

# 2021 Promise



At WDACS, we are an unstoppable force that uplifts and protects our most vulnerable, and builds vibrant, thriving communities free from prejudice and inequity. The COVID-19 pandemic heightened the need for what we do, more than ever before. We rapidly expanded and enhanced critical services for residents and communities, from home delivered meals and food assistance for seniors and families, to rapid reemployment of laid off workers and financial assistance for small businesses, to our efforts to unite communities against hate. This year, we will continue to build on

these efforts to address vital needs facing the County and help our communities emerge more equitable, inclusive, and thriving than ever before. That is our 2021 promise.

- OTTO SOLÓRZANO

## Core Strategies

1.

### Measurable Outcomes

- **Outcome-driven, measurable success metrics** across the Department.
- **Regularly publish data and success metrics** for internal and external stakeholders to ensure accountability and demonstrate the impact of our services.

2.

### Integrated, Partnership-Driven Service Delivery

- **Continually expand and strengthen community partnerships** to maximize services to clients.
- **Align regional aging and workforce services by facilitating greater collaboration** among key stakeholders, including County departments, community-based organizations, labor unions, employers, and other partners.

3.

### Customer-Centric Approach

- Regularly publicize **targeted and culturally appropriate public information** about our services.
- **Measure and improve customer satisfaction** across our programs.

4.

### Embracing Digital Government

- **Continually increase effectiveness and connectedness** of our mobile workforce through the deployment of the latest digital tools and solutions.
- **Test and adopt cutting-edge technology** to enhance service delivery, including automated contracts, and vendor management systems.

5.

### Employee Engagement and Development

- **Continuously develop staff through** training, mentorship, and exposure to new assignments.
- Continually reinforce **departmental culture** based on performance, trust, caring relationships, and enthusiastically engaged employees.
- **Regularly** engage employees and recognize their accomplishments.



# Response to COVID-19

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## Hunger and Food Insecurity

- Provide **home-delivered** meals to older adults.
- Through the Critical Delivery Services Program, deliver **food and other vital necessities** to older adults and individuals with disabilities.
- Provide **food assistance** through the Community and Senior Centers.

## Employment and Higher Wages

- Coordinate with regional employers to host regular **virtual hiring events**.
- **Re-employ dislocated workers and priority populations** in employment opportunities directly tied to pandemic response and in careers that offer family-sustaining wages by implementing **pre-apprenticeship and apprenticeship programs**.

## Recovery and Response

- Develop and implement **economic recovery plan** in coordination with County departments and stakeholders to help workers and businesses.
- Promote workplace safety measures to prevent spread of COVID-19 through the **Safer at Work Campaign**, targeting business, workers, and consumers.
- **Distribute PPE** to employees, local businesses, and non-profit organizations.
- Implement **phased reopening** for Community Centers, America's Job Centers, Congregate Meal sites, and other service locations.

## Vulnerable Communities

- Through **LA vs Hate**, unite the County against hate, track acts of hate-motivated hostility, and build community capacity to prevent and respond to acts of hate.
- Ensure delivery of food assistance, rental assistance, employment assistance, and other needed services for the **American Indian and Alaska Native** community.
- Continue toy loan distributions, utility assistance, and other **vital services** via Community Centers.

## Families and Older Adults

- Conduct **regular wellness checks** to ensure the well-being of older adults and offer services.
- Further enhance **remote tools and protocols** for our mobile APS social workers.
- Support efforts to inform older adults about the **COVID-19 vaccination program** and ensure equitable access.



## Our Most Critical Initiatives

### Empower Targeted Populations to Overcome Barriers

- **Homelessness:** Prepare and place **1,500** individuals experiencing homelessness in jobs.
  - Place **individuals experiencing homelessness** into careers via Hire Up and expand supportive employment opportunities with social enterprises through L.A. RISE.
  - Partner with LAHSA to provide **short-and long-term housing assistance to 200+** APS clients through the Home Safe Pilot.
- **Re-Entry:** Prepare and place **2,000** re-entry participants in jobs.
  - Expand **INVEST** partnership with the Probation Department that **connects probationers to services, jobs, and careers.**
  - Launch a **Jail-Based Job Center** at Century Regional Detention Facility serving 200 women.
  - **Expand the number of re-entry-friendly employers** and track the number of justice-involved workers hired through the Fair Chance Campaign.



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### **Prepare and place 10,000 youth into jobs.**

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- **Youth:** Prepare and place **10,000** youth into jobs.
  - **Increase paid work experience** hours for Youth@Work participants to increase training and exposure to careers.
  - Expand opportunities for **remote work experience** and virtual soft skills training.
  - Expand **career pathways for youth** through initiatives such as Countywide Youth Bridges, Hire LAX, and high road training partnerships in advanced manufacturing.
  - Increase Youth@Work internship opportunities for **foster youth** by 10%.
  - Serve over **300 justice-involved** youth in partnership with the Probation Department.







## Drive Business and Workforce Development

### Help Businesses and Workers Thrive

- Prepare and place **15,500 County residents in jobs.**
- Cultivate relationships with **4,000 County businesses** to support the hiring of jobseekers and develop new metrics that track business engagement.
- Serve over **100,000 individuals through the AJCCs**, including assistance with unemployment insurance, job search assistance, training, job placement, among other employment-related services.
- Expand **high road partnerships** by identifying 120 pre-apprenticeships and apprenticeships opportunities and placing



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***Serve more than 100,000 through AJCCs.***

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### Workforce Alignment & Integration

- Coordinate with County departments to **align and integrate workforce and economic development services through a new department.**
- Launch **CalFresh Employment and Training initiative** with the Department of Public Social Services to increase workforce opportunities for CalFresh participants.
- **Redesign AJCCs** based on engagement of key stakeholders and guided by principles such as revitalizing economic mobility through high road jobs; expanding use of technology to enhance services; and prioritizing workers, employers, and communities disproportionately impacted by the pandemic.







## Create Age-Friendly Communities for All

### Help Older Adults Thrive

- Provide at least **130,000 older and dependent adults** with Aging services, including at least 10 million congregate and home-delivered meals.
- Establish a **cross-referral system** between the Area Agency on Aging and Adult Protective Services (APS) to maximize service delivery to older and dependent adults.

### Increase the Impact of L.A. FOUND

- Contingent on funding, **reach 1,000 participants** in the Project Lifesaver Program, implement case management for participants; launch mobile and GPS alternatives to Project Lifesaver; and expand training for County employees and first responders.

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### Lead Implementation of Purposeful Aging L.A. (PALA)

- Increase the number of Age Friendly Cities throughout Los Angeles County and continue implementation of 34 PALA strategies to **enhance the region's age-friendliness** across eight domains (such as transportation, housing, civic participation, employment, and social participation.)

### Alignment of Aging Services

- Coordinate with County departments to **align and integrate aging services through a new department.**
- Identify and implement areas of strategic alignment with the City of Los Angeles, including a joint Area Plan, joint Advisory Commission meetings, and data sharing.





## Engage, Connect, and Strengthen Local Communities

- Further enhance role of community and senior centers as **community hubs** for recreational, social, cultural, and workforce development services.
- **Establish anti-racism, diversity, and inclusion initiative** by supporting implementation of anti-racist policy agenda; prepare and present inaugural Annual Report on Black LA County by 2022.
- **Increase fairness and equity in the criminal justice system** by driving major policy and practice changes in law enforcement agencies in Los Angeles County that is informed through community engagement.
- **Increase visibility and inclusion of the American Indian and Alaskan Native** population by increasing access to County-owned lands for cultural and traditional practices, and developing a land acknowledgement statement, policy, and toolkit for the County.



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