in the community requesting it. You may complete the form or ask the Civil Rights Liaison to complete it for you. The Civil Rights Unit will contact you within 20 days of receipt of your complaint for more information. The Civil Rights Unit will investigate the complaint and inform you of their findings in writing. If you disagree with the County's findings, you may appeal to the California Department of Social Services, or if it involves the Food Stamp Program, to the U.S. Department of Agriculture.

Your complaint must be filed within 180 days from the date that you believe you were discriminated against.

You may file your complaint with one or all of the following applicable County, State and federal agencies: the California Department of Social Services, the U.S. Department of Agriculture or the U.S. Department of Health and Human Services.

County Office

Department of Public Social Services
Civil Rights Section
12860 Crossroads Parkway South
City of Industry, California 91746
Telephone No. : (562) 908-8501

State Office

California Department of Social Services
Civil Rights Bureau
744 "P" Street, M-S. 8-16-70
Sacramento, California 95814
Telephone No. : (866) 741-6241

Federal Office

U.S. Department of Health and Human Services
Office for Civil Rights
907th Street, Suite 4-100
San Francisco, California 94102
Telephone No. : (800) 368-1019

Food Stamp Program

U. S. Department of Agriculture
Food and Nutrition Services
Office of Civil Rights - Western Region
907th Street, Suite 10-100
San Francisco, California 94108
Telephone No. : (888) 271-5983

INSTRUCTIONS FOR STATE HEARING ON REVERSE

(REVERSE SIDE)

STATE HEARING

If you need to seek further help regarding the County's action on your application for assistance or your public assistance benefits, you may take the following action:

File a State Hearing within 90 days of the County's action. The 90-day period applies even though you have filed a Civil Rights complaint. Aid Paid Pending may be received if you file your request for a hearing before the effective date of the action.

To ask for a hearing:

By telephone, please call (800) 952-5253. This number is often busy.

By mail, fill out the back of any Notice of Action (letter) from the welfare office or write a letter (keep a copy), and send your request to Appeals and State Hearings, P.O. Box 18890, Los Angeles, CA 90018

Additional Civil Rights and State Hearing information is available in the reception areas of District/Regional offices. You may ask for the State pamphlet, Your Rights Under California Welfare Programs (PUB 13), which is available in all reception areas.

Instructions

- To be given and explained to applicants/participants at time of application and recertification/redetermination or mailed to applicants/participants if a face-to-face contact is not required.
- Filing/Retention – Not Applicable

LANGUAGE DESIGNATION FORM

CASE NAME: _____ CASE NUMBER: _____

FREE INTERPRETER SERVICES ARE AVAILABLE

(please ask your worker)

A. SPOKEN LANGUAGE DESIGNATION

I speak the language checked below. I prefer to speak/talk about my case or related matters with staff from the Department of Public Social Services in the language selected below. This designation takes the place of any choices made before.

- | | | | |
|-----------------------------------|-------------------------------------|--|----------------------------------|
| <input type="checkbox"/> Armenian | <input type="checkbox"/> Cambodian | <input type="checkbox"/> Cantonese | <input type="checkbox"/> English |
| <input type="checkbox"/> Korean | <input type="checkbox"/> Mandarin | <input type="checkbox"/> Russian | <input type="checkbox"/> Spanish |
| <input type="checkbox"/> Tagalog | <input type="checkbox"/> Vietnamese | <input type="checkbox"/> Other (Specify) _____ | |

B. WRITTEN LANGUAGE DESIGNATION

- ☐ I prefer to get written letters, notices, forms and other communication in English.

OR

- ☐ I prefer that written communications and forms be sent or given to me, if available, in the language specified below (Chinese is the written language for those who speak Cantonese and Mandarin). In addition, I understand that if written communications from the Department of Public Social Services are not available in the language specified below, I can receive a verbal translation by contacting my case worker.

- | | | | |
|-----------------------------------|-------------------------------------|--|----------------------------------|
| <input type="checkbox"/> Armenian | <input type="checkbox"/> Cambodian | <input type="checkbox"/> Chinese | |
| <input type="checkbox"/> English | <input type="checkbox"/> Korean | <input type="checkbox"/> Russian | <input type="checkbox"/> Spanish |
| <input type="checkbox"/> Tagalog | <input type="checkbox"/> Vietnamese | <input type="checkbox"/> Other (Specify) _____ | |

APPLICANT'S/PARTICIPANT'S SIGNATURE (OR MARK)_____
DATE

- ☐ I hereby verify that the applicant's/participant's above choices are reflected on LEADER and/or GEARS and/or CMIPS and/or any other computer program used to manage eligibility issues.

CASE CARRYING WORKER'S SIGNATURE_____
FILE NUMBER_____
DATE_____
SUPERVISOR'S INITIALS_____
DATE**FILING INSTRUCTIONS:**

BWS/BSO: Documentation/Activity Folder
Retention: Permanent

Department of Community and Senior Services

PROGRAM NAME: YOUTH EMPLOYMENT PROGRAM - CALWORKS TEENS

PROGRAM TERM: JUNE 1, 2012 - OCTOBER 31, 2012

CONTACT PERSON: Dan Ma
TELEPHONE NUMBER: (213) 738-2767

BUDGET ALLOCATIONS

	CALWORKS June ONLY	CALWORKS July - Oct	TOTAL June - Oct
Program Costs			
Program Staff Salary and Employee Benefits			
Salaries	\$ 27,500	\$ 50,200	\$ 77,700
Fringe Benefits	10,313	18,787	29,100
Subtotal Program Staff Salary and Employee Benefits	37,813	68,987	106,800
Operating Costs			
Auditor-Controller - Services	-	20,000	20,000
Communication	-	200	200
Mileage/Travel	-	300	300
Office Supplies	-	1,648	1,648
Printing/Postage/Other	-	1,500	1,500
Subtotal Operating Costs	-	23,648	23,648
Administrative Support	26,187	57,365	83,552
Program Costs Total	64,000	150,000	214,000
Contracted Costs Total		1,286,000	1,286,000
TOTAL	\$ 64,000	\$ 1,436,000	\$ 1,500,000

Department of Community and Senior Services

PROGRAM NAME: GENERAL RELIEF OPPORTUNITIES for WORK (GROW) YOUTH EMPLOYMENT PROGRAM

PROGRAM TERM: JUNE 1, 2012 - OCTOBER 31, 2012

CONTACT PERSON: Dan Ma
TELEPHONE NUMBER: (213) 738-2767

BUDGET ALLOCATIONS

	GROW June ONLY	GROW July - Oct	TOTAL June - Oct
Program Costs			
Program Staff Salary and Employee Benefits			
Salaries	\$ 9,300	\$ 18,700	\$ 28,000
Fringe Benefits	3,563	6,937	10,500
Subtotal Program Staff Salary and Employee Benefits	12,863	25,637	38,500
Operating Costs			
Auditor-Controller - Services	-	9,700	9,700
Communication	-	200	200
Mileage/Travel	-	300	300
Office Supplies	-	400	400
Printing/Postage/Other	-	1,500	1,500
Subtotal Operating Costs	-	12,100	12,100
Administrative Support	9,137	15,263	24,400
Program Costs Total	22,000	53,000	75,000
Contracted Costs Total		425,000	425,000
TOTAL	\$ 22,000	\$ 478,000	\$ 500,000



**MEMORANDUM OF UNDERSTANDING
BETWEEN
LOS ANGELES COUNTY COMMUNITY AND SENIOR SERVICES
AND
LOS ANGELES COUNTY PROBATION DEPARTMENT
TO PROVIDE
ENHANCED EMPLOYMENT AND VOCATIONAL TRAINING OPPORTUNITIES
FOR PROBATION YOUTH IN THE COMMUNITY
FUNDED BY THE JUVENILE JUSTICE CRIME PREVENTION ACT**

**Prepared by:
Los Angeles County Probation Department
and
Community and Senior Services**

**MEMORANDUM OF UNDERSTANDING
BETWEEN LOS ANGELES COUNTY COMMUNITY AND SENIOR SERVICES
AND
LOS ANGELES COUNTY PROBATION DEPARTMENT
TO PROVIDE
ENHANCED EMPLOYMENT AND VOCATIONAL TRAINING OPPORTUNITIES
FOR PROBATION YOUTH IN THE COMMUNITY
FUNDED BY THE JUVENILE JUSTICE CRIME PREVENTION ACT**

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**MEMORANDUM OF UNDERSTANDING BETWEEN
LOS ANGELES COUNTY COMMUNITY AND SENIOR SERVICES
AND
LOS ANGELES COUNTY PROBATION DEPARTMENT
TO PROVIDE
ENHANCED EMPLOYMENT AND VOCATIONAL TRAINING OPPORTUNITIES
FOR PROBATION YOUTH IN THE COMMUNITY
FUNDED BY THE JUVENILE JUSTICE CRIME PREVENTION ACT**

I. PURPOSE

This Memorandum of Understanding (MOU) is entered into between the Los Angeles County Community and Senior Services (CSS) and Los Angeles County Probation Department (Probation).

The purpose of this MOU is to affect an intrafund transfer from Probation to CSS to enhance and provide employment and vocational training opportunities through subsidized employment and enrollment funding for identified youth served by Probation.

In addition, the forging of an MOU between CSS and Probation is to enable the sharing of confidential data for eligible Probation youth. The data will be used to provide CSS and its contractors with eligible Probation youth information required to provide outreach and services.

II. TERM OF MOU:

The initial term of this MOU shall commence upon execution date and shall remain in effect over a three year period. Contingent upon available funding, the term may be automatically extended as agreed upon by both parties.

III. AGREEMENT FUNDING:

Probation shall reimburse CSS for the enhancement of subsidized employment and vocational training programs, in an amount not to exceed \$2,000,000 over a three year period beginning upon execution of this MOU.

CSS shall utilize these funds to work in collaboration with local Workforce Development Boards and local employers to assess and pay for subsidized employment of youth referred by Probation, and where applicable, to pay for vocational training program enrollment, tuition, books, tattoo removal, supportive services (i.e., transportation, work clothing and/or tools) and other educational related fees or

materials including the Personal Enrichment Training (i.e., Financial Literacy, Work Ethics, Work Readiness, Career Exploration), which may include an attendance stipend.

Changes to the budget, require signed written approval by both parties.

IV. ROLES AND RESPONSIBILITIES

PROBATION SHALL:

- Probation shall attend regular meetings of the Juvenile Justice Crime Prevention Act (JJCPA) partners intended to enhance interagency collaboration and quality of care.
- Probation shall identify eligible youth for referral to CSS. Referral forms will be agreed upon by both agencies.
- Probation shall continue to provide services already in place such as background clearance oversight of CSS contracted community-based providers, as required.
- Probation shall collaborate with CSS and other agencies providing services in the employment and vocation training plan, and will address needs that surface during the juvenile's screening, evaluation and assessment.
- Probation shall coordinate and collaborate with CSS and/or its contracted and/or subcontracted agency in the provision of services to reduce fragmentation and duplication.
- Probation shall provide CSS with access to applicable information necessary to provide services to youth identified by Probation.
- Probation shall affect an intra-fund transfer to CSS for the purpose of expanding employment opportunities through employment and vocational training stipend through JJCPA funds for eligible Probation youth.

CSS SHALL:

- CSS shall attend regular meetings of the JJCPA partners intended to enhance interagency collaboration and quality of care;
- CSS shall work collaboratively with Probation, Workforce Development Boards and other County departments, CSS contracted and/or subcontracted agencies, and other workforce

partners to 1.) provide: subsidized employment opportunities, 2.) connect youth to vocational training opportunities and, 3.) to establish a case management plan that will result in the provision of subsidized employment of up to 250 hours on average per youth and vocational training programs to youth served by the Probation Department.

- CSS shall distribute funding to provide services in all five supervisorial districts based on levels of need throughout Los Angeles County as agreed upon by both CSS and Probation. Once placed in a subsidized job and/or in a vocational training program through a CSS authorized Contractor/Service Provider, the funds made available through this MOU will be used to directly pay the participants' subsidized employment wage and related benefits, enrollment vocational education and/or training, and tuition costs, books, supportive services, tattoo removal, the Personal Enrichment Training, and related educational fees and materials as approved by Probation.
- CSS shall ensure that confidentiality of all records is and information relating to juvenile participants under this MOU are adhered to by CSS and CSS contracted and/or subcontracted agencies.

V. CONFIDENTIALITY

Probation and CSS shall maintain the confidentiality of all records and information relating to juvenile participants under this MOU. This shall be in accordance with Welfare & Institutions Code (WIC) provisions, as well as, all other applicable State and County laws, ordinances, regulations, and directives relating to confidentiality. Probation and CSS shall inform all its managers, supervisors, employees, and contractor providers providing services hereunder, of the confidentiality provision of this MOU in writing.

In no case shall records or information pertaining to participants be disclosed to any person except designated County/contractor employees without the written permission of a Probation Director, or authorized representative.

VI. FISCAL PROVISIONS

Probation shall make payments to CSS for services rendered pursuant to this MOU. Such payments shall be made from the JJCPA funding.

Payment terms are as follows:

- Departmental Service Orders (DSOs) shall be prepared in accordance with Chief Executive Office budget instructions.
- CSS shall submit Departmental Invoices monthly that comply with Auditor-Controller guidelines. Expenditures must correspond to the CPA 2000 plan budget approved by the State. Changes to the budget require signed written approval of both parties.
- The monthly invoices shall include the expenditures, less other State and Federal revenue, for the enhanced employment and vocational training services funded by the JJCPA funds:
 1. Salaries and Employee Benefits
 2. Operating Costs
 3. Administrative Overhead
 4. Tattoo removal
 5. Supportive services- (i.e., transportation, clothing and tools for work)
 6. Personal Enrichment Training
- Departmental Invoices with supporting documentation should be submitted by the 25th of the following service month to:

Grace Reyes, Chief Financial Officer
 Probation Department
 9150 East Imperial Highway, Room P-73
 Downey, CA 90242
 Phone: (562) 940-2680
 E-mail: Grace.Reyes@probation.lacounty.gov
 Fax: (562) 940-2614

- Unspent JJCPA funding for CSS is subject to carryover from one FY to the next for a period not to exceed three (3) total years from the execution date.
- If an audit of the program covered in this MOU identifies and disallows ineligible costs, CSS will reimburse Probation for the amount of the over-payment to the extent that program eligibility requirements have been communicated to CSS.

VII. EMPLOYEE CRIMINAL RECORDS AND NOTICES

As a condition of participation, CSS shall include the following language in any and all contracts with third parties, referred to as Contractor/Service

Provider below and shall facilitate any Probation activities with regard to Contractor/Service Provider referred to hereunder:

"Contractor/Service Provider" shall be responsible for ongoing implementation and monitoring of subsections 1. through 7. listed below. On at least a quarterly basis, Contractor/Service Provider shall report, in writing, monitoring results to CSS and Probation, indicating compliance of problem areas. Elements of monitoring report shall receive prior written approval from CSS and Probation.

1. No personnel employed by the Contractor/Service Provider for this program having access to Probation and/or CSS information or records shall have a criminal conviction record or pending criminal trial unless such information has been fully disclosed and employment of the employee for this program is approved, in writing by Probation and CSS.
2. CSS reserves the right to preclude the Contractor/Service Provider from employment, or continued employment of any individual or any individual designated by Probation for this contract service.
3. In general, no personnel employed by the Contractor/Service Provider for this project shall be on active probation or parole currently or within the last three (3) years. The only exception pertains to youth that receive subsidized employment through this program and appear to be employees of the CSS contractor and/or subcontractor for the provisions of this contract.
4. Contractor/Service Provider and employees of the Contractor/Service Provider shall be under a continuing obligation to disclose any prior or subsequent criminal conviction record or any pending criminal trial to Probation and CSS.
5. CSS reserves the right to have Probation conduct a background investigation of Contractor/Service Provider's prospective employees prior to employment and further reserves the right to have Probation conduct a background investigation of Contractor/Service Provider's employees at any time during employment, and to bar such employees from working on the contract under circumstances in which information is discovered regarding a criminal conviction or pending criminal trial.
6. The Contractor/Service Provider shall submit the names of employees to the CSS Contract Manager within five (5)

business days of the date of hire. Probation will schedule appointments to conduct background investigation/record checks based on fingerprints of Contractor/Service Provider's employees, and further reserves the right to have Probation conduct a background investigation of Contractor/Service Provider employees at any time.

7. Because Probation is charged by the State for checking the criminal records of Contractor/Service Provider's employees, CSS, through Probation, will bill Contractor/Service Provider to recover expense. The current amount is \$32.00 per record check which is subject to change by the State."

IN WITNESS HEREOF, the parties hereto have executed this MOU as of this
22nd day of December, 2016.

LOS ANGELES COUNTY
COMMUNITY AND SENIOR SERVICES


CYNTHIA D. BANKS
Director

DATE

LOS ANGELES COUNTY
PROBATION DEPARTMENT


CALVIN C. REMINGTON
Interim Chief Probation Officer

12-22-16
DATE

AGN. NO.

**MOTION BY SUPERVISORS HILDA L. SOLIS AND
MARK RIDLEY-THOMAS**

DECEMBER 1, 2015

IMPLEMENTING PROP 47 AND ADAPTING TO THE NEW LEGAL LANDSCAPE

Last year, California voters approved Proposition 47: The Safe Neighborhoods and Schools Act ("Prop 47"), which reduced certain non-violent, non-serious drug and property crimes from felonies to misdemeanors. By reducing the number of people serving prison sentences for low-level, nonviolent offenses, Prop 47 has helped to reduce California's prison overcrowding one year ahead of a federal court deadline. Anticipating that the law would result in savings, the law directed that such savings flow to local jurisdictions to be spent on (1) mental health and substance use treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services. The law applied retroactively as well as prospectively, thereby allowing currently or formerly incarcerated people to apply to change their criminal record.

Though premised in part on the proposition that treating addiction would increase public safety more than long prison sentences, the law did not provide immediate funding for such treatment. Though some state savings will eventually flow to the local level in the form of grants for which local jurisdictions can apply, the law's failure to provide immediate treatment funding was a significant shortcoming.

This must not distract us from our responsibility for ensuring that the will of the people is carried out. Prop 47 is the law of the land. California voters have validated a shift in public opinion away from "tough on crime" policies reliant on long prison sentences as the

-MORE-

MOTION

SOLIS _____

RIDLEY-THOMAS _____

KUEHL _____

KNABE _____

ANTONOVICH _____

MOTION BY SUPERVISORS HILDA L. SOLIS AND MARK RIDLEY-THOMAS
DECEMBER 1, 2015
Page 2

primary crime-fighting tool and towards a restorative approach prioritizing prevention and treatment that address crime's root causes. The salient question today is not whether Prop 47 "caused" more crime, but rather what changes our public safety leaders must make in order to protect safety and advance justice in this new context.

Los Angeles County should further this work by galvanizing a massive and focused effort by both public and private institutions to connect these formerly incarcerated men and women with jobs and services that will help them rejoin productive society. This will not be easy. The criminal justice ecosystem is complex and involves many institutions that too often operate independently and without unity of purpose. Adjusting to the new legal landscape will require unprecedented collaboration between law enforcement agencies, prosecutors, the defense bar, trial judges, corrections professionals, and service providers. In fact, the collaborative circle must be wider still, encompassing private sector efforts to supply jobs, philanthropic efforts to mobilize resources, and nonprofit efforts to implement successful treatment and service programs.

The first task for this collaborative is to ensure that all who are eligible for a sentence reduction apply for one. Under California law, most people convicted of felonies face restricted access to jobs, housing, and government programs—even after they have served their sentence. This includes people convicted of low-level felonies, including drug possession, shoplifting, and writing bad checks.

The Public Defender and Alternate Public Defender estimate that there are at least 690,000 Los Angeles County residents eligible for resentencing under Prop 47. Prop 47, however, did not allow for automatic resentencing. Any eligible person who wants their sentence reduced under Prop 47 must petition the court. Many of these people may not be able to afford a lawyer or navigate the legal system without one. Even more worrisome, outreach and education concerning Prop 47 has been insufficient. A recent survey commissioned by the California Endowment found that only 29% of Los Angeles residents were aware of Prop 47. These challenges must be overcome within the 3 year deadline the law set for retroactive applications. Reaching this population will require creative outreach, coordination, and funding support—in a very short timeframe.

MOTION BY SUPERVISORS HILDA L. SOLIS AND MARK RIDLEY-THOMAS
DECEMBER 1, 2015
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Facilitating these applications, moreover, presents a tremendous opportunity to expand access for these men and women to the services they need to fully reintegrate. Establishing a system for identifying eligible applicants and providing them access to jobs and training, linking them to mental health treatment, substance abuse treatment, health services, supportive housing, and other wraparound supports services will require exactly the kind of public-private cooperation contemplated above.

California is on the cutting edge of a national shift away from mass incarceration and towards smarter criminal justice policies. Los Angeles should lead California's criminal justice transformation from a system focused primarily on punishment to a more effective system focused on prevention, rehabilitation, and restoration. This is a significant moment and challenge for our region, and we must succeed.

WE, THEREFORE MOVE that the County of Los Angeles Board of Supervisors:

1. Direct the Public Defender and the Chief Executive Officer (CEO) to jointly convene a Prop 47 County Taskforce comprising the Interim Director of the Office of Diversion and Reentry and senior management representatives from the Alternate Public Defender, the District Attorney, the Superior Court, the Los Angeles County Bar Association Indigent Criminal Defense Program, Post-Conviction Assistance Center, the Information Systems Advisory Body (ISAB), the Countywide Criminal Justice Coordinating Committee, the Probation Department, Department of Public Social Services, the Department of Children and Family Services, and any other departments they deem necessary, and to prepare a report to the Board in 90 days that:
 - a. Identifies the number of Los Angeles County residents eligible for Proposition 47, the number who have applied for reclassification to date, and the number of those applications that have been processed; and

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- b. Formulates a County-wide plan for identifying all remaining eligible residents and facilitating the application and processing of their resentencing petitions prior to the statutory deadline. This plan should consider means by which departments that regularly interface with the public and community-based organizations can identify eligible candidates and link them to culturally and linguistically competent resources they need to complete the reclassification process. The plan should also consider partnerships with local law schools and/or pro bono private attorneys. The report should also include the estimated costs for outreach services and for facilitating and processing their applications; and
 - c. Develops a data collection and analysis methodology so that the Taskforce can make informed recommendations based upon reliable data.
 - d. Explores the feasibility of legislation that would extend or eliminate the sunset date for processing Prop 47 sentence reduction applications and recommend whether the County should support legislation.
- 2. Direct the Chief Executive Officer, in collaboration with the Interim Director of the Office of Diversion and Reentry who will serve as the liaison between the two groups, to convene a Prop 47 Jobs & Services Taskforce that comprises, should the County's invitation be accepted, the President & CEO of the Los Angeles Area Chamber of Commerce, the Executive Secretary-Treasurer of the Los Angeles County Federation of Labor, President and CEO of The California Endowment, the President of Los Angeles Trade-Tech College, the Executive Director of Californians for Safety and Justice, the Archbishop of Los Angeles, as well as the Directors of the Department of Human Resources, the Department of Community and Senior Services, the Department of Mental Health, and the Department of Public Health; and a minimum of two (2) community members formerly impacted by incarceration, substance abuse, mental health issues, chronic unemployment and/or

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- a. Formulates a plan for launching multiple public-private partnerships (PPPs) with philanthropy, the private sector, unions, educational institutions, faith-based organizations (FBOs), and community-based nonprofit organizations (CBOs) that are targeted towards enabling residents who have reduced their felony record through Prop 47 to access workforce development and vocational training, employment opportunities, apprenticeships, and educational programs. The members of the taskforce should convene and chair sub-groups comprising other organizations in the same field, i.e. philanthropy, private sector, unions, educators and workforce developers, FBOs, CBOs, and formerly impacted community members.
 - b. Formulates a Countywide plan for capitalizing on the outreach to and contact with Prop 47 eligible residents to simultaneously link them with wraparound services such as family reunification counseling, permanent housing, healthcare, mental health treatment, and substance abuse treatment that will promote their successful reintegration into productive membership in society.
3. Instruct the Director of the Office of Diversion and Reentry, in collaboration with the Manager of the City of Los Angeles Mayor's Office of Reentry, to:
 - a. Convene appropriate stakeholders, including significant representation by community-based organizations and people previously incarcerated under Prop 47 offenses, to recommend a process and schedule for collaborating with regional stakeholders to prepare an application for the forthcoming state grant funds, with a strong focus on promoting evidence-based interventions.
 - b. Facilitate a community engagement process that includes a minimum of three

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(3) town hall meetings to solicit input from County residents and stakeholders adversely impacted by poverty and crime as defined by the United States Census Bureau Data on Poverty Thresholds; rates of unemployment and homelessness; concentrated populations of probationers, parolees, and juvenile offenders; and high rates of violent and non-violent crimes.

- c. Report back to the Board in 180 days with a set of recommendations and priorities for applying for State funding to support the County's investment in (1) community-based mental health and substance abuse treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services.
4. Request that the Auditor-Controller report back to the Board in writing in 90 days with an analysis of existing, and newly required, accountability measures that capture any past and potential future cost savings (or increases) and/or service improvements (or declines) attributable to Prop 47, which could include, but should not be limited to, decreased jail system costs due to reduced overcrowding (if potential savings have been reinvested in increasing the percentage time served for certain inmates, this reinvestment and its results should be made explicit), a reduction in County Probation caseloads, reduced supervision requirements for misdemeanants in comparison to felonies, and a reduction of panel attorney costs and reduced staff time (e.g. for the public defender, alternate public defender, etc.) as a result of decreased caseloads. The Auditor-Controller is encouraged to examine best practices used by other counties to quantify such savings. In addition, the report back should propose a methodology for considering how to reallocate future cost savings (or increases) in order to ensure that the Public Defender and Alternate Public Defender have sufficient resources to expeditiously process applications for sentence reductions before the three-year deadline. The report should include a full statement of the methodologies employed to assess cost

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**MOTION BY SUPERVISORS HILDA L. SOLIS AND
MARK RIDLEY-THOMAS**

DECEMBER 1, 2015

IMPLEMENTING PROP 47 AND ADAPTING TO THE NEW LEGAL LANDSCAPE

Last year, California voters approved Proposition 47: The Safe Neighborhoods and Schools Act ("Prop 47"), which reduced certain non-violent, non-serious drug and property crimes from felonies to misdemeanors. By reducing the number of people serving prison sentences for low-level, nonviolent offenses, Prop 47 has helped to reduce California's prison overcrowding one year ahead of a federal court deadline. Anticipating that the law would result in savings, the law directed that such savings flow to local jurisdictions to be spent on (1) mental health and substance use treatment, (2) truancy and dropout prevention among K-12 public school students, and (3) victim services. The law applied retroactively as well as prospectively, thereby allowing currently or formerly incarcerated people to apply to change their criminal record.

Though premised in part on the proposition that treating addiction would increase public safety more than long prison sentences, the law did not provide immediate funding for such treatment. Though some state savings will eventually flow to the local level in the form of grants for which local jurisdictions can apply, the law's failure to provide immediate treatment funding was a significant shortcoming.

This must not distract us from our responsibility for ensuring that the will of the people is carried out. Prop 47 is the law of the land. California voters have validated a shift in public opinion away from "tough on crime" policies reliant on long prison sentences as the

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primary crime-fighting tool and towards a restorative approach prioritizing prevention and treatment that address crime's root causes. The salient question today is not whether Prop 47 "caused" more crime, but rather what changes our public safety leaders must make in order to protect safety and advance justice in this new context.

Los Angeles County should further this work by galvanizing a massive and focused effort by both public and private institutions to connect these formerly incarcerated men and women with jobs and services that will help them rejoin productive society. This will not be easy. The criminal justice ecosystem is complex and involves many institutions that too often operate independently and without unity of purpose. Adjusting to the new legal landscape will require unprecedented collaboration between law enforcement agencies, prosecutors, the defense bar, trial judges, corrections professionals, and service providers. In fact, the collaborative circle must be wider still, encompassing private sector efforts to supply jobs, philanthropic efforts to mobilize resources, and nonprofit efforts to implement successful treatment and service programs.

The first task for this collaborative is to ensure that all who are eligible for a sentence reduction apply for one. Under California law, most people convicted of felonies face restricted access to jobs, housing, and government programs—even after they have served their sentence. This includes people convicted of low-level felonies, including drug possession, shoplifting, and writing bad checks.

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ATTACHMENT V**P. Local Area Grant Recipient Listing**

STATE of CALIFORNIA
 LOCAL AREA GRANT RECIPIENT LISTING
 [WIOA Section 107(d)(12)(B)(i)]

LA County Workforce Development Board

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Workforce Development, Aging and Community Services	Cynthia D. Banks, Director of WDACS	3175 West 6 th Street, Los Angeles, CA, 90020	Tel: (213) 637-0798 Fax: (855) 396-8456
Fiscal Agent	Workforce Development, Aging and Community Services	An Duong, Fiscal Officer	3175 West 6 th Street, Los Angeles, CA, 90020	Tel: (213) 738-2644 Fax: (855) 396-8456
Local Area Administrator	Workforce Development, Aging and Community Services	Josephine Marquez, Assistant Director	3175 West 6 th Street, Los Angeles, CA, 90020	Tel: (213) 738-3175 Fax: (855) 396-8456
Local Area Administrator Alternate	Workforce Development, Aging and Community Services	Martha Molina-Aviles, Program Manager	3175 West 6 th Street, Los Angeles, CA 90020	Tel: (626) 393-2823 Fax: (855) 396-8456

Signature: _____

Chief Elected Official: Chair – L.A. County Board of Supervisors

Date _____

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

ATTACHMENT VI

Q. Local Board Bylaws

LA County WDB's Bylaws can be found here:

- [L.A. County Workforce Development Board Bylaws](#)

DRAFT



BYLAWS

OF

THE

LOS ANGELES COUNTY

WORKFORCE DEVELOPMENT BOARD

ADOPTED: October 28, 2015

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**BYLAWS
OF
THE LOS ANGELES COUNTY
WORKFORCE DEVELOPMENT BOARD**

ARTICLE I - NAME

The name of this organization is the Los Angeles County Workforce Development Board (“WDB”). The principal office of the WDB is located at the Department of Community and Senior Services (CSS), 3175 W. 6th Street, Los Angeles, CA 90020.

ARTICLE II - DEFINITIONS

1. Board of Supervisors

The Los Angeles County Board of Supervisors are the Chief Local Elected Official (“CLEO”) of the Los Angeles County Workforce Development Area.

2. WDB Executive Director

The WDB Executive Director is an employee of the County of Los Angeles who assists in carrying out the functions of the WDB.

3. Community and Senior Services (“CSS”)

This is the County department that acts as the fiscal agent for the Los Angeles County Workforce Development Area.

4. Local Workforce Development Area

The term local area refers to the 58 cities and all unincorporated areas that the L.A. County WDB is funded to serve.

ARTICLE III - RESPONSIBILITIES

As set forth in the Workforce Innovation and Opportunity Act of 2014 and subsequent actions by the L.A. County Board of Supervisors, the responsibilities of the WDB are:

1. Develop and submit a local plan to the Governor that supports the strategy described in the State's plan for workforce development;
2. Carry out workforce research and regional labor market analyses to assist in the development and implementation of the local plan;
3. Convene local workforce development system stakeholders to assist in the development of the local plan and identify non-federal expertise and resources to leverage support for workforce development activities;
4. Lead efforts to engage with a diverse range of employers, economic development entities, and service providers in the region to:
 - (a) promote business representation on the WDB;
 - (b) develop linkages with employers in the region to support utilization of the local workforce development system and support investment activities;
 - (c) ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration; and
 - (d) develop and implement proven or promising strategies that meet the employment and skill needs of workers and employers, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations;
5. Lead efforts to implement career pathways development within the local area with representatives of secondary and postsecondary education, by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;
6. Lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility to the one-stop delivery system, in accordance

- with the applicable provisions of WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and also identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;
7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers;
 8. With the Board of Supervisors (herein referred to as "the Board"), conduct program oversight for authorized local youth workforce investment activities, local employment and training activities, and one-stop delivery system activities;
 9. Negotiate and reach agreement on local performance accountability measures with the Board and the Governor;
 10. With the agreement of the Board, select, and also have the ability to terminate for cause, operators and providers of one-stop, youth, training, and career services, and also work with the State to ensure there are sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;
 11. Coordinate activities with education and training providers in the local area;
 12. Develop a budget, subject to approval of the Board, for the activities in the local area that is consistent with the local plan and the duties referred to herein; and
 13. Annually assess the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with the applicable provisions of WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

ARTICLE IV - MEMBERSHIP

1. Nomination and Appointment

The WDB shall have at least 19, and no more than 25 members, all of whom are appointed by the Board of Supervisors. Two members may be directly nominated by each Supervisor and appointed by the Board of Supervisors. The remaining members shall be appointed in accordance with the membership and nomination requirements of WIOA and any other applicable federal and state law, and County Code.

2. Term of Service

- (a) Members appointed pursuant to County Code section 3.76.040(B), shall serve at the pleasure of the Board for a maximum of two consecutive three-year terms, unless otherwise extended by the Board.
- (b) Members appointed pursuant to County Code section 3.76.040(C) shall serve at the pleasure of the Board for terms of one or two years, as set by the Board at the time of appointment. These members shall be limited to a maximum of two consecutive two-year terms, with the exception of representatives of the California Employment Development Department and the California Department of Rehabilitation whose terms shall be determined by their nominating agencies.

3. Attendance

Attendance at all WDB Board and standing and/or ad hoc Committee meetings to which a member has been appointed is expected of all members.

4. Renewals

WDB Members will be notified by the Executive Director at least six months in advance of their term end date. Members who wish to be considered for re-appointment to a second term must continue to meet the eligibility requirements for their appointed category of representation and be nominated in accordance with the requirements of WIOA and any other

applicable federal and state law, and County Code. Any Member not reappointed to the WDB prior to their term end date will cease to be a Member of the WDB effective the day their term ends.

5. **Resignations**

Any Member may resign by giving written notice to the WDB Chair. The resignation shall be effective on the date specified in writing, but a resignation is not complete until the Member has submitted all of the following to the WDB Executive Director:

- (a) Completed and signed Leaving Office Form 700 Statement of Economic Interests;
- (b) County property assigned to them as a Member of the WDB including Commissioner Identification Cards.

6. **A recommendation to remove a member will be forwarded to the Board of Supervisors when:**

- (a) A Member is convicted of a felony.
- (b) A Member has engaged in activities or interests detrimental to, or in conflict with the WDB.
- (c) A Member misses a third consecutive Board meeting.
- (d) A Member ceases to meet the qualifications to be a representative of the category for which they were nominated.
 - i. When a Member is identified as ceasing to meet the eligibility requirements to represent the group from which he or she was nominated, the WDB Executive Director will notify the WDB Chair in writing. The Chair will initiate a formal eligibility review by notifying the Member within 7 business days to request a written confirmation of eligibility.
 - ii. Failure to submit the requested documentation within 30 days, or a mutually agreed upon date, will result in a written notice of ineligibility to remain on the WDB and

recommendation to the Board of Supervisors for appropriate action.

7. Fees and Compensation

- (a) WDB Members shall serve without compensation except for mileage reimbursement for meeting attendance and any authorized travel expenses incurred in connection with their duties, including transportation, meals, and lodging, in accordance with WIOA and all applicable County policies and regulations.
- (b) WDB Members may receive mileage and parking reimbursement for approved official business for the use of a privately-owned motor vehicle, to attend WDB meetings and any other approved meetings in their official capacity, to the extent reimbursable under WIOA and all applicable County policies and regulations.
- (c) The Director of CSS is authorized to pay for necessary incidental expenses of the WDB including those identified in this section, to the extent such expenses are allowable and reimbursable under WIOA and all applicable County policies and regulations.

ARTICLE V - OFFICERS

1. Designation, Election, and Vacancies of Officers

- (a) **Officers:** There shall be three Officer positions: Chair, Vice-Chair, and Secretary/Treasurer.
- (b) **Elections:**
 - i. **Initial Elections:** The election of each officer position shall occur at the first meeting of the WDB. Candidates for each of the Officer positions may be nominated by a WDB Member, or self-nominate. All nominations must be seconded by a WDB Member. Each candidate will be allowed to present their qualifications and interests.

Following questions to any candidates, a public vote with a showing of raised hands by all WDB members in attendance will be held for each position separately, and in accordance with the Brown Act. The election will be administered by the WDB staff.

- ii. **Subsequent Elections:** Elections of all WDB officers shall take place at the regular WDB meeting in the spring of each even-numbered year. WDB Members shall submit nominations to the WDB Chair or WDB Executive Director, for each of the officer positions authorized under the Bylaws, during a publically announced period that is not less than two weeks. The ballot shall be prepared by the WDB Executive Director, stating the names of the persons so nominated, which shall be placed on the agenda of the WDB's spring quarterly meeting, for consideration and voting in accordance with the Brown Act and all relevant legal requirements.
- iii. Only Business Representatives are eligible to serve as WDB Chair and Vice-Chair.
- iv. The WDB must inform the Board of Supervisors of the election of officers within ten (10) business days of the election.

2. **Terms of Office**

Each officer shall serve for a term and period stipulated in the Bylaws beginning July 1 and ending June 30 except for the initial election when the term of office begins upon election and continues until June 30, 2016. Each officer shall serve no more than two (2) consecutive terms in any one position.

3. **The Powers and Duties of Officers – WDB Chair**

The WDB Chair:

- (a) Shall preside at all meetings of the WDB, and except in the absence of a quorum, shall proceed with the business of the WDB in the manner prescribed by the Bylaws.
- (b) Subject to the approval of the WDB, shall appoint Members of the WDB to standing and ad hoc committees, including designating Members as chairs of such standing and ad hoc committees. Appointments made between meetings shall be confirmed by the WDB at its next possible scheduled meeting.
- (c) Shall only vote on action items before the WDB in the case of a tie.

4. **Vice-Chair**

The WDB Vice-Chair shall possess and perform all the powers and duties of the WDB Chair during, for whatever reason, the absence of the WDB Chair.

5. **Secretary/Treasurer**

The WDB Secretary/Treasurer:

- (a) Shall ensure that an official record of all proceedings is maintained;
- (b) Shall review, sign, and date the official version of the WDB Bylaws and any other official documents as required, or directed by the WDB Chair.
- (c) Shall review budget reports and financial and performance reports in advance of each Board meeting based upon an agreed upon schedule and ensure any questions regarding the reports are resolved.

6. **Resignation of Officers**

Any officer may resign any time by giving written notice to the WDB Chair. Any resignation shall take effect at the date of receipt of that notice or at any later time specified in that notice; and unless otherwise specified in that notice, the acceptance of that notice shall not be necessary to make it

effective. A WDB Officer who resigns may continue as a WDB Member unless otherwise provided in the written notice of resignation.

7. **Removal**

The WDB, at any regular meeting or special meeting of the WDB, may remove any officer, with or without cause, upon a two-thirds majority vote.

8. **Vacancy**

Any vacancy caused by death, resignation, removal, disqualification or other circumstance shall be filled by the WDB for the unexpired portion of the term. In the event of a vacancy of any office other than that of WDB Chair, such vacancy shall be filled temporarily by appointment by the WDB Chair until such time as the WDB shall fill the vacancy by election at a public meeting.

ARTICLE VI - MEETINGS

1. **Meeting Location**

The regular meeting location of the WDB is the principal office of the WDB. Meetings of the WDB may also be held at any place within the County of Los Angeles, or other location authorized by law.

2. **Meetings**

The WDB shall meet at least four times per year and may meet at such other times as may be deemed necessary by the Chair, or the WDB Vice-Chair if authority is so delegated or by a majority of WDB Members.

3. **Meeting Notices**

Notice of the date, time and place of meetings shall be given to each Member either by email or mail or by email or mail to a person at the Member's office who would reasonably be expected to communicate that notice promptly to the Member. The notice shall comply with the Brown Act.

4. **Quorum and Adjournment**

A quorum is established when a majority of the number of Members appointed to the WDB or an established standing and(or) ad hoc committee are present. If attendance drops below quorum, the WDB staff shall immediately notify the Chair. The only business that can be conducted at this point is to adjourn or to take recess.

5. **Conflict of Interest**

- (a) Members shall abide by conflict of interest requirements outlined in WIOA Section 107(h) which states a member of a local board, or a member of a standing committee, may not--
 - i. vote on a matter under consideration by the local board--
 - 1. regarding the provision of services by such member (or by an entity that such member represents); or
 - 2. that would provide direct financial benefit to such member or the immediate family of such member.
- (b) An announcement shall be made by the Chair at the beginning of each meeting to remind members of these requirements and it will be reflected on the official agenda for the meeting.

ARTICLE VII - COMMITTEES

- 1. The WDB may designate and direct the activities of standing committees to provide information and to assist the board in carrying out its responsibilities. Such standing committees shall be chaired by a member of the WDB, may include other members of the WDB and shall include other individuals appointed by the WDB who are not WDB members and who the WDB determines have appropriate experience and expertise.
- 2. The WDB may designate and direct the activities of ad hoc committees, which must be comprised solely of WDB members, have a defined purpose and timeframe to accomplish that purpose, consist of less than

the number of WDB members who have the ability to make a decision and be advisory in nature without any delegated decision-making power.

ARTICLE VIII - GENERAL PROVISIONS

1. **Ralph M. Brown Act.** All meetings of the WDB shall be called and conducted in conformity with provisions of the Ralph M. Brown Act of the State of California (the "Brown Act") (Cal. Gov. Code 54950, et seq.). Any conflict between specific provisions of these Bylaws and provisions of the Brown Act shall be resolved in favor of the latter.
2. **Eleventh Edition of Robert's Rules of Order Newly Revised.** When parliamentary procedures are not covered by the Bylaws, Eleventh Edition of Robert's Rules of Order Newly Revised shall prevail.

ARTICLE IX - AMENDMENTS

1. Subject to the limitations set forth in these Bylaws, the Members may adopt, amend or repeal these Bylaws.
2. New Bylaws may be adopted, or these Bylaws may be amended or repealed, by approval of a majority of the Members of the WDB.
3. No amendment may extend the term of a Member beyond that for which the Member was appointed.

CERTIFICATE OF SECRETARY/TREASURER OF THE LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD

I DO HEREBY CERTIFY that I am the duly appointed and acting Secretary/Treasurer of the Los Angeles County Workforce Development Board, that the above Bylaws were duly adopted by resolution of the WDB Members thereof at its meeting of the Workforce Development Board. Executed on October 28, 2015 at Los Angeles, California.



**Secretary/Treasurer
Los Angeles County Workforce
Development Board**

ATTACHMENT VII**R. Program Administration Designee and Plan Signatures**

This local plan represents the Los Angeles County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair**Chief Elected Official**

Signature

Erick Verduzco-Vega

Name

Chair – L.A. County WDB

Title

Date

Signature

Mark Ridley-Thomas

Name

Chair – L.A. County Board of Supervisors

Title

Date

ATTACHMENT VIII**S. Public Comments Summary Disagreeing with Local Plan****Local Board Record of Comments**

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

This page serves as a placeholder, awaiting public comment submission and review.

Local Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response: